



Government of the Federal Republic of Somalia

Public Institutions Continuity Assessment (PICA)

Analysis Report

September 2012

This publication was produced with the support of UNDP, Somali Institutional Development Project, funded by the European Union. The contents of this publication are the responsibility of the Ministry of Finance, National Civil Service Commission, and the Ministry of Planning, and can in no way be taken to reflect the views of the European Union.



Table of Contents

Context.....	iii
Background to the Assessment	iv
Scope and Methodology	iv
Key Findings and Analysis	iv
Conclusion and Recommendations.....	xiv
<i>Institution Reports</i>	1
Ministry of Agriculture, Livestock and Forestry	1
Ministry of Civil Aviation	4
Ministry of Commerce and Industry	7
Ministry of Constitution and Federal Affairs.....	10
Ministry of Finance and Treasury	13
Ministry of Education & Culture	17
Ministry of Fisheries	21
Ministry of Interior & National Security	25
Ministry of Justice & Religious Affairs Report	29
Ministry of Labour Youth & Sports.....	33
Ministry of Planning and International Cooperation	37
Ministry of Ports Authority, Land & Sea Transport Report	41
Ministry of Water & Mineral Resources.....	45
Ministry of Women and Family Care	49
The Prime Minister’s Office	52
Civil Aviation and Air Traffic Agency	55
Civil Service Commission	59
Independent Federal Constitution Commission	63
National Reconciliation Commission	66
The Federal Parliament Report	69
The Somali Port Authority.....	74
Somali Shipping Agency	78

Context

1. On 10 September 2012, the new Federal Parliament of the Federal Republic of Somalia elected a new President, in accordance with the provisions of the new Provisional Constitution, marking the end of 8 years of transition in Somalia. In accordance with this Constitution, the process leading to the formation of a new Executive and Federal Government will be as follows:
 - a. The President elect to appoint the new Prime Minister;
 - b. The new Prime Minister designate to appoint members of the Council of Ministers;
 - c. The new Prime Minister to present the Council of Ministers and a government program before Federal Parliament for endorsement
 - d. The Federal Parliament to give a vote of confidence in the Prime Minister and the Council of Ministers and government program by a simple majority vote
2. The Constitution further provides that between the date of the general elections and the swearing in of the new Prime Minister, the existing Prime Minister and Council of Minister would continue to serve in a caretaker capacity to carry out routine duties. It is expected that during this period the Prime Minister designate would consult with the outgoing Prime Minister on transition issues.



Figure 1 View of Mogadishu (September 2012)

Background to the Assessment

3. In July and August 2012, the UNDP Somali Institutional Development Project supported a Public Institution Continuity Assessment in Mogadishu. The assessment focused on all TFG Ministries, Agencies and Commissions at the central level, looking at existing human resources, assets, and overall policy and legal frameworks. The objectives of the assessment were to assist institutions in preparation for transition, and provide a snapshot of institutional capacity pre-transition.
4. The exercise was conducted by three teams of 4 researchers over a period of two months. The researchers were drawn from the Ministry of Finance (Asset Department), the Ministry of Planning and the Civil Service Commission. The teams visited all central public institution, and quantitative and qualitative information was collected from 24 public institutions. The initial findings and draft recommendations were discussed with staff and senior management officers of the individual institutions.
5. This analysis report describes the overall findings, analysis and recommendations. The report should be used to provide some basic information on the current situation and needs of these institutions. It should also be a good indicator on the functional capacity and capability of the Executive Branch of Government at the end of Transition. In the medium term, consideration should be given to conducting in-depth capacity assessments of key institutions.

Scope and Methodology

6. The exercise focused on all the ministries, agencies and independent commissions of the Transitional Federal Government (TFG) at the central level. The research team used a survey questionnaire to record key information about these institutions. These included their mandate, authority, functions, internal organizational structure, laws and policies, strategies, human resource capacity – gender, qualifications, nominal roll- infrastructure, and equipment.

Key Findings and Analysis

Overview

7. The collapse of the government in 1991, and the ensuing conflict, had a major impact on the ability of public institutions to function effectively. This report covers the current state of the Executive structure, institutional mandates, staffing levels, and government facilities and equipment.
8. The Executive structure of the TFG initially followed that of the Siad Barre regime; however, there have been several changes to Ministry portfolios, as well as government reshuffles in the past 8 years. Institutions surveyed did not have clear functions or organizational structures, and struggled to deliver on their perceived mandates. Nearly all institutions surveyed had no strategic vision or mission statement. In some institutions, perceived mandates ran counter to international best practice, whilst others were implemented on an ad hoc basis, without supporting policies or legislation.
9. The leadership role of the Council of Ministers the conduct of Ministers within Council Meetings, and the procedures in place to support the Council were called into question. Clear lines of communication, decision-making and accountability within Ministries were not identified; administrative procedures were perceived to be weak or informal.
10. Staff numbers and distribution varied widely across surveyed institutions, and data suggests that the vast majority of staff in any institution came on board only after 2004 (with the notable exception of the Office of the Auditor General). The survey indicates that there is a severe lack of qualified staff in government, and only 27% of the sample had degrees. There are no uniform recruitment procedures across government.

11. Women formed a very small percentage of senior staff, with only 1 female Director General (the highest level of senior servant). One third of all women are employed as cleaners or drivers.
12. The buildings occupied by government were largely inadequate or dilapidated, and offices were not well equipped to perform their functions.

Executive Structure

13. The Executive Structure was based on the Transitional Federal Charter. The core central institutions of government consisted of the following: (a) Office of the President; (b) Office of the Prime Minister; (c) Deputy Prime Minister; (d) Ministers, with Deputy Ministers and Director General; (e) Ministers of State; and (f) Commissions and Independent Officers (Auditor General).
14. Although the TFG initially adopted a Ministry structure similar to that in the 1990s, changes to ministerial portfolios over the past 8 years have had serious implications for the functions, structure, mandate and organization of institutions. Initially, the individual functions and portfolio balance of the central ministries and agencies remained as they were in 1991. However, over time, some ministries' and agencies' portfolios were streamlined or transferred to other ministries, and others were merged, often without necessary legislative or formal mandate adjustments to support this transfer.
15. For example, the Ministry of Finance and Ministry of Treasury got merged into one super Ministry (Finance and Treasury); the Ministry of Labour lost its traditional Social Services portfolio but gained new Youth & Sports departments. Most recently the Ministry of Justice lost the Constitutional Affairs portfolio and but gained Religious Affairs (which had been under the Ministry of Interior). A new Ministry of Constitution and Federal Affairs was then created.

Mandates, Policies and Laws

16. Most of the central public institutions had no clear mandate, establishment legislation or charter.
17. Many had no policy, legal and institutional frameworks within which they conducted business; where the legal framework existed- for example, the outdated laws and policies from the 1960s and 1970s- were applied according to convenience rather than legal precedent. For example, the Ministry of Labour applied the 1972 Labour Act while the Civil Service Commission applied the 1973 Civil Service Regulations (which were based on the Civil Service Act passed in 1972), a divergence which had ramifications on the 'ownership' and management of the civil service.
18. Nearly all the institutions surveyed had no strategic vision or mission statement, or objectives. Interviewees, with the exception of those in Constitution institutions, were largely unable to explain what the mandate of their institution was, or from where it originated.
19. In some institutions, the perceived mandates ran counter to international best practice. For example, the staff interviewed in the Office of the Auditor General considered its core mandate to safeguard national property, to introduce an efficient accounting system and to audit the budget. Staff in the Auditor General's Office made no reference to the role of the Auditor General in the oversight of public expenditures, and the incorporation of accounting into their mandate is counter to international best practice in independent oversight. (The absence of an active role by Parliament in this area also hampered the ability of the Auditor General to establish the parameters of national audit.)
20. The implementation of perceived mandates, to the extent that they were implemented, was often carried out without consideration of formal policies or laws to support government actions. For example, the Civil Aviation and Air Traffic Agency (which considered its core mandate to safeguard Somalia air space) had no laws or policies in place describing how it would go about doing this. Similarly, the Ministry of Commerce and Industry, (which considered its mandate as the promotion of trade and industrial development) had no strategic vision for the development of Somalia commerce and industry, or which were the priority areas for government to promote. Table 1 below shows the perceived mandate of some public institutions as described by senior staff.

21. It was often not clear who had the role of policy formulation and policy implementation between the related institutions, for example the Ministry of Ports Authority, Land and Sea and the Somali Port Authority.

Institution	Perceived Mandate
Civil Aviation & Air Traffic Agency	Safeguard Somali airspace
Independent Federal Constitution Commission	Preparation of the Federal Constitution which is based on justice and the reconstruction of the country
Ministry of Agriculture, Livestock & Forestry	Development of Agriculture, Livestock and Forestry
Ministry of Civil Aviation	Controlling all air flights
Ministry of Commerce and Industry	Promotion of trade and industrial development
Ministry of Constitution & Federal Affairs	Reforming the constitution, promoting federalism and finalizing reconciliation
Ministry of Education & Culture	Fighting illiteracy
Ministry of Finance & Treasury	Preparing the annual budget and tax collection
Ministry of Fisheries	Increasing the production of fish
Ministry of Interior & National Security	Security and rule of law for Somalia
Ministry of Justice & Religious Affairs	Promotion of justice and Islamic Sharia
Ministry of Labour Youth & Sports	Safeguarding the rights of workers
Ministry of Ports Authority, Land & Sea Transport	Safeguarding the land and sea
National Civil Service Commission	Strengthening the national workforce
Parliament	Representation of the population
Somali Shipping Agency	Participating in economic development
The Somali Port Authority	Nothing

Organizational Structures

22. None of the central ministries surveyed had clear departments with well-defined roles and responsibilities. The TFG did not instate formal departmental re-structuring processes to accompany portfolio changes, or provide guidance on basic organizational structures to support a functioning administration.

Council of Ministers

23. The last Council of Ministers met for one to two hours every month. The meetings could have been better organized, for example by ensuring that agenda, minutes or memoranda were produced with standard formats. The survey also demonstrated that more formal rules could be adhered to in the future for example in terms of Ministers' timeliness, manners of address, adherence to the agenda, and mobile phone etiquette.
24. The integration of the Council of Ministers as a leadership body for the Executive was questioned by interviewees. Communication within Ministries about Cabinet decisions, from the Minister to Director General (DG) or senior staff, was poor- some DGs commented they learned of Council decisions through press releases- limiting the implementation of, or follow-up to, Council decisions. The DGs stated they played little role in preparing their Ministers for the meetings; as a result, some DGs felt that important policy issues affecting their ministry were never discussed at the Council.

25. The survey did not reveal formal mechanisms linking the Council to Parliament, or other relevant bodies.

Administrative procedures and management

26. Formal decision making and accountability structures, or clear reporting lines, were largely absent; this was likely exacerbated by the absence of formal organizational structures. Interviewees indicated that formal communication and feedback mechanisms were also lacking, including between government institutions, with implications for the allocation of resources within and between institutions.

