2017 Implementing Partners' Survey
Final Report

SHF Somalia Humanitarian Fund

1. Introduction

SHF funds are prioritized and managed locally by those closest to people in need. This is one of the central pillars of the Fund, which was set up to support the highest-priority needs by the best-placed responders. The SHF thus works hand in hand with its implementing partners, with a view to support and understand their needs and expectations.

Consequently, the primary objective of the 2017 SHF Implementing Partners' survey was to determine the non-governmental implementing partners' satisfaction with the services provided by the SHF and factors that cause satisfaction or dissatisfaction, which may lead to changes and adjustments in the management of the Fund, where possible or necessary. In the future, the SHF may solicit similar feedback from other stakeholders.

The survey was carried out from 27th of December 2017 until 31st of January 2018. Of 109 eligible SHF non-governmental partners invited to respond, feedback was received from 82 non-governmental organizations.

Responses received indicate high level of satisfaction. More than 80 per cent of organizations are satisfied with the focus of the Fund's 2017 allocations and almost 75 per cent participated in the strategic prioritization processes resulting in allocation strategies.

The overwhelming majority of respondents (96 per cent) are satisfied with documents guiding the application process; eight in ten organizations find it good or excellent. The vast majority of respondents – more than 90 per cent – stated that working with the SHF has an impact in the capacity strengthening of the organization.

These results confirm the importance of the SHF in the humanitarian response in Somalia, not only by providing timely and flexibly resources to respond to humanitarian needs, but also contributing to strengthening the capacity of implementing partners and, through this, to the overall effectiveness and accountability of humanitarian response in Somalia.

Some areas of improvement recommended by the respondents, touched on the communication process and the need for trainings on finance management, project submission, among others. Some measures are already being placed and the SHF team will conduct an in-depth/further analysis of the findings to make sure the majority of suggestions can be incorporate in the operation to strengthen the Fund.

> The vast majority of respondents – more than 90 per cent – stated that working with the SHF has an impact on the capacity strengthening of the organization

2. About the survey

2.1 – Purpose

The 2018 Somalia Humanitarian Fund (SHF) partners' survey was designed to assess partners' perception of the Fund's processes and their satisfaction with the services and information in relation to the following:

a) Strategic focus of the allocations

b) Allocation process – submission of proposal and technical review

c) Implementation and reporting

d) Information, allocation guidelines and support

This report has five sections: Sections 1 to 4 introduce the survey and provide an overview of results and recommendations; while section 5 (appendix) provides a full list of questions and responses, as well as some further analysis of the open questions. It identifies strengths in the delivery of SHF funding processes throughout the project cycle, as well as areas of work in which the Fund could improve the quality of its services to deliver its mandate even more effectively and efficiently.

2.2 – Methodology

Sampling

The survey polled 109 partners who are eligible for SHF funding. The survey was conducted through online Monkey Survey platform, where responses were collected anonymously. Each partner was requested to submit one response per organization.
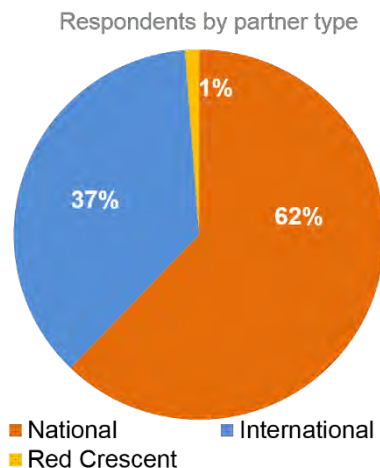
Out of the 109 organizations contacted, 82 partners responded to the survey accounting for 75 per cent response rate

Respondents by partner type

- National
- International
- Red Crescent

Out of the 109 organizations contacted, 82 partners responded to the survey accounting for 75 per cent response rate. These included 51 national partners (62 per cent), 30 international partners (37 per cent) and 1 answer from Red Crescent. While a total of 82 partners participated in the survey, response rate varies across the survey questions. In the last two years, 90 per cent of the partners applied for SHF funding, out of which 73 per cent received funds.

Rating Scale
To capture the rating scale of the Somalia Humanitarian Fund performance, the survey used a five point-scale which allows for significant variance across ratings while remaining comprehensible to respondents.

For the purposes of measuring SHF partners' level of satisfaction against the set categories in the survey, it was necessary to convert the five scale rating to the three points satisfaction scale:

- Very Satisfied (Excellent and Good)

- Satisfied (Average)

- Not satisfied (Poor and fair)

3. Overview of results

a) Strategic focus of the allocations

Respondents were asked at least five questions about the prioritization process, two of them being open-ended questions to give the opportunity to make suggestions about the mechanism used by the SHF.

The answers showed a high level of participation in the prioritization process. Some 76 per cent of partners were consulted in the process leading to the drafting of 2017 allocation strategies, either through cluster meetings at regional and national levels; or directly through the SHF. More than 83 per cent of respondents were very satisfied with the overall 2017 SHF strategic focus; and almost 95 per cent were satisfied with the most recent allocations strategy (2nd Standard Allocation).

More than 83 per cent of respondents were very satisfied with the overall 2017 SHF strategic focus

Clarity of SHF allocation strategies for project submission:
On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the clarity of SHF allocation strategy documents in 2017 in guiding you in preparing individual project proposals?

Fair 2.9 %
Not Familiar 1.5 %
Average 17.9 %
Excellent 25.3 %
Good 52.2 %

Despite having a high level of satisfaction in the close-ended questions, national partners suggested in the open-ended questions a better level of participation in the prioritization of the allocation strategy. The organizations have requested an even closer collaboration with the clusters structures to corroborate and precise, when necessary, the findings of the FSNAU used during the strategic prioritization process.

Overall strategic focus of SHF allocation strategies in 2017:
On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the overall focus of the SHF allocation strategy documents in 2017?
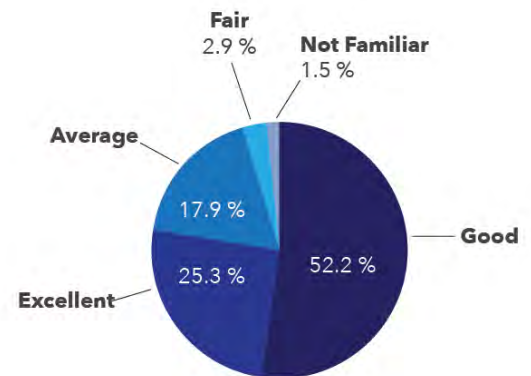
Excellent 4.2 %
Poor 1.4 %
Fair 7 %
Not Familiar 8.4 %
Average 21 %
Good 57.7 %
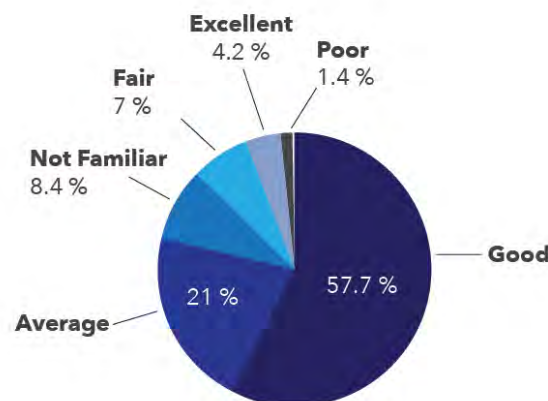
b) Allocation process – submission of proposals and technical review

Submission of proposals
Respondents were asked eight questions about the allocation process, including the submission of proposals and technical review. Three of these were open-ended, to obtain suggestions on how to improve the process.

The partners were very satisfied with the clarity provided by the SHF allocation strategies for project submission. Only three per cent of the respondents were dissatisfied with the documents guiding the proposal submission, while almost 78 per cent found it

good or excellent. Similar levels of satisfaction were reported on the clarity of cluster-specific criteria in guiding partners in preparation of project proposals, with close to 85 per cent of respondents being very satisfied. Partners felt that the support provided during the technical review was sufficient, with 82 per cent of respondents satisfied, 62 per cent of them very satisfied.