27. There are indications that levels of trust within institutions were low, and conflicts amongst senior staff and political appointees were not uncommon.

28. Administrative systems and procedures were either weak or informal; furniture to support consistent filing and archiving was lacking.



Figure 2 Documents and papers filed in the Parliament (September 2012)

Staffing and human resource capacity

29. Staff numbers and distribution varied widely across surveyed institutions. Information on 1837 staff in 24 institutions was collected. When questioned, most of the institutions reported that they were very under-staffed – many operated below their staff establishment levels. The Ministry of Finance and Treasury had the highest number of staff (339).

30. The survey indicates that there is a severe lack of qualified staff in government, with senior positions occupied by those without clear qualifications for the role. Of a sample of 769 government employees, only 27% had degrees, with 37% having been educated to below high

school level. The Ministry of Education & Culture had 100 staff and only 14 of them had a University Degree; the rest had no qualifications but were in professional positions.

31. The survey did not extensively cover the salary level or salary received by staff, however the indication was salaries are low (with an estimated salary of \$200- \$300 a month for Director Generals). This would impact the ability of institutions to recruit and retain qualified staff, or allow qualified staff to devote sufficient time to their government roles (rather than on additional sources of income.)
32. Data suggests that the vast majority of staff in any institution came on board only after 2004, with the notable exception of the Office of the Auditor General, where many staff had been employed for over 30 years. In parliament, 90% of staff had been in place for only 2 years. In the Ministry of Interior, 57% of staff have only been in place for 1 year, with only 7% having been employed for more than 3 years.
33. Though some institutions reported a high proportion of cleaners and drivers (for example, 10 out of 36 staff in the Ministry of Constitution; and 8 cleaners for 12 rooms in the Ministry of Agriculture), the average percentage of support staff across all available data was 11%, with security staff making up 7% security.
34. Only 17% of all recorded staff (1837) were female, with one third of women employed as 'cleaners or drivers'. There is one female DG (Ministry of Finance) and only 10% staff listed as 'Section Head' or 'Department Head' were female. Only 20 of 124 women providing information on their qualifications had degrees.
35. Table 2 below provides a summary of staffing and human resource capacity in some of the institutions

Table 2: Summary of staffing and human resource capacity in some of the institutions

Institution	Staffing levels and human resource capacity
Civil Aviation & Air Traffic Agency	Total number of 80 staff of which 22 were female, 2 DGs both were male, 5 heads of departments – all were male, 8 assistant directors – all were male, 4 air traffic controllers, 6 MET, 10 professional officers, 4 Fire fighters, 3 Marshals, 6 civil servants, 19 support staff and cleaners. The qualification of staff was not disclosed and there were no job descriptions.
Independent Federal Constitution Commission	Details on staffing levels and human resource capacity were not available
Ministry of Agriculture, Livestock & Forestry	Total number of 90 staff of which 6 were female, DG was male, 8 heads of departments – all were male, 18 section head – all were male, 40 civil servants of which only 2 were female, 10 support staff of which only 4 were female and 7 security officers. In terms of qualification 33 of the 90 staff had some university degree, 32 had only attained high school education while the rest had no formal education.
Ministry of Civil Aviation	Total number of 80 staff of which 20 were female, 2 DGs both were male, 5 heads of departments – all were male, 8 section heads – all were male, 10 professional officers – only 1 was female, 16 civil servants – only 2 were female, 19 support staff – only 4 were male, 4 fire fighters – all were male, 16 security officers – only 2 were female. The qualification of staff was not disclosed and there were no job descriptions.
Ministry of Commerce and Industry	Total number of 50 staff of which 8 were female, DG was male, 3 heads of departments – all were male, 21 section heads, 1 consultant, 1 professional officers, 15 civil servants,

	<p>4 support staff and cleaners, 4 security officers.</p> <p>In terms of qualification only 15 of the 50 staff had some university degree, the rest had attained high school education while some had no formal education</p>
Ministry of Constitution & Federal Affairs	<p>Total number of 36 staff of which 8 were female, DG was male, 6 heads of departments – only 1 was female, 7 section heads – only 2 were female, 12 civil servants – all were male, 6 support and cleaners staff – only 1 was male, 4 security offices – all were male.</p> <p>In terms of qualification only 3 of the 36 staff had some university degree, 19 had only attained high school education while the rest had no formal education.</p>
Ministry of Education & Culture	<p>Total number of 56 staff of which only 3 were female, DG was male, 1 advisor, 11 heads of departments – all were male, 16 section heads – only 1 was female, 15 civil servants – only 1 was female, 8 support staff and cleaners – only 1 was female, and 4 security officers.</p> <p>In terms of qualification only 14 of the 56 staff had some university degree, 7 had only attained high school education while the rest had no formal education</p>
Ministry of Finance & Treasury	<p>Total number of 339 staff, the DG was a female, 10 heads of departments, 4 section heads, 3 professional staff, and 256 civil servants in the Ministry.</p> <p>The qualification of staff was not disclosed and there were no job descriptions for all staff.</p>
Ministry of Fisheries	<p>Total number of 75 staff of which 18 were female, DG was male, 10 heads of departments of which 2 were female, 11 section heads, 3 professional, 39 civil servants and 6 support staff of which were all cleaners</p> <p>The qualification of staff was not disclosed and there were no job descriptions.</p>
Ministry of Interior & National Security	<p>Total number of 136 staff of which 19 were female, DG was male, 5 Advisors, 8 heads of departments – all were male, 48 section heads – only 5 were female, 27 professional officers, 13 civil servants – only 3 were female, 18 support staff and cleaners – 10 were female, and 16 security officers.</p> <p>In terms of qualification only 17 of the 136 staff had some university degree, the rest had attained high school education while some had no formal education</p>
Ministry of Justice & Religious Affairs	<p>Total number of 50 staff of which only 6 were female, DG was male, 7 heads of departments – all were male, 20 section heads – only 2 were female, 9 civil servants – only 1 was female, 9 support staff and cleaners – only 3 were female, and 3 security officers.</p> <p>In terms of qualification only 16 of the 50 staff had some university degree, the rest had attained high school education while some had no formal education</p>
Ministry of Labour Youth & Sports	<p>Total number of 77 staff of which 6 were female, DG was male, 7 heads of departments – no female, 24 section heads – only 2 were female, 33 civil servants – only 2 were female, 7 support staff – only 2 were female, and 5 security officers – all were male.</p> <p>In terms of qualification only 23 of the 77 staff had some university degree, 45 had only attained high school education while the rest had no formal education.</p>
Ministry of Ports Authority, Land & Sea Transport	<p>Total number of 130 staff of which only 28 were female, DG was male, 2 advisors, 7 heads of departments – only 1 was female, 22 section heads – only 3 were female, 2 professional officers, 61 civil servants – only 14 were female, 27 support staff and cleaners – 9 were female, and 4 security officers.</p> <p>In terms of qualification only 10 of the 130 staff had some</p>

	university degree, 1 had a diploma while the rest attained high school education or no formal education
National Civil Service Commission	Total number of 25 staff of which only 4 were female, DG was male, 8 commissioners – only 1 was female, 11 civil servants – only 3 were female. In terms of qualification only 9 of the 25 staff had some university degree, 5 had some diploma while the rest had attained high school education or no formal education
Parliament	Total number of 53 staff of which 16 were female, DG was male, 6 heads of departments – all were male, 37 civil servants – only 7 were female, 9 support staff and cleaners. In terms of qualification only 15 of the 100 staff had some university degree, the rest had attained high school education while some had no formal education
Somali Shipping Agency	Total number of 12 staff of which all were male, 1 DG, 1 Assistant Directors, 3 heads of departments – 5 section heads, 1 civil servant, and 1 cleaner In terms of qualification 5 out of the 12 staff had some university degree, the rest had only attained high school education
The Somali Port Authority	Total number of 287 staff of which only 30 were female, DG was male, 26 advisors, 8 heads of departments – all were male, 43 section heads – only 5 were female, 26 professional officers – only 1 was female, 116 civil servants – only 5 were female, 18 support staff – all were female and cleaners and 37 security – only 1 was female. The qualification of staff was not disclosed and there were no job descriptions.

Recruitment system and procedures

36. There were no uniform recruitment systems or procedures followed by the institutions to hire staff. There were no recruitment records of staff and institutions paid their staff salaries without individual files. Even the Civil Service Commission had no recruitment systems or procedures for hiring its own staff.

Buildings

37. All ministerial, departments, agencies and officers were located in Mogadishu. None of the Ministries maintained offices or sub-offices in the regions and/or districts. However, some of the offices were located in government owned buildings while others were using rented properties or sharing government buildings. For example, the Governor of Mogadishu and the Civil Service Commission operated from the same building owned by the Ministry of Justice.
38. The buildings were old and many had outgrown their facilities and no longer provided sufficient space for operations and activities. Many had crumbling walls, leaks and poor ventilation. Some lacked basic lightings or power, water, and lavatories.



Figure 3 Former Chamber in the Current Parliament Building (September 2012)

Office space and Equipment

39. Stated available office space appears insufficient to support the number of staff indicated by institutions. Though some institutions, such as the Ministry of Finance, have meeting rooms, such facilities are lacking in many.
40. Although asset registers indicate that offices were furnished, survey teams noted that furniture is basic and old, though 'functioning'. In many cases the number of staff outstripped the number of desks and chairs, and computers, available for those staff to use. Even in the Ministry of Planning, one of the better equipped institutions, 26 members of staff share 12 computers.
41. Survey teams indicated that there was a general lack of adequate writing materials, such as paper and pens, which poses a challenge given the few computers available. (Where computers were available and 'functioning' many were old and run outdated software applications.)
42. The offices had no communication networks, lacked internet connectivity and nearly all the institutions assessed had no professional website. Many staff including senior management officers, Ministers, Director Generals, Directors used their personal phones and email addresses to interact with members of the public.

Table 3: Equipment in Institutions

Institution	Equipment	# of staff (excluding security and cleaners)
Civil Aviation & Air Traffic Agency	3 desk top computers, 3 basic printers, 4 filing cabinet 29 office tables and 96 chairs. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	45
Independent Federal Constitution Commission	2 desk top computers, 3 printers, 14 laptops, 2 water filter, 1 projector, no filing cabinet 9 office tables and 59 office chairs. Most of the chairs were old but in reasonable condition. The Commission had no safe, computer desk, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	36
Ministry of Agriculture, Livestock & Forestry	12 desk top computers, 10 printers, 15 filing cabinets, 27 office tables and 101 chairs, 1 safe. Most of the chairs were old but in reasonable condition. The ministry lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	69
Ministry of Civil Aviation	3 desk top computers, 3 printers, 4 filing cabinet 29 office tables and 96 chairs. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders. There were no computer desks.	44
Ministry of Commerce and Industry	2 desk top computers, 2 printers, 1 filing cabinet 3 office tables and 26 chairs. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	42
Ministry of Constitution & Federal Affairs	11 desk top computers, 9 printers, 20 filing cabinet, 25 office tables and 107 chairs. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders. There were no computer desks.	26
Ministry of Education & Culture	13 desk top computers, 9 printers, 2 scanners, 4 laptop computer, 1 fax machine, 1 projector, 2 digital camera, 6 filing cabinets, 49 office, 112 office chairs and 1 safe, 2 computer desks. Most of the chairs were old but in reasonable condition. The ministry lacked adequate writing materials including paper and pens, photocopy machine, paper shredders. The printers had no toners	44
Ministry of Finance & Treasury	37 desk top computers, 26 printers, 15 filing cabinets, 35 office tables and 87 chairs, 13 conference table, 68 conference chairs, and 24 computer desk. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	337
Ministry of Fisheries	6 desk top computers, 5 printers, 1 photocopy, 8 small office tables, 57 chairs, 9 filing cabinets, 22 big office tables. Most of the chairs were old but in reasonable condition. The ministry lacked adequate	64

	writing materials including paper and pens, paper shredders.	
Ministry of Interior & National Security	14 desk top computers, 11 printers, 13 filing cabinet 40 office tables and 63 office chairs, 4 sofa chairs and 4 refrigerator, 1 photocopy. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, paper shredders.	70
Ministry of Justice & Religious Affairs	10 desk top computers, 10 basic printers, 11 filing cabinets 21 office tables and 64 chairs, 1 safe. Most of the chairs were old but in reasonable condition. The ministry lacked adequate writing materials including paper and pens, photocopy machine, paper shredders. The printers lacked toners	17
Ministry of Labour Youth & Sports	1 desk top computer, 4 printers, 6 office tables and 40 chairs. Most of the chairs were old but in reasonable condition. The ministry had no safe, filing cabinets, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	65
Ministry of Ports Authority, Land & Sea Transport	4 desk top computers 1 laptop and 4 printers, 10 filing cabinet, 10 office tables and 225 chairs, 12 plastic chairs, 2 computer desks. Most of the chairs were old but in reasonable condition. The ministry had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders. The printers lacked toners.	93
National Civil Service Commission	4 desk top computers, 4 basic printers, 1 projector, 13 filing cabinets, 12 office tables and 30 chairs, 12 plastic chairs, 2 computer desks. Most of the chairs were old but in reasonable condition. The commission had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	17
Parliament	2 desk top computers, 2 printers, 2 filing cabinet 15 office tables, 50 VIP Chairs, 16 Sofa chairs, 405 plastic chairs and 3 microphones. Most of the chairs were old but in reasonable condition. The Parliament had no safe, lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	44
Somali Shipping Agency	No information was made available.	No information
The Somali Port Authority	3 desk top computers, 2 printers, 2 filing cabinet, 15 office tables 42 chairs and 50 VIP chairs, 16 sofa chairs, 1 safe. Most of the chairs were old but in reasonable condition. The Authority lacked adequate writing materials including paper and pens, photocopy machine, paper shredders.	178

Vehicles

43. Many institutions had some vehicles that belonged to the Government. The vehicles were reported to be in good conditions but a few were observed not to be functioning. In many cases some vehicles lacked official plate numbers due to security reasons. The table below shows the number of vehicles per institution.

Table 4. Number of vehicles per institution

Institution	Vehicles
Civil Aviation & Air Traffic Agency	1 fire engine, 1 Toyota Sports, and 1 Suzuki all in serviceable condition
Independent Federal Constitution Commission	No vehicle was reported
Ministry of Agriculture, Livestock & Forestry	No vehicle was reported
Ministry of Civil Aviation	1 fire fighter truck, 1 Suzuki vehicle and sports – all in serviceable condition
Ministry of Commerce and Industry	1 vehicle (Toyota Crib) in serviceable condition
Ministry of Constitution & Federal Affairs	No vehicle was reported
Ministry of Education & Culture	3 vehicles (1 Toyota Noah, 2 Toyota Surf) all in serviceable condition
Ministry of Finance & Treasury	4 vehicles (Toyota Noah, Surf and Toyota Hilux) all purchased in past 2 years. The vehicles were in serviceable condition.
Ministry of Fisheries	1 vehicle (Toyota Crown) purchased in 2009. The vehicles were in good condition.
Ministry of Interior & National Security	No vehicle was reported
Ministry of Justice & Religious Affairs	3 vehicles (2 Toyota Surf, 1 Mark II) purchased in 2011 and in serviceable condition
Ministry of Labour Youth & Sports	No vehicle was reported
Ministry of Ports Authority, Land & Sea Transport	5 vehicles (1Toyota Caldina, 5 Toyota Crown, 1 Carib, 1 Toyota 4/4 runner)
National Civil Service Commission	1 vehicle (Toyota Caldina) purchased in 2011 and in serviceable condition
Parliament	No vehicle was reported
Somali Shipping Agency	No vehicle was reported
The Somali Port Authority	1 lorry, 5 forklift, 2 tractors, lift, 1 fire fighter vehicle, 1 spago car, 2 generators, 3 engine. All were purchased in 2008 and were in serviceable condition.

Conclusion and Recommendations

The Public Institutions Continuity Assessment has provided significant evidence for the need to support the Executive Branch of the new Federal Government of Somalia. Critical to these recommendations outline here, is an understanding that, unless the Executive Branch is supported, the post-transition administration will not be able to perform and deliver its functions effectively.

- The new government should develop mandates, authorities and functions of all public institutions;
- The new government should restructure all public institutions based on their mandates, authorities and areas of responsibilities;
- The new government should conduct a comprehensive capacity assessment of all public institutions and develop and implement institutional strengthening program for all its public institutions.

- The new government should conduct training needs assessment and develop training strategy for all staff in public institutions
- The new government should provide all tools and equipment that its public institutions require to perform their functions.
- The new government should provide office spaces, buildings and premises for its public institutions.

Institution Reports

Ministry of Agriculture, Livestock and Forestry

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

- Prevention and treatment of diseases from livestock and agriculture.
- Improvement of agricultural product and enhancing better seeds
- Increasing the income and livelihood of farmers.

The concern of the current administration of the ministry is to encounter lack of stable government budget which may result de-motivation of employees due to lack of salary.

The total number of employees of the ministry is 90 of which 61 of them are permanent while the remaining 29 are temporary and burden to the ministry waiting for employment. 7% of the total employees are female while the remaining 93% are male.

Section A: General Information

Institutions Name: The Ministry of Agriculture , Livestock, and forestry			
Contact Person	Dr: Mohamoud Mohamed Mohamoud		
Partner agencies	WFP, FAO and UNEP - Local Ngo's: TEVONOPO,SASHPA,VSFJ AND CATZ, Others: AU, IBAR, and IGAD		
Mission	Development of Agriculture, Live Stock and Forestry		
Key Priorities	Prevention and treatment of diseases from livestock and agriculture	2-Improvement of agricultural product and enhancing better seeds.	3. Increasing the income and livelihood of farmers.
Key concerns	Lack of stable government budget.	N/A	N/A

Laws	N/A		
Policies	N/A		
Strategies (Timeframe)	N/A		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	8	0	8
Section or Unit Heads	18	0	18
Other Civil Servants	40	2	42
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	10	4	14
Security	7	0	7
Total	84	6	90

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	61
Temporary	29
Total	90

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	33	2	35	39
High School	32	0	32	35
Middle School	0	0	0	0
Professional ¹	6	0	6	7
No- Schooling	1	0	1	1
Unknown ²	12	4	16	18

¹ Vocational training certificate holders, job experienced people with elementary school level, etc.

² Qualification records not found for these employees and there is need for verification

Total	85	5	90	100
-------	----	---	----	-----

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	6	7%
Male	84	93%
Total	90	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	12	Good Condition
Printer	10	Good Condition
UPS	12	Good Condition
Photo copy	2	Good Condition
Power Stak 2000 wt 1	3	Good Condition

1.6. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	15	Good Condition
Office tables	27	Good Condition
Office chairs	101	Good Condition
Sofa chairs	4	Good Condition
Refrigerator	1	Good Condition
Safe	1	Good Condition

1.7. Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Automatic	Good Condition	Archive

Conclusion and Recommendation

The Ministry of Agriculture, Livestock and Forestry has good number of international partners including but not limited WFP, FAO and UNEP - Local Ngo's: TEVONOPO, SASHPA, VSFJ AND CATZ, AU, IBAR, and IGAD. The total employees are 90 with 39% of degree holders while 35% are secondary school level. The ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees.

Ministry of Civil Aviation

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

- Re-establishing Civil Aviation Office
- Re-possessing the property owned by the Agency
- To equip the airport with modern equipment

The concern of the current administration of the ministry is that it cannot accommodate an increased number of flights in the future.

The total number of employees of the ministry is 80 of which 20 of them are female while the remaining 60 are male.

Section A: General Information

Institutions Name:		Civil Aviation		
Contact Person	Engineer Mohamed Ibrahim	E-mail –	admin@samisco.org	Tel. 0615866680
Partner agencies	IOM, SKA, AMISOM			
Mission	Controlling all air –flights			
Key Priorities	1. Re-establishing the Civil Aviation Office	2.Re-pocssesing the property owned by the agency	3.To equip the airport with modern equipment	
Key concerns	Small Airport that cannot accommodate if flights increase in future	Imposed sanctions.		
Laws	N/A			
Policies	N/A			
Strategies ((Timeframe)	Planned for 2012			

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
Director Generals	2	0	2
Department Heads	5		5
Section or Unit Heads	4	8	8
Civil Servants	14	2	16
Consultants	0	0	0
Professional	9	1	10

Volunteers/Interns	0	0	0
Support Staff (Drivers and cleaners)	4	16	19
Fire Fighters	4	0	4
Security	14	2	16
Total	60	20	80

Qualification Table

Qualification Level	Male	Female	Total
Degree		0	
Diploma	0	0	0
High School			
Middle School		0	
Professional	0	0	0
No- Schooling			
Unknown			
Total			

Gender

	Number of employee	%
Female	20	25 %
Male	60	75 %
Total	80	100

Section C: Asset

IT Summary Table

Description	Number	Remarks
Laptops	0	
Desktop Computers	3	Good condition
Printer	3	Good condition
UPS	1	Good condition

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Fire fighter truck		2008	old
1	Suzuki		2011	old
1	Sports		N/A	Old

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	4	Good condition
Office tables	29	Good condition
Office chairs	96	Good condition
Computer Desk		N/A

Stamps

No	Type of Stamp	Condition	Custodian
4	Normal	OK	Manager Civil Aviation

Conclusion and Recommendation

The Ministry of Civil Aviation is housed in government-owned premises. It has partnerships with several international agencies including IOM, SKA and AMISOM. The Ministry has 80 staff of whom 20 are female. The ministry did not provide the data on qualifications of its staff.