The majority of organizations felt that the time provided to submit proposal was tight, but manageable. However, more than 27 per cent considered the time inadequate and required improvements.

On the open-ended questions, the feedback process received a considerable number of reviews, and many suggestions were provided to improve this aspect. Partners suggested that the SHF consolidates comments before submitting to organizations, to avoid confusion and back-and-forth during the revision process.

c) Implementation and reporting

Five questions were on the support received during the implementation and reporting period. As in the previous section, the level of satisfaction is high, while a degree of constructive criticism pointed to the potential areas of improvement.

Support during programme implementation:
On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the quality of support received from SHF team during the implementation period, including budget revisions, duration extension, change in activities/locations?

Not Familiar 11.5 %
Fair 1.6 %
19.6 % Excellent
47.5 % Good
19.6 % Average
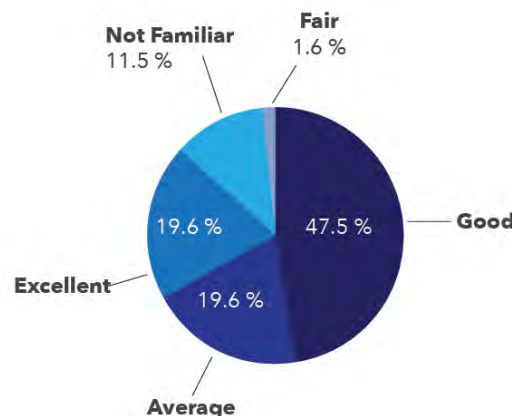
Implementation

Almost 87 per cent of the partners were satisfied with the support received during the implementation period, with above 67 per cent of respondents very satisfied. Partners suggested an even closer monitoring and support during implementation, and also pointed to the more active supervisory role of the clusters.

Reporting
Above 80 per cent of the partners were satisfied with the support provided by the SHF during the review process of financial and narrative reports.
Partners shared the following challenges and concerns that arise during reporting process:

- The SHF takes long to review reports, even after resubmission;

- Activation of reports is unclear;

- The SHF comments are not well-justified.

Partners suggested the following potential improvements during the reporting processes:

- Quick turnaround from the SHF;

- More capacity building on the financial and narrative requirements;

- Timely activation of reporting.

d) Information, allocation guidelines and support

Partners responded to 16 questions in this part of the survey, five of which were open-ended questions.

Sources of information
Partners' main sources of information on the SHF are through direct communication with the SHF and clusters. Majority of the respondents, almost 82 per cent, know whom to get in touch with for specific SHF issues and they consider the team responsive.

Majority of the respondents, almost 82 per cent, know whom to get in touch with for specific SHF issues and they consider the team responsive

Technical guidelines
The majority of respondents (some 96 per cent) are satisfied with the documents guiding the application and other SHF processes; eight in ten organizations find these to be good or excellent.
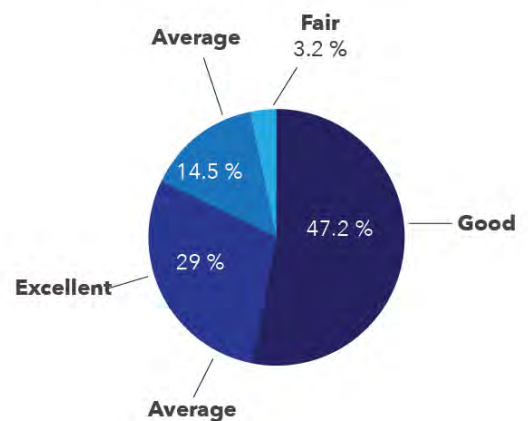
Capacity development and strengthening
The vast majority of respondents – more than 90 per cent – declared that working with the SHF has had a positive impact on the strengthening of the capacity of their organization. More trainings are, however, required, especially in relation to financial management and monitoring and evaluation.

Technical guidelines: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the overall quality of the SHF technical guidelines that provide guidance in various stages of the SHF processes (project submission, budget guidance, financial and procurement guidelines etc.)

- Average
- Fair 3.2 %
- 14.5 %
- 47.2 % Good
- 29 %
- Excellent
- Average

4. Recommendations and actions

4.1 – Summary of recommendations

While the fund processes were rated as being very satisfactory, partners made the following recommendations on how to improve the SHF services[1].

- **Improve participation, especially of local organizations, in the prioritization process;**
- **Timeline for submission of proposals to be increased for better quality of proposals;**
- **Improve technical review process and optimize reporting process;**
- **Provide trainings on the allocation process, implementation, financial management and monitoring and evaluation.**

4.2 – Summary of proposed actions

Through 2018, the SHF management will take the following steps to address partners' recommendations and expectations as communicated through the survey:

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[1] Refer to the Appendix to review the detailed list of recommendations in the open-ended questions.

1. **Better communication of the SHF processes**

- In order to improve the prioritization process and the participation of organizations, especially local NGOs, the SHF will work closely with cluster coordinators to make sure that information on prioritization processes is reaching implementing partners in timely manner.

- The SHF will also use social media, especially its Twitter account, to inform and educate about the SHF processes.

- To improve participation, the SHF will advocate with the cluster structure to promote wider and better participation from local and regional cluster and inter-cluster structures. Better dissemination of information and less tight deadlines may also improve the level of participation.

- Regarding upcoming allocations, the SHF may explore strategies to give partners more lead time in order for them to be able to start working on their proposals before the Call for Proposals is launched.

2. **Optimization of proposal technical review and reporting processes**

- The SHF team will optimize the consolidation of feedback from strategic and technical review processes, striving to submit clear and concise comments, and consolidated when and where possible.

- The SHF team will provide a more systematic and regular guidance to the partners on reporting processes and obligations.

- The SHF team will ensure shorter lead times for the review of narrative and financial reports, while also following-up more rigorously with partners that have reports overdue (stricter application of sanctions mechanism).

- An activation of additional automated reminders will be proposed (following absence of action).

3. **Training and support**

- The SHF team will prepare an annual calendar of regular and refresher trainings for partners, providing particular emphasis on allocation processes, proposal development (GMS), as well as monitoring, oversight and compliance (including fraud prevention and mitigation).

- In discussion with the Advisory Board, clusters and the Somalia NGO consortium, the SHF management will explore opportunities how to link SHF work-streams with other initiatives geared at improving the capacity of partners, especially local NGOs, to submit and implement projects in accordance with the expected standards.

- The SHF team will, in close collaboration with cluster coordinators and ICCG, work on how to better prepare partners for the submission of and implementation of integrated projects.

- The SHF team will place additional emphasis on dissemination of the SHF Operational Manual and the accompanying guidelines, directly through SHF broadcasts and indirectly through other channels, in order to ensure that all partners have access to information and/or know where to find it.

- In order to respond to requests by partners for more flexibility on changes and extension of projects, the SHF team will clearly message the procedures in place and clarify, in particular to cluster coordinators, that it is their responsibility to consider and, potentially, approve these requests in a timely manner.

The **Somalia Humanitarian Fund (SHF)** is a multi-donor country-based pooled fund (CBPF) that ensures timely allocation and disbursement of donor resources to address the most urgent humanitarian needs and assist the most vulnerable people in Somalia.

The SHF allows Governments and private donors to pool their contributions into a common, unearmarked fund to deliver life-saving assistance to those who need it most.

The SHF enables timely, coordinated and effective humanitarian response and is distinguished by its focus and flexibility. The SHF funds are prioritized locally; they help save lives, strengthen humanitarian coordination and the humanitarian system in Somalia.

The SHF is managed by the **United Nations Office for the Coordination of Humanitarian Affairs (OCHA).**

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OCHA — United Nations Office for the Coordination of Humanitarian Affairs

This report is available at www.unocha.org/somalia/shf

5. Appendix: All responses

Q1 1. Which of the following categories does your organization fall under?