One of the key concerns of the Ministry is that the airport under its control may not be big enough to accommodate big international flights as well as the demand for huge number of flights at the same time.

Ministry of Commerce and Industry

Key Findings

This information has been validated from the management of the Ministry and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

- To rebuild the headquarter of the Ministry
- Equipping the offices
- Training the employees

The concern of the Ministry is regaining their previous premises. Also, there is a lack of budget for equipping the offices of the Ministry. There is a lack of budget to equip its offices and train its employees.

The total number of employees is 50 out of which 21 of them are permanent while the remaining 6 are temporary and burden to the office waiting for employment. 19% of the total employees are female while the remaining 81% are male.

Section A: General Information

Institutions Name: Ministry of Commerce and Industry			
Contact Person	Abdillahi Hayir Duale	E-mail- mocisomaila@hotmail.com	Tel. 0615170512
Partner agencies	ARIPO, IGAD, WIPO		
Mission	Promotion of Trade and Industrial Development		
Key Priorities	1. Rebuilding the Head Quarter of the Ministry	2. Equipping the Office	3. Employee Training
Key concerns	Regaining our previous building offices.	Lack of budget for office equipment and vehicles.	Lack of peace and roads that need repair.
Laws	Commercial Law		
Policies	Promotion of Private Business.		
Strategies ((Timeframe)	Semi Annually Jan-June 2012		

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
Number of DGs	1	0	1
Number of Department Heads	7	0	3
Number of Section or Unit Heads	18	3	21

Number of Civil Servants	13	2	15
Number of Consultants	1	0	1
Professional	1	0	1
Number of volunteers/interns	0	0	
Number of support staff (nadiifiyaasha, darweeladda)	3	1	4
Number of security	2	2	4
Total	42	8	50

Staff Qualifications

Qualification Level	Male	Female	Total
Degree	15	2	17
Diploma	0	0	0
High School	21	2	23
Middle School	1	1	2
Elementary School	1	3	4
No- Schooling	3	1	4
Unknown	0	0	0
Total	41	9	50

Gender

	Number of employee	%
Female	9	18 %
Male	41	82 %
Total	50	100

Section C: Assets

IT Summary Table

Description	Number	Remarks
Laptops	0	
Desktop Computers	2	Good condition
Printer	2	Good condition
UPS	2	Good condition

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Toyota Crib (white)		2011	Good condition

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	1	Good condition
Office tables	3	Good condition
Office chairs	26	Good condition

Computer Desk		N/A
Fridge	1	Good condition
AC	2	Good condition

Stamps

No	Type of Stamp	Condition	Custodian
3		OK	In safe place

Conclusion :

The Ministry of Commerce and Industry is one of the government with a good number of university-level employees. There are about 17 degree holders out of 50 civil servants. The ministry has a number of partner agencies including ARIPO, IGAD, WIPO.

As you will see in the above graphs women representation of the workforce is only 18%. This needs to change in future to enhance women's representation in the workforce. Comparatively it is better than most institutions.

Ministry of Constitution and Federal Affairs

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

The mission of the Ministry is reforming the constitution.

Promoting Federalism

Finalizing reconciliation

The concern of the current administration of the ministry is that they are worried about the consequences if we do not succeed to get out of the transition.

The total number of employees of the ministry is 36 of whom only 7 are female while the rest are male. Three out of the total employees are degree-holders while eighteen of them are high school graduates. No professional-level staff operate in the Ministry as per the collected data.

Section A: General Information

Institutions Name:	Ministry of Constitution		
Contact Person	Mohamed Sheik Ali E-mail dhegasan@gmail.com		
Partner agencies	N/A		
Mission	Reforming the Constitution 2. Promoting Federalism 3. Finalizing Reconciliation.		
Key Priorities	1. Modifying the Constitution	2. Promoting Federalism	3. Finalizing Reconciliation
Key concerns	We are worried about the consequences if we don't succeed to get out of the Transitional Government.		
Laws	Federal Constitution Article 11		
Policies	Reconciliation		
Strategies ((Timeframe)	Monthly and yearly		

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
Director Generals	1	0	1
Department Heads	5	1	6
Section or Unit Heads	5	2	7
Civil Servants	10	0	12

Consultants	0	0	0
Professional	0	0	0
Volunteers/Interns	0	0	0
Support Staff (Drivers and cleaners)	1	5	6
Security	4	0	4
Total	28	8	36

Qualification Table

Qualification Level	Male	Female	Total
Degree	3	0	3
Diploma	0	0	0
High School	16	3	19
Middle School	2	0	2
Professional	0	0	0
No- Schooling	7	4	11
Unknown	1		1
Total	29	7	36

Gender

	Number of employee	%
Female	7	24 %
Male	29	76 %
Total	32	100

Section C: Assets

IT Summary Table

Description	Number	Remarks
Laptops	0	
Desktop Computers	11	Good condition
Printer	9	Good condition
UPS	11	Good condition

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A			

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	20	Good condition
Office tables	25	Good condition
Office chairs	107	Good condition

Computer Desk		N/A
---------------	--	-----

Stamps

No	Type of Stamp	Condition	Custodian
3	circle	OK	Minister, General Director and Director of Management

Ministry of Finance and Treasury



Figure 4 Ministry of Finance and Treasury front entrance

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

- Preparing yearly budgets
- Training of Employees
- Rehabilitation of office buildings

The concern of the current administration of the ministry is unpaid salary because of the transition.

The total number of employees of the ministry is 339 of whom 66 of them are female while the remaining 273 are male.

Section A: General Information

Institutions Name:	Ministry of Finance		
Contact Person	Dr. Amino Sheik Osman Tel 0615567031		
Partner agencies	UNDP,USAID		
Mission	Preparing yearly budget and tax collection		
Key Priorities	1.Preparing yearly budget	2. Training employees	3. Rehabilitation of office building
Key concerns	Unpaid salary because of the transition.		
Laws	Financial law		
Policies	Regulation of yearly budget		
Strategies ((Timeframe)	Collection of revenue		

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
Director Generals	0	1	1
Department Heads	10	0	10
Section or Unit Heads	4	0	4
Civil Servants	256	63	319
Consultants	0	0	0
Professional	3	0	3
Volunteers/Interns	0	0	0
Support Staff (Drivers and cleaners)	0	2	2
Security	0	0	0
Total	273	66	339

Qualification Table

Qualification Level	Male	Female	Total
Degree			
Diploma			
High School			
Middle School			
Professional			
No- Schooling			
Unknown			
Total			

Gender

	Number of employee	%
Female	66	19 %
Male	273	81 %
Total	339	100

Section C: Assets**IT Summary Table**

Description	Number	Remarks
Laptops	0	
Desktop Computers	37	32-Good condition 5-Not functioning
Printer	26	24-Good condition 2-not functioning
UPS	20	19-Good condition 1-not functioning
Fax	1	Good condition

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
2	Noah Toyota	3253, 7099	2012 AB	Good condition
1	Surf	4064	2012	Good condition
1	Toyota Hulux	GD-0025	2011	Good condition

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	15	Good condition
Office tables	35	Good condition
Office chairs	87	85-Good condition 2- not in good condition
Conference table	13	Good condition
Conference chairs	68	Good condition
Computer Desk	24	Good condition
Filing cabinet	33	Good condition
Sofa chairs	15	Good condition
Coffee table	5	Good condition
Fridge	1	Good condition

Stamps

No	Type of Stamp	Condition	Custodian
29	circle	OK	Taxation Depart.and management office

Conclusion

The Ministry operates in government-owned building within the Presidential Palace. The Ministry of Finance is one of the government institutions with the biggest number of civil servants. The Ministry has 339 employees.

The Ministry has a number of partner agencies including UNDP and USAID.

As you will see in the above graphs women representation of the workforce is only 19% and some work needs to be done to enhance their representation. The Ministry is well-equipped and well-furnished.

Ministry of Education & Culture

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

To standardize the education system

To reopen the teacher training institutes

To standardize the education system like certificates, dress code and vacations

The concern of the current administration of the ministry is worrying about disabled students who have no income to support themselves..

The total number of employees of the ministry is 56 of which 3 employees are female while the rest are male.

Section A: General Information

Institutions Name: The Ministry of Education & Culture			
Contact Person	Muse Farah Heyd 615668888	E-mail education@moesomalia.net	Tel.
Partner agencies	UNICEF, UNESCO EU,USAID & ALL EMBASSIES		
Mission	Fighting Illiteracy		
Key Priorities	2- To standardize the curriculum	2. To re-open teacher training institutes.	3.To standardize the education system.
Key concerns	Disabled students		

Laws	N/A		
Policies	N/A		
Strategies (Timeframe)	MDG		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Advisors	1	0	1
Department Heads	11	0	11
Section or Unit Heads	15	1	16
Professionals	0	0	0
Other Civil Servants	14	1	15
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	7	1	8
Security	4	0	4
Total	53	3	56

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	33
Temporary	N/A
Total	33

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	14	0	14	25
High School	6	1	7	12
Middle School	5	0	5	10
Professional ³	0	0	0	0
No- Schooling	0	0	0	0
Unknown ⁴	28	2	30	53
Total	53	3	56	100

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	3	5%
Male	53	95%
Total	56	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	13	Good Condition
Printer	9	Good Condition
Scanner	2	Good Condition
Lap top computer	4	Good condition
Fax	1	Good Condition
Projector	1	Good Condition
UPS	4	Good condition
Digital Camera	2	Good condition

³ Vocational training certificate holders, job experienced people with elementary school level, etc.

⁴ Qualification records not found for these employees and there is need for verification

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Noah	0023	N /A	OK
2	2 Toyota Surf	0022		ok
3	Land Cruiser	0021		OK

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	6	Good Condition
Office tables	49	Good Condition
Office chairs	112	Good Condition
Sofa chairs	1	Good Condition
Refrigerator	3	Good Condition
Safe	1	Good Condition
Computer Desk	2	

1.8. Stamps

No	Type of Stamp	Condition	Custodian
3 Stamps	DG Tasdiq	Good Condition	Management and Director of exams

Conclusion and Recommendation

The Ministry of Education and Culture has good number of international partners. The total employees are 56 with only 3 female employees. During this exercise the team received maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees and specially of the female employees.

Ministry of Fisheries

Key Findings

This information has been validated from the management of the Ministry of Fisheries and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

- To increase the economic relevance of fishing industry
- Re-development of the fishing industry
- Fighting pollution and keeping safe sea environment
- Creating jobs for the youth
- Marine resources development

The concern of the current administration of the Ministry of Fisheries is lack of salary for employees.

The total number of commissioners and employees of the Commission is 60 permanent and 15 temporary. 24% of the total employees are female while the remaining 76% are male.

Section A: General Information

Institutions Name:	The Ministry of Fisheries		
Contact Person	Ahmed Mohamed Iman	Email- aiman@mfmr.gov.so	Tel- 0515562766,
Partner agencies	N/A		
Mission	Increasing the production of fish		
Key Priorities	Cleaning cities	2. Re-development of fishing industry	3. Marine resources development

Key concerns	Lack of salary and running cost		
Laws	Fishery law # 23		
Policies	By the year 2020 clean the environment to its 1960 level.		
Strategies (Timeframe)	July 2011 to July 2012		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	8	2	10
Section or Unit Heads	11	0	11
Professionals	3	0	3
Other Civil Servants	30	9	39
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	4	6	10
Security	0	1	1
Total	57	18	75

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	60
Temporary	15
Total	75

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	0	0	0	0
Diploma	0	0	0	0
High School	0	0	0	0
Middle School	0	0	0	0
Professional ⁵	0	0	0	0
No- Schooling	0	0	0	0
Unknown ⁶	0	0	0	0
Total	0	0	0	0

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	18	24%
Male	57	76%
Total	75	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.7. Furniture

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	6	Good condition
Printer	5	Good Condition
Photocopy	1	Good Condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1 [^]	1 Crown	9389	2009	Good condition
1	2piston motor			Good condition

Types of Furniture	Number	Condition
Filing Cabinet	9	Good Condition
Big Office tables	22	Good Condition
Small Office Table	8	Good Condition
Chairs	57	Good Condition
Fridge	23	1 Good Condition
Sofa Chair	2	Good Condition

⁵ Vocational certificate holders, job experienced people with elementary school etc.

⁶ Qualification not found for these employees and there is need for verification

1.8. Stamps

No	Type of Stamp	Condition	Custodian
1 Stamps	Circle	Good Condition	General Director

Conclusion and Recommendation

The Ministry of Fisheries did not provide the qualifications of its employees neither it provided the years of services of the employees.

Ministry of Interior & National Security

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

- National Security.
- Cooperative and Stable Government

The concern of the current administration of the ministry is lack of funding and lack of personnel.

The total number of employees of the ministry is 136 of which 71 of them are permanent while the remaining 65 are temporary and burden to the ministry waiting for employment. 14% of the total employees are female while the remaining 86% are male.

Section A: General Information

Institutions Name: The Ministry of interior & National Security			
Contact Person	Nooh Ahmed Diriye E-mail- idla77@hotmail.com Tel- 615889288, 6199837777		
Partner agencies	ILO,UNDP,UNPOS,OCHA,UNHCR		
Mission	Security and rule of law for Somalia		
Key Priorities	Rebuilding the provincial and district administrations	2. Strengthening Security agencies	3.Developing national security
Key concerns	Shortage of staff because of budget		
Laws	Law # 6, 30,& 19		

Policies	Security & conflict resolution.		
Strategies (Timeframe)	Reconstruction of provinces and districts And assisting internally displaced population	Strengthening security and rule of law	Disarming & rehabilitating the youth

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Advisors	5	0	5
Department Heads	8	0	8
Section or Unit Heads	43	5	48
Professionals	26	1	27
Other Civil Servants	10	3	13
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	8	10	18
Security	16	0	16
Total	117	19	136

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	71
Temporary	65
Total	136

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	17	0	17	12.5
High School	37	7	44	32
Middle School	0	0	0	0
Professional ⁷	0	0	0	0
No- Schooling	0	0	0	0
Unknown ⁸	63	12	75	55.5

⁷ Vocational training certificate holders, job experienced people with elementary school level, etc.

⁸ Qualification records not found for these employees and there is need for verification

Total	117	19	136	100
-------	-----	----	-----	-----

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	19	14%
Male	117	86%
Total	136	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.7. Furniture

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	14	5 Good Condition 9 not working
Printer	11	Good Condition
UPS	6	Good Condition
Photo copy	1	Good Condition
Power Stak 2000 wt 1	3	Good Condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A	N/A	N /A	N/A

Types of Furniture	Number	Condition
Filing Cabinet	13	Good Condition
Office tables	40	Good Condition
Office chairs	63	Good Condition
Sofa chairs	4	Good Condition
Refrigerator	4	Good Condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Automatic	Good Condition	1 yahye 1 botan

Conclusion and Recommendation

The Ministry of Interior and National Security has good number of international partners. The total employees are 136 with 12.5% grade A employees while 32% are grade B. The ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees. The senior management service is from 6 to 5 years while most low level employees have one year service. Almost half the number of employees are temporary and this need to be addressed.

Ministry of Justice & Religious Affairs Report

Key Findings

This information has been validated from the management of the Ministry of Justice and Religious Endowment and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

To reconstruct office buildings

To upgrade the skills and knowledge of the employees

The concern of the current administration of the Ministry is to lose the benefit of the employees during the transition.

The total number of employees of the Ministry is 50 of whom 44 are male and 6 are female. Forty-seven of them are permanent while only three are temporary.

Section A: General Information

Institutions Name:		The Ministry of Justice & Religious Affairs	
Contact Person	Prof. Mohamed Keyrow Adan Email- madkerow92@hotmail.com		
Partner agencies	UNDP, UNPOS, UNODC		
Mission	Promotion of Justice and Islamic Sharia		
Key Priorities	To reconstruct office buildings	2. To raise the skills and knowledge of the employees	
Key concerns	To lose employee benefit during the transition		
Laws	LN. 85817		
Policies	Available		

Strategies (Timeframe)	2011-2012		
---------------------------	-----------	--	--

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	7	0	7
Sect.Heads	18	2	20
Other Civil Servants	8	1	9
Advisor	1	0	1
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	6	3	9
Security	3	0	3
Total	44	6	50

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	47
Temporary	3
Total	50

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	16	2	18	36
High School	10	0	10	20
Middle School	2	0	2	4
Professional ⁹	0	0	0	0
No- Schooling	16	4	20	40
Unknown ¹⁰	0	0	0	0
Total	44	6	50	100

⁹ Vocational training certificate holders, job experienced people with elementary school level, etc.

¹⁰ Qualification records not found for these employees and there is need for verification

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	6	16%
Male	44	84%
Total	50	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.7. Furniture

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	10	Good condition
Printer	10	Good Condition
UPS	9	Good Condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	2 Toyota Surf		2011	good
2	Market II		2011	good

Types of Furniture	Number	Condition
Filing Cabinet	11	Good Condition
Office tables	21	Good Condition
Chairs	64	Good Condition
Safe	1	Good Condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Automatic	Good Condition	The Minister

Conclusion and Recommendation

The Justice Minister & Religious Affairs has good number of international partners, including UNDP, UNPOS, UNODC . Out of 50 ministry employees 47 are permanent while only 3 are intern. 16 % of the workforce are female while the remaining 84 % are male workers. 36 % of the employees are

degree holders, 20% high school diploma and 40 % have no schooling. There is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees. The ministry was very helpful in gathering this information. Without their cooperation this information would not have been gathered.

Ministry of Labour Youth & Sports

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The key priorities of the ministry are:

- Preserving workers rights.
- Designing work plan and implementing
- Promotion of sports

The concern of the current administration of the ministry is to improve workers rights and to refurbish the ministry building offices and sport venues for the youth.

The total number of employees of the ministry is 77 of which 69 of them are permanent while the remaining 8 are temporary and burden to the ministry waiting for employment. 9% of the total employees are female while the remaining 91% are male.

Section A: General Information

Institutions Name: The Ministry of Labour, Youth & Sports			
Contact Person	Aweys Sheihk Hadaad Email – Ministry@mol.gov.so Tel. 252 618278946		
Partner agencies	ILO,UNESCO,UNDP,UNPOS UNISOM-SPORTS		
Mission	Safeguarding the rights of workers		
Key Priorities	Workers right	2. Work plan and implementation	3.Promotion of Sports.
Key concerns	Workers right and payment of salary	Office space and renovation of the old office building	Reconstruction and renovation of sports venue.
Laws	11C-2006		
Policies	N/A		

Strategies (Timeframe)	2012-2016		
---------------------------	-----------	--	--

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	7	0	7
Section or Unit Heads	22	2	24
Other Civil Servants	31	2	33
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	5	2	7
Security	5	0	5
Total	71	6	77

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	69
Temporary	8
Total	77

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	21	2	23	30
High School	32	3	35	45
Middle School	8	1	9	12
Professional ¹¹	0	0	0	0
No- Schooling	0	0	0	0
Unknown ¹²	10	0	10	13
Total	71	6	77	100

¹¹ Vocational training certificate holders, job experienced people with elementary school level, etc.

¹² Qualification records not found for these employees and there is need for verification

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	6	8%
Male	71	92%
Total	77	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.7. Furniture

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	1	Good Condition
Printer	4	Good Condition
UPS	1	Good Condition
Photo copy	0	
Power Stak 2000 wt 1	0	

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A	N/A	N/A	N/A

Types of Furniture	Number	Condition
Filing Cabinet	0	Good Condition
Office tables	6	Good Condition
Office chairs	40	Good Condition
Sofa chairs	2	Good Condition
Refrigerator	1	Good Condition
Safe	0	Good Condition
Water Cooler	2	

1.8. Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Automatic	Good Condition	The Minister and the General Director

Conclusion and Recommendation

The Ministry of Labour & Community Affairs has good number of international partners including but not limited ILO, UNDP, UNPOS. The total employees are 77 with 30% of degree holders while 45% are secondary school level. There is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees. The ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered.

Ministry of Planning and International Cooperation

Key Findings

This information has been validated from the management of the Ministry of Planning and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

- Surveying of Political and Economic Structure
- Monitoring National Projects
- Training of Employees

The Ministry of Planning operates in government-owned premises which previously belonged to the Ministry of Foreign Affairs. The Ministry moved there after the suicide bombing which targeted the Hide and Skins Building. The Ministry shares the premises with several other ministries.

The total number of employees of the MoP is 31 where 25 of them are permanent and 6 are temporary. 75% of the total staff are male while the remaining 25% are female.

The Ministry of Planning, unlike other government institutions, has a strategic plan with a timeframe of two years (2013-2015).

One of the major challenges facing the Ministry is a lack of a budget to run the projects of the ministry.

Ministry of Planning has been a partner with UNDP and had a number of letter of agreements with UNDP.

The Ministry of Planning is well-equipped and well-furnished as shown in inventory data forms below.

Section A

General Information

Institutions Name:	Ministry of Planning and International Cooperation		
Contact Person	Abdilahi Sheik Mohamed	Tel- 0618840883	E-mail- asheikhmohamed@hotmail.com
Partner agencies	UNDP		
Mission	To enhance Federal government Planning and International Cooperation.		
Key Priorities	1. Survey of Economic and political structure	2. Monitoring national Projects	3. Training employees.