Answered: 82   Skipped: 0
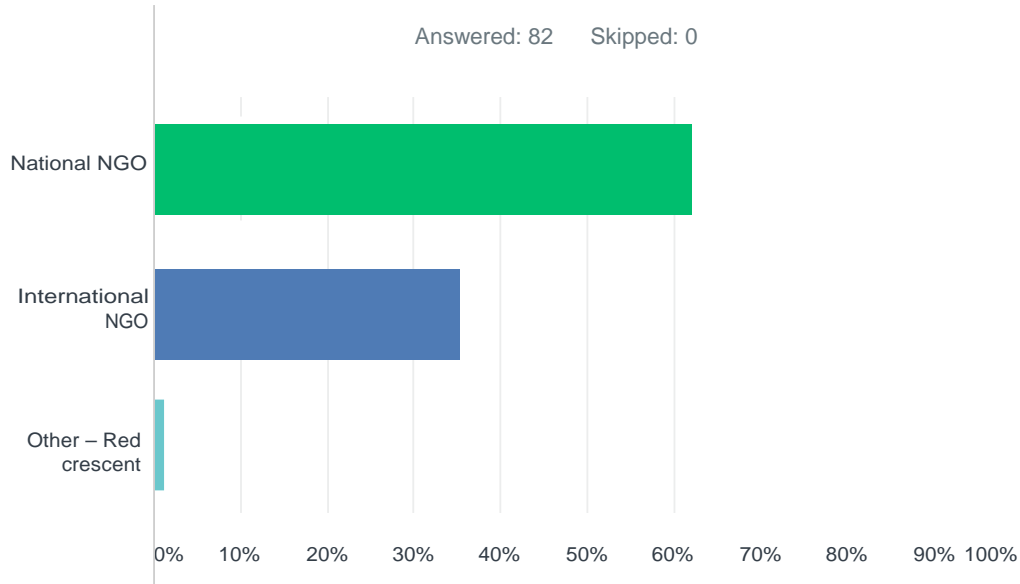
ANSWER CHOICES	RESPONSES	
National NGO	62.20%	51
International NGO	35.37%	30
UN agency, fund or programme	0 %	0
Other – Red crescent	1.22%	1
TOTAL		82

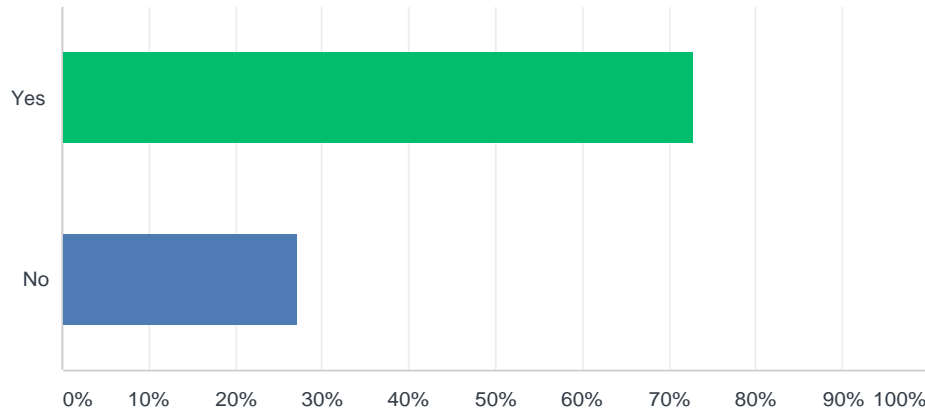## Q2 2. Has your organization applied for SHF funding during the last two years (2016, 2017)?

Answered: 82   Skipped: 0
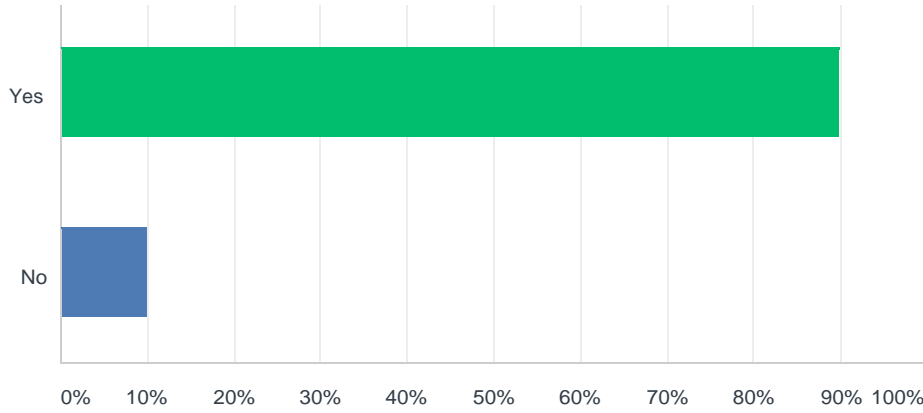
ANSWER CHOICES	RESPONSES	
Yes	90.24%	74
No	9.76%	8
TOTAL		82

Q3 3. Have you received SHF funding in the last two years (2016, 2017)?

Answered: 81   Skipped: 1

ANSWER CHOICES	RESPONSES	
Yes	72.84%	59
No	27.16%	22
TOTAL		81

Q4 4. If yes which, in which allocation year [i.e. project code 16 or 17] did you receive funding? (you can choose multiple).
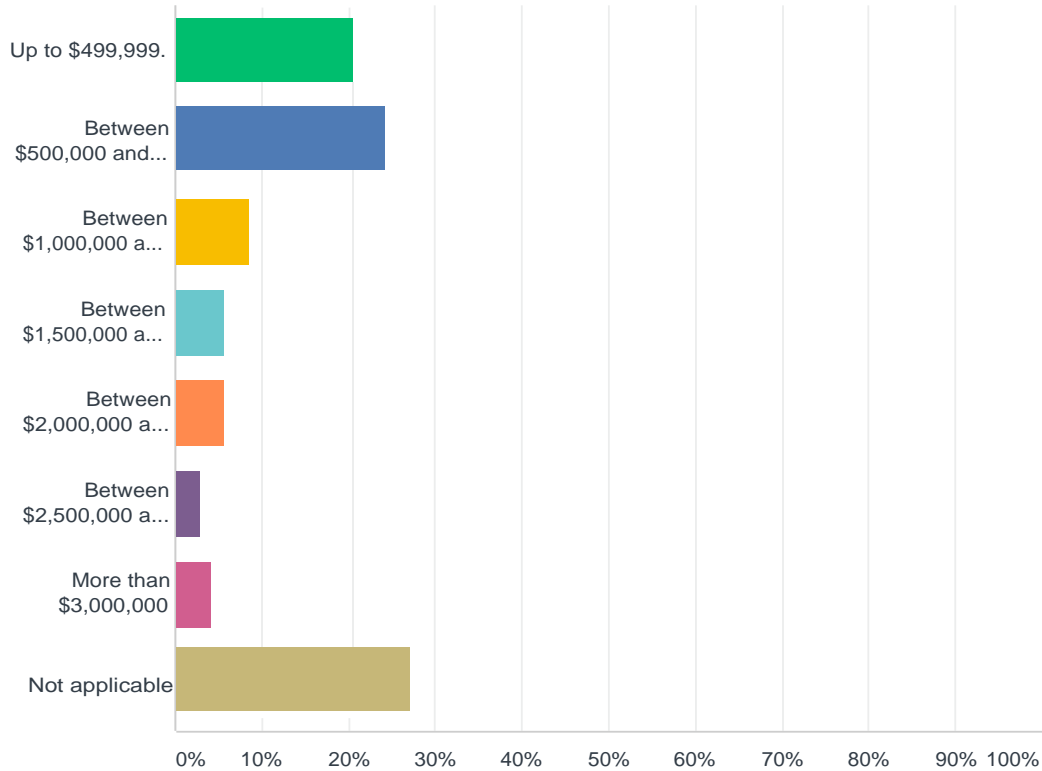
Answered: 60   Skipped: 22
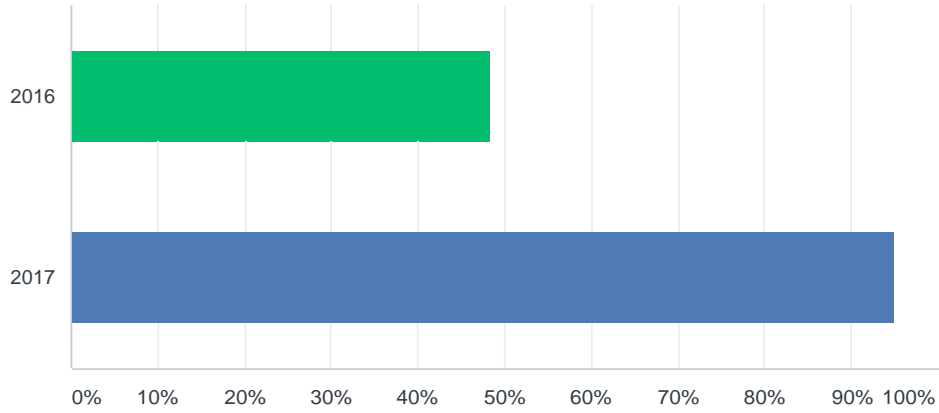
ANSWER CHOICES	RESPONSES	
2016	48.33%	29
2017	95.00%	57
Total Respondents: 60		