Key concerns	Lack of budget to run projects of the ministry.	-----	-----
Laws	N/A		
Policies	N/A		
Strategies ((Timeframe)	Plan in place for 2013-2015		

Section B

Human Resource

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total	Permanent	Temporary
Number of DGs	1		1	1	
Number of Department Heads	4	1	5	5	
Number of Sect.Heads	6	3	9	9	
Number of Civil Servants	8	1	9	6	3
Number of Consultants	1	0	1	1	
Number of volunteers/interns	0	0			
Number of support staff (nadiifiyaasha, darweeladda)	5	1	6	3	3
Number of security	0	0			0
Total	25	6	31	25	6

Qualification Table

Qualification Level	Male	Female	Total
Degree	9	2	11
High School	5	3	8
Middle School	4	0	4
Consultant	1	0	1
No- Schooling			
Unknown	0		0
Total	19	5	24

Gender

	Number of employee	%
Female	6	25%
Male	18	75%
Total	24	100

Section C: Assets

IT Summary Table

Description	Number	Remarks
Laptops	0	0
Desktop Computers	12	ok
Printer	11	ok
UPS	14	ok
Fax	3	Ok
projector	1	Ok
Photocopier	3	Ok
Power Ware	10	Ok

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A			

Furniture

Types of Furniture	Number	Condition
Filing Cabinet		
Office tables	6	Ok
Office chairs	60	Ok
Computer Desk	12	Ok

Stamps

No	Type of Stamp	Condition	Custodian
1	Automatic	OK	D.G.

Ministry of Ports Authority, Land & Sea Transport Report

Key Findings

This information has been validated from the management of the Ministry of Ports Authority, Land & Sea Transport and relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

- To safeguard and secure the land the air and sea of the nation
- Supervision of the land transport
- Protecting the coast line and property of the government.

The Ministry has no concern over the transitional period.

The total number of employees is 130. 27% of the total employees are female while the remaining 73% are male. 98 are permanent employees while 42 are temporary.

Section A: General Information

Institutions Name: The ministry of Ports Authority, Land & Sea Transport			
Contact Person	Mohamed Osman Ali E-mail min@mailt.gov.so Tel-0615-550025		
Partner agencies	WFP, IOM, ICGO, WMO		
Mission	Safeguarding the land and sea		
Key Priorities	7- Protecting the rights of employees	2. Protecting the asset of the ministry	3. Implementing the Ministry work plan
Key concerns	No concern		

Laws	LN. 81/1971		
Policies	National Police		
Strategies (Timeframe)	2012 -- 2014		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Advisors	2	0	2
Department Heads	6	1	7
Section or Unit Heads	19	3	22
Professional	2	0	2
	7	1	8
Other Civil Servants	47	14	61
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	18	9	27
Security	0	0	0
Total	102	28	130

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	98
Temporary	42
Total	130

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	10	0	10	7
Diploma	1	0	1	1
High School	39	12	51	40
Middle School	10	9	19	14
Professional ¹³	0	0	0	0
No- Schooling	0	0	0	0
Unknown ¹⁴	40	9	49	38
Total	100	30	130	100

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	30	23%
Male	100	77%
Total	130	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Lap top computers	1	Good condition
Desktop Computers	4	Good condition
Printer	4	3 not working 1 Good Condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Galdina	41	2009	good
2	5 Crown	91, 33,37,39,40	2011-2012	Good
3	Carib	42	2012	Good
4	Runner 4x4	43	2010	Not good

¹³ Vocational training certificate holders, job experienced people with elementary school level, etc.

¹⁴ Qualification records not found for these employees and there is need for verification

--	--	--	--	--

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	10	Good Condition
Office tables	10	Good Condition
Chairs	225	Good Condition
Plastic chairs	12	Good condition
Computer Desk	2	Good condition
Air conditioner	1	Good Condition
Safe	2	Good Condition
AC	3	Good condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Normal	Good Condition	Minister & secretary

Conclusion and Recommendation

The Ministry of Port Authority Land & Sea Transport has good number of international partners. The number of Ministry employees is 130 out of which 7 % are degree holders while 40 % are high school graduates. There are employees who have been employed for 35 years and others 27 years up to 5 to 6 years. The Ministry provided a complete document and has replied to the questionnaire as much as possible and has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees.

Ministry of Water & Mineral Resources

Key Findings

This information has been validated from the management of the Ministry of Water & Mineral Resources relevant stakeholders through a consultative process.

The key priorities of the Ministry are:

To Reconstruct the mineral resources destroyed by protracted civil war.

To obtain the necessary equipment to facilitate the extraction of mineral resources.

The biggest concern of the current administration of the Ministry is lack of financial resources to run its programs.

The total number of employees of 61 the Ministry is 46 permanent and 15 temporary. 10% of the total employees are female while the remaining 90% are male.

Section A: General Information

Institutions Name: The Ministry of Water & Mineral Resources			
Contact Person	Abdulkadir Mohamed Hashi e-mail godson2@yahoo.com Tel. 0615515542		
Partner agencies	UNICEF, OIC, ISLAMIC RELIEF		
Mission	To re-construct the water, energy , and mineral resources destroyed by protracted civil war.		
Key Priorities	8- Rehabilitating the destroyed office buildings	2. To restore electricity for Mogadisho and the country as a whole.	3. re establishing the previous water resources to generate income
Key concerns	The ministries major concern is lack of income to run its programs.		
Laws	Petrol		
Policies	N/A		

Strategies (Timeframe)	Refurbishing buildings	ministry	To get supply of chemicals for water purification	Research to replace charcoal energy supply to different resources
-------------------------------	------------------------	----------	---	---

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	3		3
Section or Unit Heads	10	1	11
Other Civil Servants	23	2	25
Consultants	4	0	4
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	5	3	8
Security	9	0	9
Total	55	6	61

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	46
Temporary	15
Total	61

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	15	0	15	25
High School	21	3	24	39
Middle School	4	0	4	6
Professional¹⁵	0	0	0	0
No- Schooling	6	3	9	15
Unknown¹⁶	9	0	9	15
Total	55	6	61	100

¹⁵ Vocational training certificate holders, job experienced people with elementary school level, etc.

¹⁶ Qualification records not found for these employees and there is need for verification

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	6	10%
Male	55	90%
Total	61	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	3	Good condition
Printer	4	Good Condition
UPS	3	Good Condition
Photocopy	2	Good condition
Scanner	1	Good condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Toyota Surf	2153	2011	good

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	12	Good Condition
Office tables	26	Good Condition
Chairs	58	Good Condition
fridge	1	Good condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
6 Stamps	normal	Good Condition	Management & archive

Conclusion and Recommendation

The Ministry of Water & Mineral Resources has good number of international partners. Out of the total employees of the ministry 25% are degree holders while 39% are secondary school level. Some senior staff has been with ministry for 5 years while low level employees range from 3 years to 6 months. The Ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees.

Ministry of Women and Family Care

Key Findings

This information has been validated from the management of the Ministry of Women and Family Care and relevant stakeholders through a consultative process.

Section A

General Information

Institutions Name: Ministry of Women and family Affairs			
Contact Person	MD Mohamed Omar Nur E-mail- ministry@mfw.gov.so Tel. 0615744312		
Partner agencies	UNDP, UN WOMEN		
Mission	3. Promotion of women 2. Protection and care of children 3. Promoting the well being of families		
Key Priorities	1. Economic development of families	2 Child Care	3.Promotion of Gender Equality
Key concerns	Unknown future and interruption of services	Imposed sanction.	
Laws	Children's rights		
Policies	Gender Policy		
Strategies ((Timeframe)	Jan-Dec. 2012		

Section B: Human Resources

Human Resource

Staffing Summary Table

Number of staff/consultants	of		Total
	Male	Female	
Director Generals	1	0	1
Department Heads	1	3	4
Section or Unit Heads	1	5	6
Civil Servants	17	20	37
Consultants	1	0	1
Professional	0	0	0
Volunteers/Interns	0	0	0
Support Staff (Drivers and cleaners)	1	4	5
Security	4	0	4
Total	26	32	58

Qualification Table

Qualification Level	Male	Female	Total
Degree			0

Diploma	0	0	0
High School			
Middle School		0	
Professional	0	0	0
No- Schooling			
Unknown			
Total			

Gender

	Number of employee	%
Female	32	55 %
Male	26	45 %
Total	58	100

Section C: Assets

IT Summary Table

Description	Number	Remarks
Laptops	0	
Desktop Computers	4	Good condition
Printer	33	Good condition
UPS	0	

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A			

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	6	Good condition
Office tables	14	Good condition
Office chairs	17	Good condition
Safe	1	Good condition
Computer Desk		N/A

Stamps

No	Type of Stamp	Condition	Custodian
1	circle	OK	Minister, Vice Minister

The Prime Minister's Office

Key Findings

This information has been validated from the management of the Prime Minister's Office and relevant stakeholders through a consultative process.

The key priorities of the Prime Minister's Office are:

- Monitoring and Evaluation
- Employee Capacity Building
- Good Governance

The concern of the current administration of the ministry is for the employees of the ministry to lose the benefit and future employment.

The Prime Minister's office did not provide the list of its employees, citing a computer glitch.

Section A: General Information

Institutions Name: The Prime Minister's Office			
Contact Person	Abdiweli Mohamed Gaas		
Partner agencies	ILO,EU,UN,IGAD,ALL FORIGN EMBASSIES		
Mission	Political Agenda		
Key Priorities	9- Monitoring and Evaluation	2.Good Governance	Capacity building of employees
Key concerns	All employees to lose their benefits		
Laws	N/A		
Policies	Good Governance and Security for all the nation		

Strategies (Timeframe)	2011-2012		
-------------------------------	-----------	--	--

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.1. IT Summary

Description	Number	Remarks
Desktop Computers	10	Good Condition
Printer	4	Good Condition
Photo copy	1	Not in good condition

1.2. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
3	Toyota	GD25,GD60,GD5	N /A	Good
1	Nissan Bullet proof	GD4		Good
1	Toyota Pick up			Not functioning
1	Toyota Surf			Not functioning
2	Toyota Noah	38356756		Good
2	Nissan bullet proof			One ok one lost keys

1.3. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	14	Good Condition
Office tables	40	Good Condition
Office chairs	99	Good Condition
Sofa chairs	33	Good Condition
Refrigerator	1	Good Condition
Safe	1	Good Condition

1.4. Stamps

No	Type of Stamp	Condition	Custodian
3 Stamps	Circle	Good Condition	Prime Minister,Archive and ministry of state

Conclusion and Recommendation

The Prime Minister's Office has good number of international partners including but not limited EU,UN.ILO.IGAD ALL EMBASSIES. The Prime Minister's office did not provide the list of its employees, citing a computer glitch. The ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to obtain the list of employees for the smooth transition. At a later time the team has to go back to obtain this information.

Civil Aviation and Air Traffic Agency

Key Findings

This information has been validated by the management of the Agency and relevant stakeholders through a consultative process.