## Q5 5. If yes, what has been the cumulative amount of funding received over the two years (2016, 2017)?

Answered: 70   Skipped: 12

ANSWER CHOICES	RESPONSES	
Up to $499,999.	21.43%	15
Between $500,000 and $999,999.	24.29%	17
Between $1,000,000 and $1,499,999.	8.57%	6
Between $1,500,000 and $1,999,999.	5.71%	4
Between $2,000,000 and $2,499,999.	5.71%	4
Between $2,500,000 and $2,999,999.	2.86%	2
More than $3,000,000	4.29%	3
Not applicable	27.14%	19
TOTAL		70

Q6 6. Has your organisation been consulted during the process leading to the drafting and finalization of any of the SHF allocation strategies in 2017? (MULTIPLE ANSWERS POSSIBLE)

Answered: 73   Skipped: 9
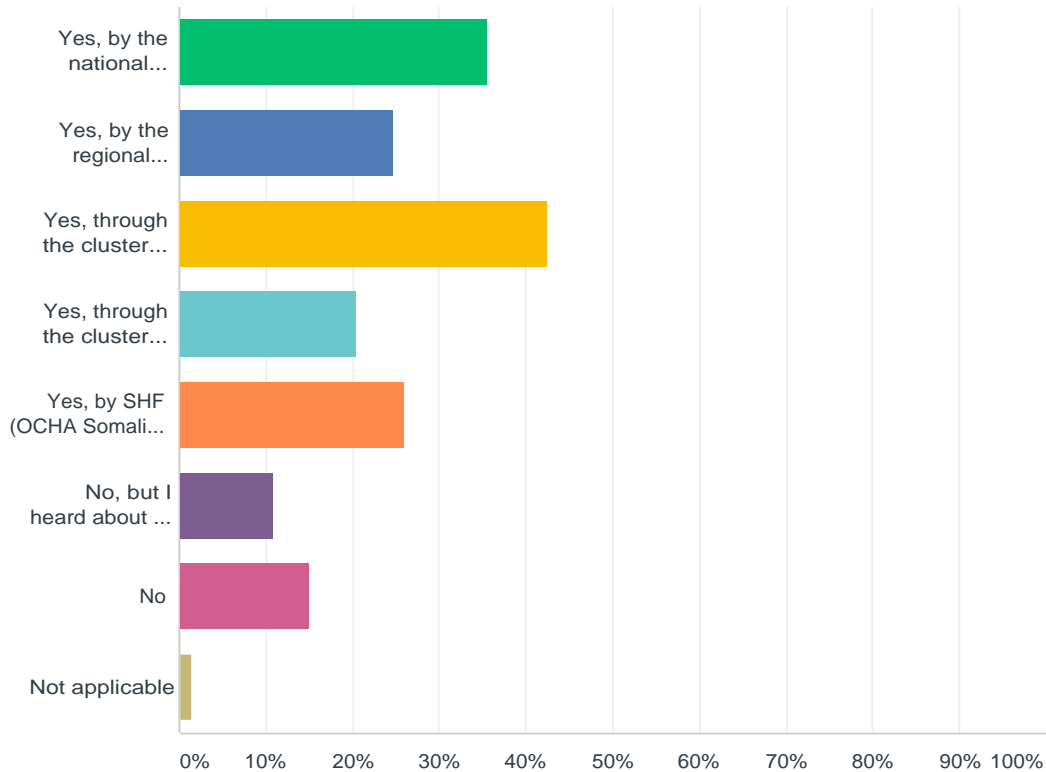
ANSWER CHOICES	RESPONSES	
Yes, by the national cluster coordinator	35.62%	26
Yes, by the regional cluster coordinator	24.66%	18
Yes, through the cluster meeting at national level	42.47%	31
Yes, through the cluster meeting at regional level	20.55%	15
Yes, by SHF (OCHA Somalia Humanitarian Financing Unit)	26.03%	19
No, but I heard about the process	10.96%	8
No	15.07%	11
Not applicable	1.37%	1
Total Respondents: 73		

Q7 7. How should implementing partners be involved in the SHF strategic prioritization process (Allocation Strategy drafting and finalization)? Please provide suggestions, be as specific as possible.

Answered: 64   Skipped: 18

Only 26 per cent of the implementing partners have not taken part in the process leading to the drafting and finalization of one of the SHF allocation strategies in 2017. Out of this 26 per cent, almost 11 per cent have heard about the process, leaving a small group of 15.07 per cent that have not being involved at all. This remarkable result confirms that the SHF is a truly inclusive and transparent Fund.

But improvements can always be made, especially in the information system to assure the participation. Many organizations suggested the cluster structures – national and regional levels – as the adequate space for the consultations. This is actually the current mechanism used by the SHF for the process. From now, the SHF will work close with cluster coordinators to make sure the information is reaching the organizations in an effective and simple way. The SHF will also use social media, especially the twitter account, to inform about the steps taken during the prioritization and about overall SHF processes.

 "IP's should be involved in the SHF strategic prioritization process through the national cluster coordinators".

"The partners should be involved in the identification of priority geographical regions in a workshop setting so as to validate FSNAU findings".

"I think the current methodology is suitable for the context in Somalia".

"Cascading the information to stakeholders through the cluster mechanism to allow for feedback".

"1- Through regional and national cluster meetings; 2-SHF should ensure as many IPs attend and involved in the strategic prioritization processes to ensure regional representation; 3. Since SHF strategic prioritization processes is based on the assessment by bodies such FSNAU, IPs should be involved in need assessments".

Q8 8. Overall strategic focus of SHF allocation strategies in 2017: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the overall focus of the SHF allocation strategy documents in 2017?

Answered: 71   Skipped: 11
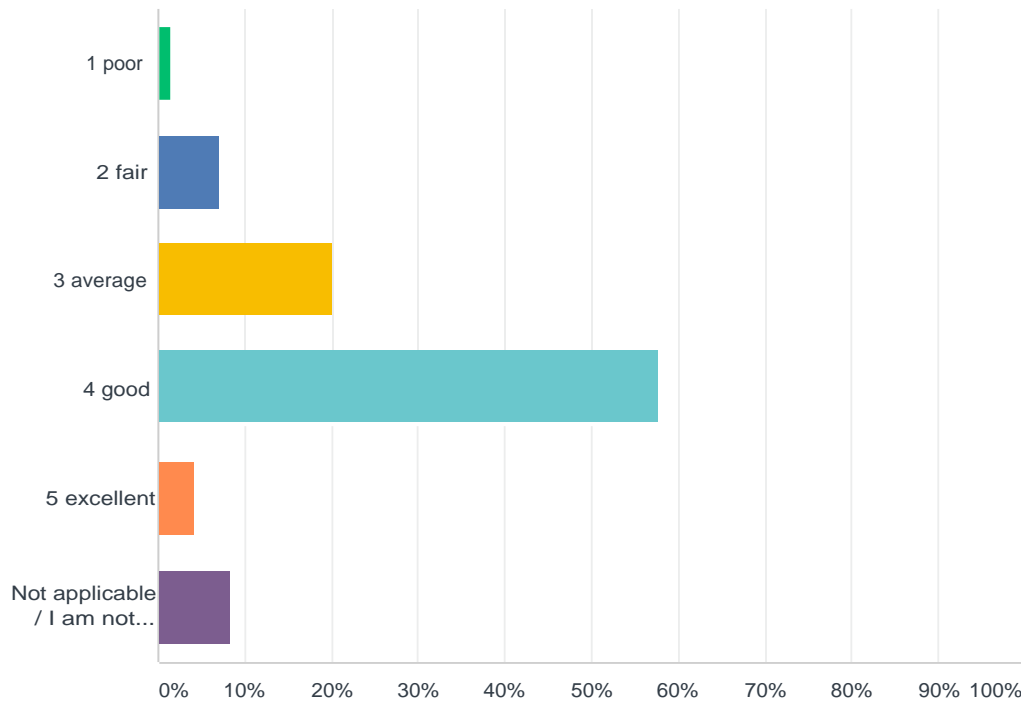
ANSWER CHOICES	RESPONSES	
1 poor	1.41%	1
2 fair	7.04%	5
3 average	21.13%	15
4 good	57.75%	41
5 excellent	4.23%	3
Not applicable / I am not familiar	8.45%	6
TOTAL		71

Q9 9. Strategic focus of 2nd Standard Allocation 2017 strategy: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the strategic focus of the 2nd Standard Allocation 2017 strategy (published in November 2017)?

Answered: 71   Skipped: 11
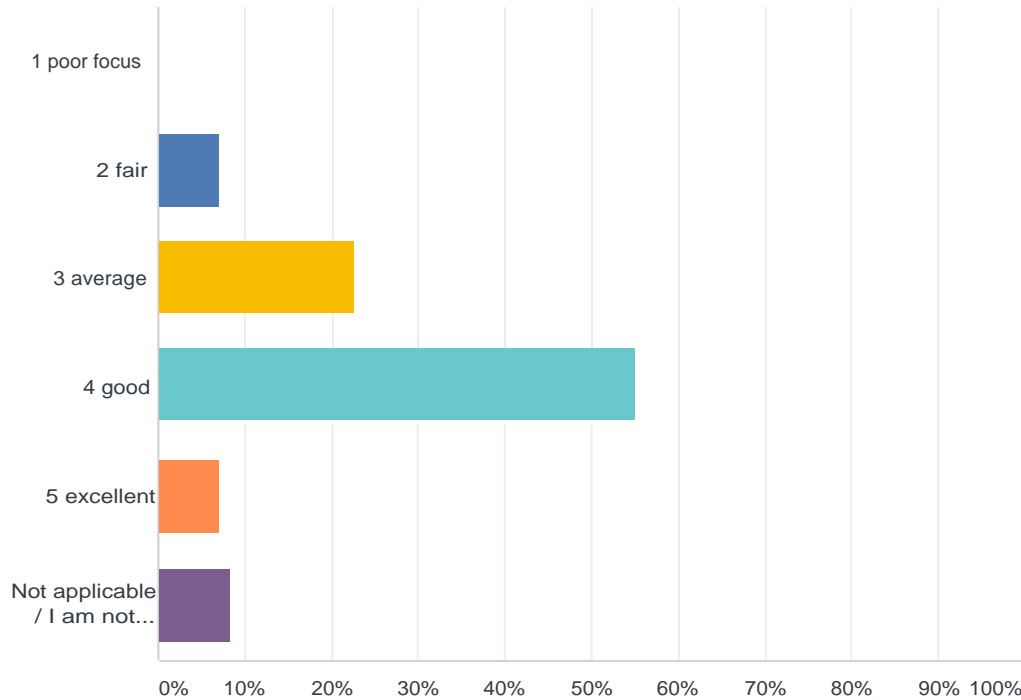
ANSWER CHOICES	RESPONSES	
1 poor focus	0.00%	0
2 fair	7.04%	5
3 average	22.54%	16
4 good	54.93%	39
5 excellent	7.04%	5
Not applicable / I am not familiar with the strategy	8.45%	6
TOTAL		71

Q10 10. How would you like the focus of SHF strategies to improve? Please provide suggestions, be as specific as possible.

Answered: 62   Skipped: 20

At least 84.5 per cent of the organizations are satisfied with the focus of SHF strategies, and almost 62 per cent consider it good or excellent.

One of the main subjects raised by the organizations was the information used for prioritize regions and interventions. Partners are suggesting that the SHF should promote more meetings with local organizations and use local assessments provided by them rather than consult only the FSNAU report for the prioritization. In the actual mechanism, the FSNAU report, as one of the most comprehensive informs about the field situation, is taken into account. But the National and Regional Clusters are the other pillar of the prioritization process, giving inputs taken from the organizations working in the front line. This mechanism is already set up and seeks to reach the most accurate and up to date information about the needs in all regions in Somalia.

To improve participation, the SHF will advocate with the cluster structure to promote wider and better participation from the local and international organizations working in Somalia during the prioritization process. Better information mechanisms and reasonable deadlines will sure improve the level of participation.

"The location prioritization should be consultative, engaging with the cluster members. It should not be only based on the FSNAU reports, but also consider more assessments reports"

"Taking into account information from local and national actors"

"A more regionally adjusted strategy may be more appropriate in the Somalia context. What is relevant and needed in South-Central Somalia is not necessarily relevant in Puntland or Somaliland"

"The integrated approach is relevant, efficient and timely response during emergencies, so the focus of the SHF strategies should improve this approach"

Q11 11. Clarity of SHF allocation strategies for project submission: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the clarity of SHF allocation strategy documents in 2017 in guiding you in preparing individual project proposals?

Answered: 67   Skipped: 15
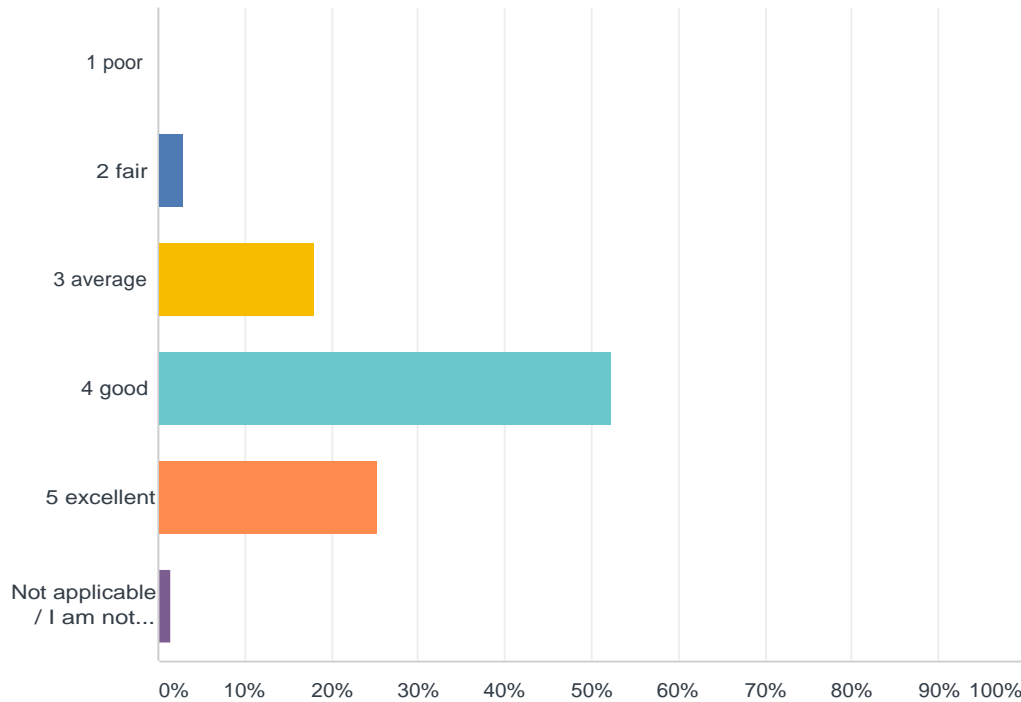
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	2.99%	2
3 average	17.91%	12
4 good	52.24%	35
5 excellent	25.37%	17
Not applicable / I am not familiar	1.49%	1
TOTAL		67

Q12 12. Clarity of the SHF allocation strategies for project submission: How should the SHF allocation strategies further improve to provide better clarity for partners? Please provide suggestions, be as specific as possible.