The key priorities of the Agency are:

- To resume their normal duty independently
- To recover its assets
- To acquire equipment to run the airport effectively

The concern of the current administration of the agency is to have sanctions lifted and to expand the airport and improve the runways.

The total number of employees of the agency is 80. The agency has no temporary employees: all 80 of them are permanent. The agency doesn't seem to have consultants. 27.5 % of the workforce is female. Out of 22 female employees, there are only 2 professionals while the remaining 20 are either security officers or cleaners.

Section A: General Information

Institutions Name: The Civil Aviation and air Traffic Agency			
Contact Person	Ali Ebrahim Mohamoud Email –admin@scamisco Tel. 615876680		
Partner agencies	Inter Civil Aviation, IOM, Organ-IGAD, SKA,AMISOM		
Mission	Safeguard Somali air space		
Key Priorities	10- To allow the agency to perform its responsibility independently	2. To reposes its assets	3. To re-equip the air port

Key concerns	When will sanctions be lifted	Expand the narrow run ways	
Laws	N/A		
Policies	N/A		
Strategies (Timeframe)	2012		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	2	0	2
Directors	5	0	5
Assistant Directors	8	0	8
Air Traffic Controllers	4	0	4
MET	4	2	6
Professionals	9	1	10
Fire Fighters	4	0	4
Marshals	3	0	3
Civil Service	5	1	6
Support staff (Cleaners /drivers)	4	15	19
Security	10	3	13
Total	58	22	80

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	80
Temporary	0
Total	80

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	0	0	0	0
High School	0	0	0	0
Middle School	0	0	0	0
Professional ¹⁷	0	0	0	0
No- Schooling	0	0	0	0
Unknown ¹⁸	0	0	0	0
Total				

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	22	27.5%
Male	58	72.5%
Total	80	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	3	Good Condition
Printer	3	Good Condition
UPS	1	Good Condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	1 fire fighter	N/A	2008	old
2	Sports	1237	2011	old
3	Suzuki	6519	2011	

¹⁷ Vocational training certificate holders, job experienced people with elementary school level, etc.

¹⁸ Qualification records not found for these employees and there is need for verification

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	4	Good Condition
Office tables	29	Good Condition
Office chairs	96	Good Condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
4 Stamps	normal	Good Condition	Air Port Manager, Management & Flight Manager

Conclusion and Recommendation

The Civil Aviation and Traffic Control Agency has good number of international partners. According to the employee list all employees are permanent staff. The Agency did not provide a list of employee by qualification, and also did not provide years of service category. The list shows total number employees as 80, but only 22 of them are female and none of them in a management position. They are mostly cleaners or security personnel. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees. The ministry administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered.

Civil Service Commission

Key Findings

This information has been validated from the management of the Civil Service Commission and relevant stakeholders through a consultative process.

The key priorities of the Commission are:

- To find its own office space
- Office Equipment
- Yearly Budget
- Employee training and reorganization.

The concern of the current administration of the Commission is its existence after the transition after the transition of this government.

The National Service Commission was established in 1960 after Somalia's independence from the British and Italian colonies. It was barely functioning when in 1969 the military junta lead by Siad Barre took over power from the civilian government and abolished the commission. In October 9,2006 the Transitional Government Council of Ministers appointed 14 Commissioners for the Civil Service Commission which was endorsed by the TFG Parliament on November 25,2006. The Commissioners took oath of the office in front of President Abdillahi Yusuf on December 4,2006.

The total number of commissioners and employees of the Commission is 25 permanent and one temporary. 16% of the total employees are female while the remaining 84% are male.

Section A: General Information

Institutions Name:	The National Civil Service Commission
Contact Person	Hassan Abshirow Mohamed Email- Somalia-ncsc@yahoo.com Tel- 0615521397
Partner agencies	UNDP,IOM,AV,UNDESA
Mission	Strengthening the National Workforce.

Key Priorities	11- Own Office building & office equipment	2. Yearly operating budget	3. Developing the capacity of the commissioners and employees
Key concerns	Keeping our jobs after the transition		
Laws	LN. 11 and LN.10		
Policies	N/A		
Strategies (Timeframe)	Survey of government employees	Training government employees	of Registering all employees

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	5	0	5
Commissioners	7	1	8
Other Civil Servants	8	3	11
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	0	0	0
Security	0	0	0
Total	21	4	25

1.2. Permanent and Temporary Employees by percentage

No. Employees	
Permanent	24

Temporary	1
Total	25

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	9	0	9	36
Diploma	5	0	5	20
High School	6	2	8	32
Middle School	0	0	0	0
Professional ¹⁹	0	0	0	0
No- Schooling	1	2	3	12
Unknown ²⁰	0	0	0	0
Total	21	4	25	100

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	4	16%
Male	21	84%
Total	25	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	4	Good condition
Printer	4	Good Condition
UPS	9	Good Condition
Projector	1	Good condition

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	Galdina	2523	2011	good

¹⁹ Vocational training certificate holders, job experienced people with elementary school level, etc.

²⁰ Qualification records not found for these employees and there is need for verification

--	--	--	--	--

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	13	Good Condition
Office tables	12	Good Condition
Chairs	30	Good Condition
Plastic chairs	12	Good condition
Computer Desk	2	Good condition
Air conditioner	1	Good Condition
Safe	1	Good Condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
1 Stamps	Circle	Good Condition	Management

Conclusion and Recommendation

The Civil Service Commission has good number of international partners including but not limited UNDP,IOM,AV,UNDESA. Out of the total employees of 25, 36% are degree holders while 20% are Diploma holders and 32% are secondary school level . The Civil Servant Commission administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees.

All 14 commissioners have been commissioners since the establishment of the commission in 2006 even though according to the commission's by-law their first mandate was six months.

Independent Federal Constitution Commission

Key Findings

This information has been validated from the management of the Commission and relevant stakeholders through a consultative process.

The key priorities of the commission are:

- Preparing documents outlining good governance & revisiting the constitution
- Continuation of public consultation on the Constitution
- Promoting Public Awareness

The concern of the current administration of the Commission is political roadblocks of the constitution due to personal interests.

The total number of employees of the Commission is 35 of which 23% of them are female while 77% are male. As per the collected data, 100% of the Commission employees are degree-holders.

Section A: General Information

Institutions Name:	The Commission of Constitution and Federal affairs		
Contact Person	D.G., Sayid Mohamed	Adow---	0615549770/069966872 smado4@hotmail.com
Partner agencies	UNDP-NDI, ICFIC		
Vision	Preparation of the Federal Constitution which is based on justice and the reconstruction of the country		
Mission			
Key Priorities	1. preparing documents outlining good governance & revisiting the constitution	2. Continuation of public consultation	3. Public awareness
Key concerns	Political roadblocks of the constitution due to personal interests	-----	-----
Laws	Lr RS-TS-OP/395/2006		
Policies	Lr OT/193/06		
Strategies ((Timeframe)	YEARLY(JAN-DEC 2012)		

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
-----------------------------	----------------	------------------	-------

Number of DGs	1		
Number of Department Heads	N/A		
Number of Civil Servants	27	8	35
Number of Consultants	0	0	
Number of volunteers/interns	0	0	
Number of support staff (nadiifiyaasha, darweeladda)	0	0	
Number of security	0	0	
Total	28	8	35

Qualification Table

Qualification Level	Male	Female	Total
Degree	27	8	35
High School			
Middle School			
Professional			
No- Schooling			
Unknown			

Gender

	Number of employee	%
Female	8	23
Male	27	77
Total	35	100

Section C: Assets

IT Summary Table

Description	Number	Remarks
Laptops	14	ok
Desktop Computers	2	ok
Printer	3	ok
UPS		
Water filter	2	Ok
projector	1	Ok

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
-----	-----------------	--------------	----------------	-----------

Furniture

Types of Furniture	Number	Condition
Filing Cabinet		
Office tables	9	Ok
Office chairs	59	Ok
Computer Desk		N/A

Stamps

No	Type of Stamp	Condition	Custodian
2	Automatic	OK	D.G.

Conclusion

IFCC has partnerships with number of international agencies including UNDP, NDI and ICFIC. Compared to other institutions, the IFCC has highly-qualified staff; 35 staff are degree holders. It is well-furnished and well-equipped.

National Reconciliation Commission

Key Findings

This information has been validated from the management of the ministry and relevant stakeholders through a consultative process.

The vision of the Commission is processing the road map for reconciliation. The key priorities of the Commission are:

Continuing the process for reconciliation

The concern of the current administration of the ministry is the lack of salary, lack of budget to run the reconciliation process and lack of trained staff and to renovate the office.

The total number of employees of the Commission is 33 of whom only 4 are female while the rest are male. Two out of the total employees are degree-holders while twenty of them are high school graduates. No professional-level staff operate in the Commission as per the collected data.

Section A: General Information

General Information

Institutions Name:	National Reconciliation Commission		
Contact Person	A/Aziz Muktar Moalim	E-mail: Qariidi5@hotmail.com	
Partner agencies	UNDP, UNPOS, CRD, CCD, NDI		
Vision	Processing The Road Map for Reconciliation		
Mission	Jan – Dec /2012 Continuation of Reconciliation		
Key Priorities	1- Continue the Process of Reconciliation		
Key concerns	1- Lack of Salary	2- Lack of Budget to Run the Reconciliation Process	3- Lack of Trained staff and the office Needs Renovation
Laws	# XN815		
Policies	Reconciliation Between communities		
Strategies ((Timeframe)	Jan – Dec 2012 Reconciliation Process		

Section B: Human Resources

Staffing Summary Table

Number of staff/consultants	Number of Male	Number of Female	Total
Number of DGs	1	0	1

Number of Department Heads	5	0	5
Number of Section or Unit Heads	0	0	0
Number of Civil Servants	21	2	23
Number of Consultants	0	0	0
Number of volunteers/interns	0	0	0
Number of support staff (nadiifiyaasha, darweeladda)	1	2	3
Number of security	1	0	1
Total	29	4	33

Qualification Table

Qualification Level	Male	Female	Total
Degree	2	0	2
High School	21	3	24
Middle School	0	0	0
Professional	1	0	1
No- Schooling	1	2	3
Unknown	3	0	3
Total	28	5	33

Gender

	Female	%
Female	4	12%
Male	29	88%
Total	33	100%

Section C: Assets

IT Summary Table

Description	Serial Number	Number	Remarks
Desktop Computers	N/A	1	Good Condition

Printer hp	N/A	1	Good Condition
UPS	N/A	1	Not working

Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
0	0	0		
0	0	0		

Furniture

Types of Furniture	Number	Condition
Filing Cabinet	2	Good Condition
Office tables	4	Good Condition
Office chairs	32	Good Condition
Curtains	4	Good Condition
Ventilators	2	Not working
Carpet	2	Good Condition

Stamps

No	Type of Stamp	Condition	Custodian
2 Stamps	Normal	1 Good Condition	
		1 In bad condition	

Conclusion:

The National Reconciliation Commission is mandated to draw up and implement roadmap for reconciliation. As part of its mission, it is to continue reconciliation efforts in the country. The Commission has a number of partner agencies including NDI, UNPOS, CRD, and CCD

As you will see in the above graphs women representation of the Commission's employees is only 12% and some work needs to be done to enhance their representation.