Answered: 57   Skipped: 25

More than 95 per cent of respondents approves the clarity and usefulness of guidelines the guidelines for project submission. 77.61 per cent consider the documents good or excellent. No one scored the documents as "poor".

Recently, the SHF updated and shared its Operational Manual, adding some information of particular importance to the implementing partner. The steps in the allocation process were clarified, more details and guidelines on reporting, budgets, financial management, among other aspects, were provided.

Many responders mentioned the necessity of face to face meetings and trainings on the allocation process. While this is one of the duties the SHF team carry out during the year – an annual calendar of trainings is being prepared - the requirement will be analyzed. Discussions with the Advisory Board, Somalia NGO Consortium and Clusters will be held to find the best way of improve the capacity of partners, especially local NGOs, for project submission.

Another concern is related to the projects under the modality of integrated response. It is a priority that SHF increased last year, in order to have a most cost-effective intervention. As a new process for some organizations, the SHF understand that greater clarity need to be provided. The SHF team will in close collaboration with cluster coordinators and ICCG, work on how to better prepare partners for the submission of and implementation of integrated projects.

"(Organize) One day of project submission training for partners to clarify on some of the key areas of project submission template".

"Conduct training for partners before they start implementing projects".

"Conducting inclusive meetings at different cluster level".

"I think it was clear enough and the focal persons in Nairobi were always available to support. This should continue".

"The integration of the several sectors caused confusion among some people. So there was uncertainty on how well a proposal was fitting the requirements of the SHF allocation. Also the vetting among different sectors and weight of the elements was unclear".

"The allocation document is generally clear in terms of prioritized locations, suggested interventions, funding and sector objective. The information under specific sector is usually clear. However, integrated project can be less easy to grab the priorities with multi-sectoral components that means to address different issues".

Q13 13. Cluster-specific criteria: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the clarity of cluster-specific criteria in guiding you to prepare project proposals?

Answered: 66   Skipped: 16
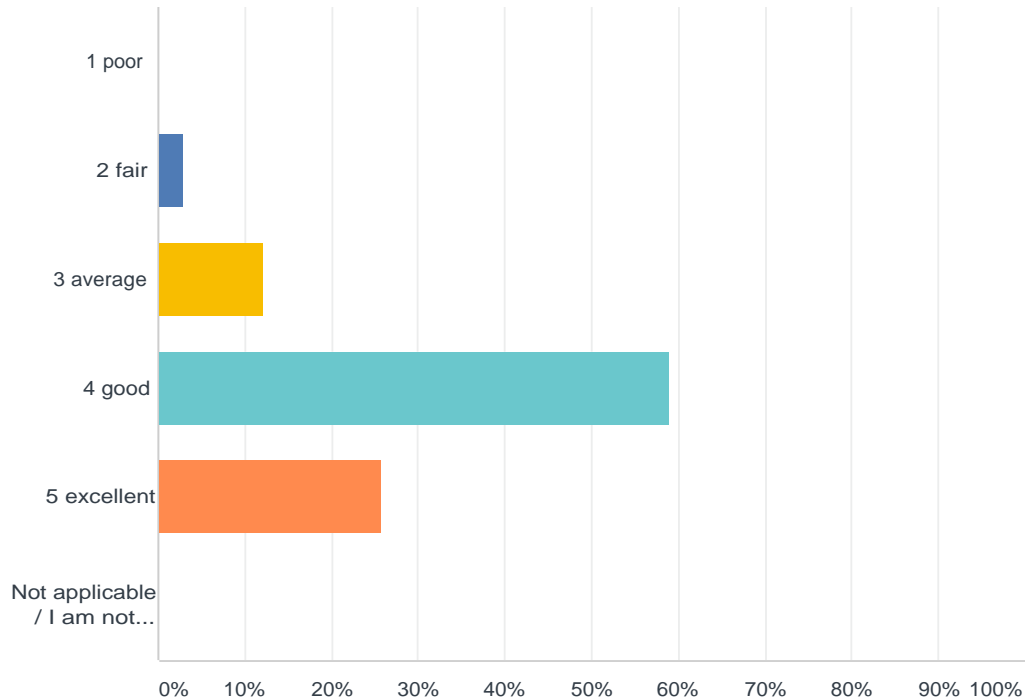
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	3.03%	2
3 average	12.12%	8
4 good	59.09%	39
5 excellent	25.76%	17
Not applicable / I am not familiar	0.00%	0
TOTAL		66

Q14 14. Cluster-specific criteria: How should the cluster-specific criteria in SHF allocation strategies further improve to provide better clarity for partners? Please provide suggestions, be as specific as possible.

Answered: 48   Skipped: 34

As in the previous question about the clarity of the project submission process, the cluster-specific criteria were also well rated by the responders due to its clearness. Almost 97 per cent of the organizations understood the criteria and at least 84.85 per cent consider it good or excellent. No partner considered it poor.

Most of the comments or suggestions in the questions demonstrate that more communication within the cluster system should be provided. Some confusions between cluster-specific criteria and integrated response were also related. As in the question 12, the SHF will propose better flow of information in the clusters and find ways to better clarify the differences between integrated and cluster-specific response.

"The cluster should consult with partners on the specific and priority areas of interventions without necessarily relying heavily on FSNAU reports".

"Cluster meeting and information sharing in appropriate time"

"It was difficult to compare cluster-specific evaluation criteria with the criteria of other clusters. Integration criteria were not present, it would be good to know how integration should be done, how it is scored".

"Refresher training for old IPs and full training for the new IPs".

"All clusters have done their level best to share the criteria as soon as they get the schedule to all the partners, this has been an evolution from the previous system that use to share at last minute".

"Cluster-specific criteria are usually clear".

Q15 15. For the last allocation round (SHF 2nd Standard Allocation, November 2017), how would you rate the time available for submission of proposals after the strategy has been published (6 working days / 8 calendar days)?

Answered: 66   Skipped: 16
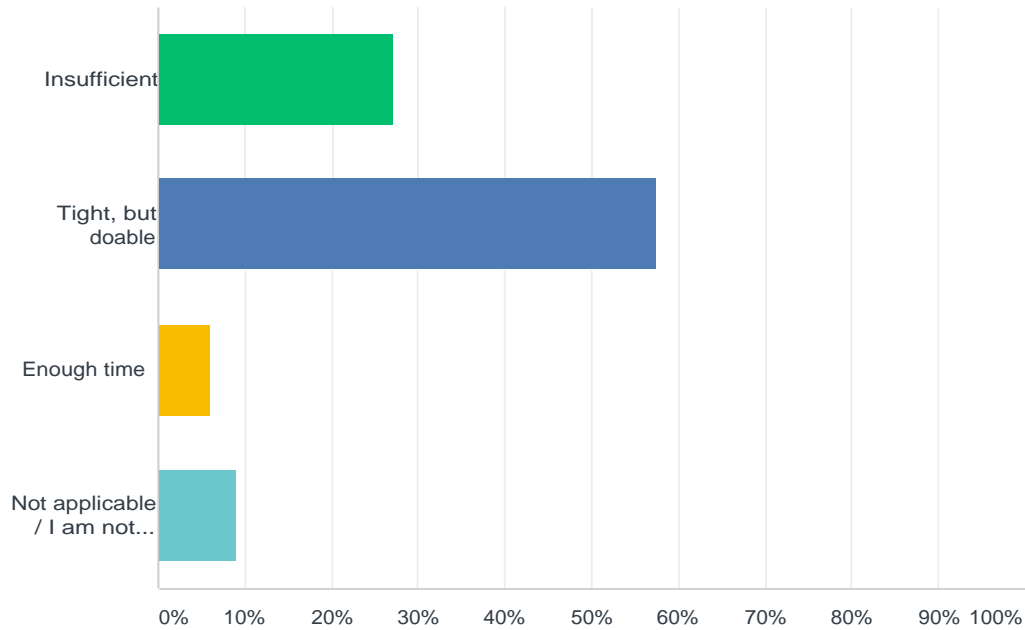
ANSWER CHOICES	RESPONSES	
Insufficient	27.27%	18
Tight, but doable	57.58%	38
Enough time	6.06%	4
Not applicable / I am not familiar	9.09%	6
TOTAL		66

Q16 16. Project selection in 2017: Irrespective whether your project was selected for funding or rejected in 2017, please assess sufficiency feedback received after the strategic review (i.e. from cluster review committees.

Answered: 67   Skipped: 15
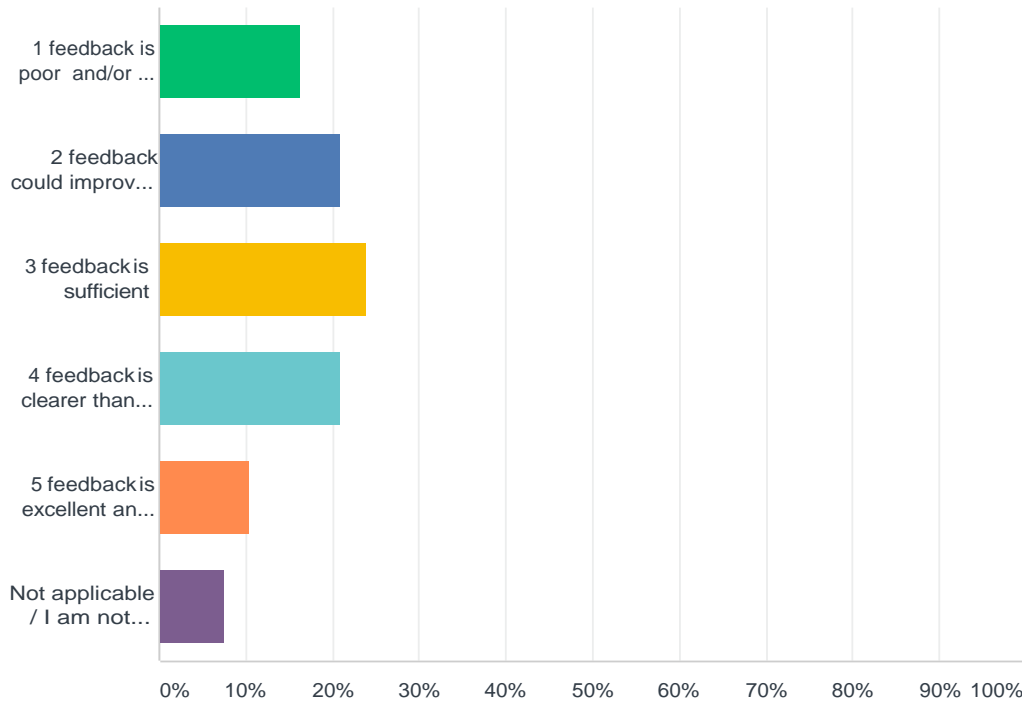
ANSWER CHOICES	RESPONSES	
1 feedback is poor and/or not justifiable	16.42%	11
2 feedback could improve, but is relatively clear	20.90%	14
3 feedback is sufficient	23.88%	16
4 feedback is clearer than expected and most of the time justified	20.90%	14
5 feedback is excellent and fully justified	10.45%	7
Not applicable / I am not familiar	7.46%	5
TOTAL		67

Q17 17. Technical review: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the quality of support received from SHF team during the proposal technical review, including technical, and financial / budget.

Answered: 62   Skipped: 20
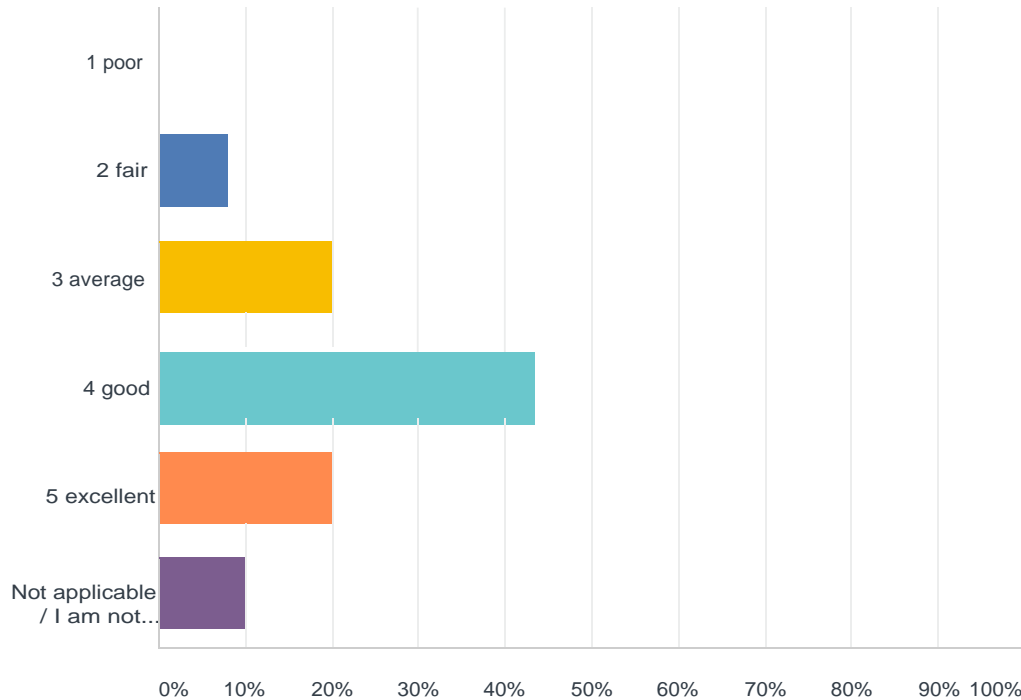
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	8.06%	5
3 average	19.35%	12
4 good	43.55%	27
5 excellent	19.35%	12
Not applicable / I am not familiar	9.68%	6
TOTAL		62

Q18 18. Technical review: How could the technical review process and the support from the SHF during that process be improved – i.e. timeliness, quality etc.? Please provide suggestions, be as specific as possible.

Answered: 51   Skipped: 31

Most of the responds, at least 82 per cent, are satisfied with the quality of the support received during the technical review. Almost 63 per cent consider it good or excellent. However, more than 8 pert of the organizations evaluated the support as fair, a rate that can clearly be improved.

The main complaint is about the numbers of back and forth during the revision and the number of people from the SHF involved. Partners are suggesting that comments should be consolidated before submitted to partners, to avoid confusion and waste of time. The SHF team will be instructed to follow these recommendations and improve the mechanism. The team will optimize the consolidation of feedback from strategic and technical review processes, striving to submit clear and concise comments, and consolidated when and where possible.

"More engagement of SHF at Strategic Review Committee level. Consolidate feedback to partners to avoid too much back and forth. Training of partners on proposal and budget development requirements to avoid unnecessary mistakes".