The Federal Parliament Report

Key Findings

This information has been validated from the management of the parliament and relevant stakeholders through a consultative process.

The key priorities of the Parliament are:

- Documenting and preserving files of all departments- establishing proper archive system
- Restructuring the Parliament and rehabilitation of the Parliament premises
- Employee right (The concern of the current administration of the parliament is unpaid salary for the employees of the parliament)

The Parliament works in a dilapidated former parliament building which needs a complete rehabilitation and refurbishment. It is a key priority for the Parliament to have a proper working premises to deliver on their mandate and duties.

The total number of employees of the parliament is 53 and all of them are permanent staff. 32% of the total employees are female while the remaining 68% are male.

Section A: General Information

Institutions Name: The Federal Parliament of Somalia			
Contact Person	Mohamed Abdillahi Abdi Iyow Email – iyowgftp@yahoo.com Tel. 0618236380, 0699968519		
Partner agencies	UNPOS, NDI-AWEPA,		
Mission	Representing the population		
Key Priorities	12- Promotion of employees	2. Keeping documents of all departments	3. Reconstructing the parliament building that was damaged by the civil war.

Key concerns	Lack of salary	The parliament building which was damaged badly by the war.	
Laws	N/A		
Policies	N/A		
Strategies (Timeframe)	Checking Government Accountability		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Department Heads	6	0	6
Section or Unit Heads	0	0	0
Other Civil Servants	30	7	37
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	0	9	9
Security	0	0	0
Total	37	16	53

1.2. Permanent and Temporary Employees by percentage

No. Employees	
Permanent	53
Temporary	0
Total	53

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	12	3	15	28
High School	13	3	16	30
Middle School	6	11	17	32
Professional ²¹	0	0	0	0
No- Schooling	0	0	0	0
Unknown ²²	5	0	5	10
Total	36	17	53	100

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	17	32%
Male	36	68%
Total	53	100%

Section C: Asset

Physical location of the Parliament: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	2	Not in Good Condition
Printer	2	Not in Good Condition
UPS	1	Not in Good Condition

²¹ Vocational training certificate holders, job experienced people with elementary school level, etc.

²² Qualification records not found for these employees and there is need for verification

Photo copy	0

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A	N/A	N /A	N/A

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	2	Good Condition
Office tables	15	Good Condition
Chairs VIP	50	Good Condition
Sofa chairs	16	Good Condition
Various Chairs	405	Good Condition
Refrigerators	3	Good condition
Microphones	3	Good condition

1.8. Stamps

No	Type of Stamp	Condition	Custodian
3 Stamps	circle	Good Condition	The Chairman of the parliament and his assistances

Conclusion and Recommendation

The Somali Federal Parliament is housed in old parliament building which has sustained lot of ruins from the civil wars and is in dilapidated condition as a result. In 2010, rehabilitation was undertaken on the underground parking space of the building to make a conference facility for the Parliamentarians to hold their sessions. It is this conference facility which is partially functional while all the remaining offices and facilities are undergoing some very rudimentary rehabilitation works. As the building currently stands, it needs a complete and thorough rehabilitation works.

The Parliament does not have sufficient equipment to carry out its work efficiently but properly equipping and furnishing the Parliament offices would be subject to the availability of functional offices for the Parliament administrations, its sub-committees and the speakers.

The Federal Parliament has good number of international partners including but not limited to UNPOS, NDI and AWEPA.

The total employees are 53, out of which 28% are degree holders while 30% are secondary school level. Professional level staff do not work in the Parliament as per the collected data and not a single professional is with the Parliament. Also, the Parliament does not have consultants whose expertise may have helped the Parliament function properly. Although it cannot be said that the Parliament is understaffed yet it is evident that it is professionally and technically understaffed.

Identification of priority needs and articulating it clearly has always been a major hurdle for the staff interviewed as their level of expertise and experience is not sufficiently up to that standard to define the institutional needs.

There is a need to conduct an in-depth analysis on human resource part to build the capacity of the current employees.

The Parliament administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered.

The Somali Port Authority

Key Findings

This information has been validated from the management of the Port Authority and relevant stakeholders through a consultative process.

The key priorities of the Port Authority are:

‘To fulfil its responsibility’

The main concern of the current administration of the Port Authority is anything that endangers the Port as they are worried about the safety and security of the Port.

The total number of employees of the Port Authority is 287 of which 281 of them are permanent while the remaining 6 are temporary and burden to the ministry waiting for employment. 2.5 % of the total employees are female while the remaining 97.5% are male.

Section A: General Information

Institutions Name:		The Somali Port Authority	
Contact Person	Abdillahi Ali Nur	Email- portmanager@mogdishport.com	Tel. 0615572492
Partner agencies	UNDP, UN, WFP, ICRC		
Mission	N/A		
Key Priorities	13- To excute their responsibility		
Key concerns	Worried about the safety of the Port		
Laws	Yes		

Policies	N/A		
Strategies (Timeframe)	None		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Advisors	26	0	26
Department Heads	8	0	8
Section or Unit Heads	43	5	48
Professionals	26	1	27
Other Civil Servants	116	5	121
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	0	18	18
Security	37	1	38
Total	257	30	287

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	281
Temporary	6
Total	287

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	N/A			
High School				
Middle School				

Professional ²³				
No- Schooling				
Unknown ²⁴				
Total				

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	30	2.5 %
Male	157	97.5 %
Total	187	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	3	Not working
Printer	2	Not working
UPS	1	Not working

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
1	1 Lorry	N/A	2008	good
2	5 Forklift	N/A	2008-2011	good
3	2 Tractor	N/A	2008	good
4	Lift	N/A	2008	Good
5	Fire-fighter vehicle	N/A	2008	good
6	Spago car	N/A	2008	good
7	2 Generators	N/A		good
8	4 Remoor			good
9	3 Engine			good

1.7. Furniture

Types of Furniture	Number	Condition
Filing Cabinet	2	Good Condition
Office tables	15	Good Condition
VIP Chairs	50	Good condition
Office chairs	405	Good Condition
Sofa chairs	16	Good Condition
Refrigerator	1	Good Condition
Safe	1	Good Condition

²³ Vocational training certificate holders, job experienced people with elementary school level, etc.

²⁴ Qualification records not found for these employees and there is need for verification

1.8. Stamps

No	Type of Stamp	Condition	Custodian
11 Stamps	Automatic	Good Condition	General Director

Conclusion and Recommendation

The Port Authority has good number of international partners including UNDP, UN, WFP, ICRC. Mogadisho Port is one of the biggest employer, however out of 287 employees there are only 30 female which is 2.5 % and all but 2 are cleaners. However, there is a need to conduct an in-depth analysis on human resource part to build the capacity of the employees and specially the women . Even though it is clearly marked on the questionnaire to include the number of service and the skill level, these information is not given. The Port Authority administration whom the data collection team met has shown responsibility and maximum collaboration and without their help this valuable information would not have been gathered.

Somali Shipping Agency

Key Findings

This information has been validated from the management of the Agency and relevant stakeholders through a consultative process.

The key priorities of the Agency are:

- Requesting foreign ships to have a permit to come to Somali ports..
- Supervision of foreign ships while in Somali ports
- Providing food and water for the ship while in Somali Ports

The concern of the current administration of the Agency is the interference into its operations while trying to reconcile the manifest and the goods physically delivered .

The total number of employees of the Agency is 12 and all are male. 10 of the twelve employees are permanent while 2 are temporary. There is no female employee and this could be a concern if changes are not made to the ratio of men to women.

Section A: General Information

Institutions Name:	The Somali Shipping Agency		
Contact Person	Engineener Qasim Ahned E-mail – kasiimabdule@hotmail.com Tel. - 0615527066		
Partner agencies	WFP		
Mission	Participating in economic development		
Key Priorities	14- Providing permit for ships and boats that anchor in Somali ports	2. Assisting ships and boats in our ports	3. Providing rashin and water to the ships

Key concerns	Interference in our job while trying to match the manifest with the actual goods delivered		
Laws	LR/JS/XM/174/06/08		
Policies	N/A		
Strategies (Timeframe)	2012- July 2015		

Section B: Human Resource

1.1. Staffing Summary by Title

Number of staff/consultants	Male	Female	Total
Director Generals	1	0	1
Assistant Director	1	0	1
Department Heads	3	0	3
Section or Unit Heads	5	0	5
Other Civil Servants	1	0	1
Consultants	0	0	0
Volunteers/interns	0	0	0
Support staff (Cleaners /drivers)	1	0	1
Security	0	0	0
Total	12	0	12

1.2. Permanent and Temporary Employees by percentage

	No. Employees
Permanent	10
Temporary	2
Total	12

1.3. Employees by Qualification

Qualification Level	Male	Female	Total	%
Degree	5	0	5	42
High School	6	0	6	50
Middle School	1	0	1	8
Professional ²⁵	0	0	0	0
No- Schooling	0	0	0	0
Unknown ²⁶	0	0	0	0
Total	12	0	12	100

1.4. Employees by Gender

Gender	No. Of Employees	%
Female	0	0
Male	12	100%
Total	12	100%

Section C: Asset

Physical location of the Ministry: The government works under its own old premises.

1.5. IT Summary

Description	Number	Remarks
Desktop Computers	N/A	
Printer	N/A	
UPS	N/A	
Photo copy	N/A	
Power Stak 2000 wt 1	N/A	

1.6. Vehicles

No.	Type of vehicle	Plate Number	Date Purchased	Condition
	N/A	N/A	N /A	N/A

1.7. Furniture

²⁵ Vocational training certificate holders, job experienced people with elementary school level, etc.

²⁶ ²⁶ Qualification records not found for these employees and there is need for verification

Types of Furniture	Number	Condition
Filing Cabinet		N/A
Office tables		N/A
Office chairs		N/A
Sofa chairs		N/A
Refrigerator		N/A
Safe		N/A

1.8. Stamps

No	Type of Stamp	Condition	Custodian
1 Stamp	normal	Good Condition	Manager

Conclusion and Recommendation

The Somali Shipping Agency has shown WFP as the only international partner. The total number of employees are 12 with 42% degree holders while 50% are secondary school level. T and maximum collaboration and without their help this valuable information would not have been gathered. However, there is a need to assist the agency employ women in its ranks. The agency administration whom the data collection team met has shown responsibility.

About UNDP

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's network links and coordinates global and national efforts to reach these Goals. Our focus is helping countries build and share solutions to the challenges of:

- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- HIV/AIDS

UNDP helps developing countries attract and use aid effectively. In all our activities, we encourage the protection of human rights and the empowerment of women.

END.