"At times, comments are provided by multiple persons at different times. We suggest that feedback comments are consolidated and submitted once to avoid confusion".

"During the technical review SHF should avoid being very 'picky' on very minor details, especially in the budget; sometimes the changes requested from the review team are quite unreasonable. In addition, to avoid a lot of back and forth, the review team should compile all the changes that an organization needs to amend on the proposal instead of asking for amends time to time. This wastes a lot of valuable time".

"The way that the SHF make the technical review was wonderful and improved the gaps".

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Q19 19. Support during programme implementation: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the quality of support received from SHF team during the implementation period, including budget revisions, duration extension, change in activities/locations?

Answered: 61   Skipped: 21
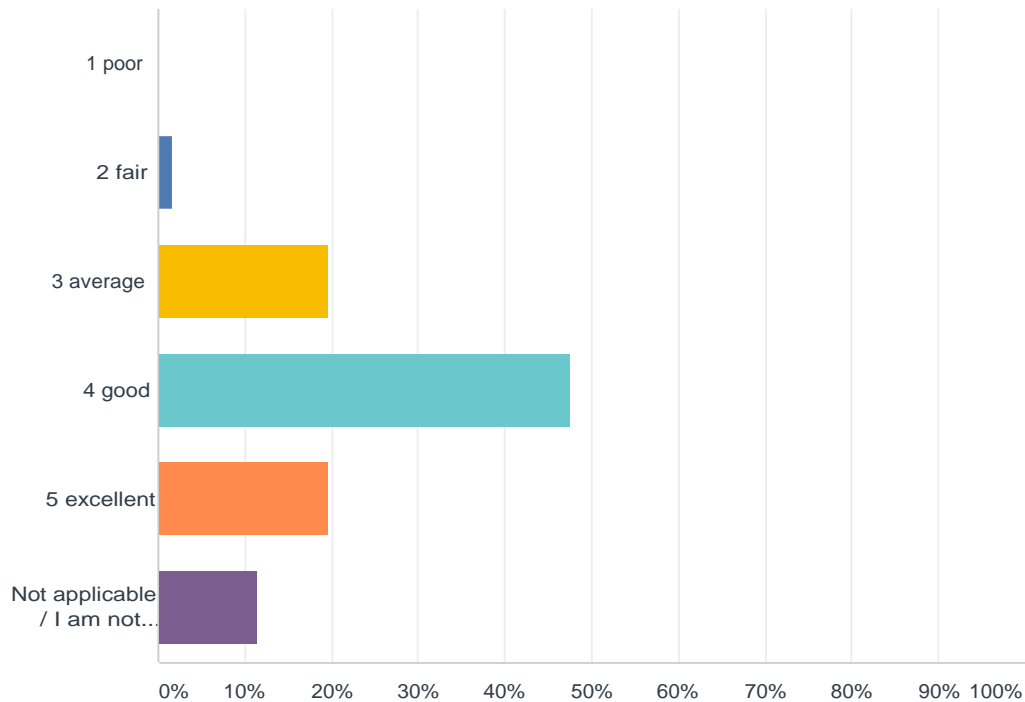
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	1.64%	1
3 average	19.67%	12
4 good	47.54%	29
5 excellent	19.67%	12
Not applicable / I am not familiar	11.48%	7
TOTAL		61

Q20 20. Implementation: How could the support to partners during implementation be improved, including but not only in relation to the budget revisions, duration extension, change in activities/locations? Please provide suggestions and be as specific as possible.

Answered: 44   Skipped: 38

Only 1.64 per cent of the respondents are unsatisfied with the support received during the implementation and rated it as "fair". The majority of almost 87 per cent are satisfied, and 67.21 per cent consider it good or excellent. The remaining 11.48% replied not applicable or familiar.

Partners are mainly asking for more flexibility on changes and extension of projects. The SHF team will raise this issue with the Clusters and Advisory Board, who are indeed responsibly for approving these requests. The SHF team will clearly message the procedures in place and clarify, in particular to cluster coordinators, that it is their responsibility to consider and, potentially, approve these requests in a timely manner.

"Include monitoring and share feedback with partners to improve on future implementations"

"The processes are sometimes very bureaucratic and the reason for this is understood. However, there should be some level of flexibility".

"SHF team to visit the project areas and sometimes give supportive supervision to the partners. Some partners may lack capacity in some activities and should be flexible to the changes done by partners in sometimes to extension of the project period".

"Overall, I think the SHF team is receptive and open to implementation challenges provided there is solid rationale".

"It should consider revising activities when situation changes during implementation time".

Q21 21. Reporting: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the quality of support received from the SHF team during submission and review process of narrative and financial reports?
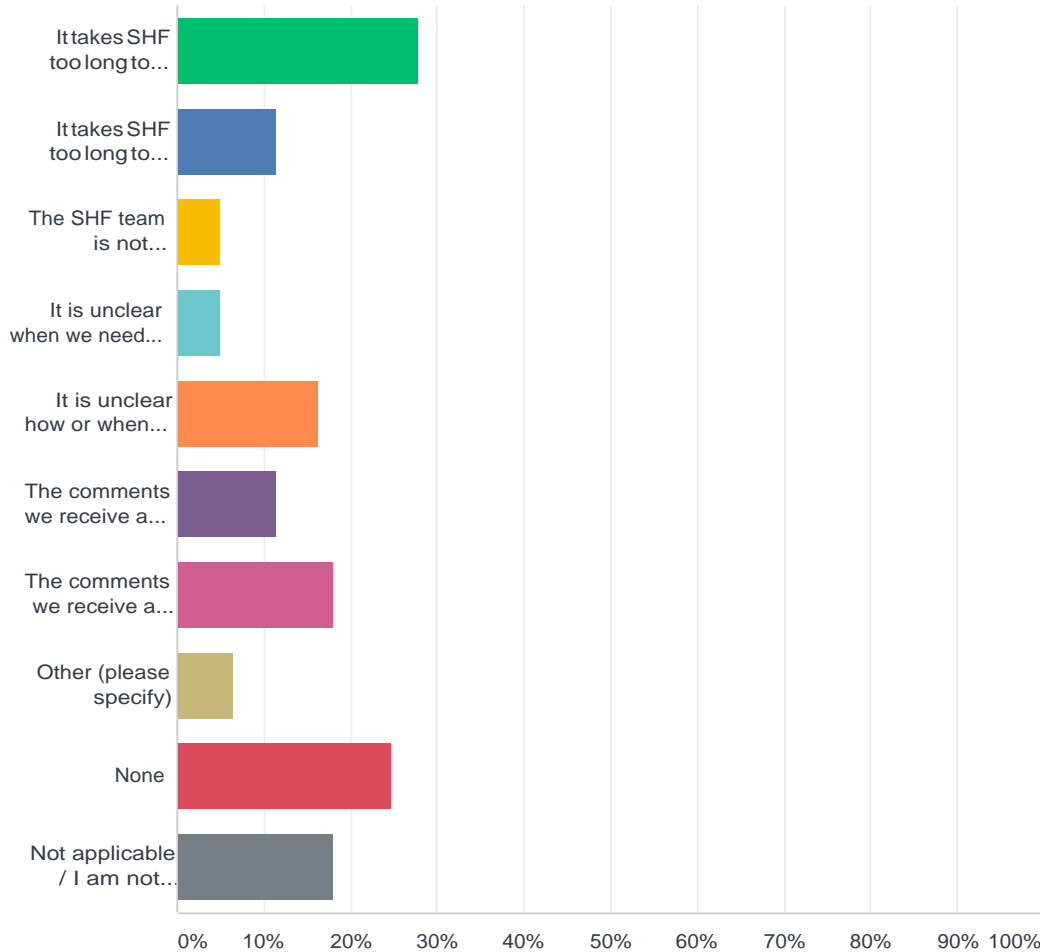
Answered: 62   Skipped: 20
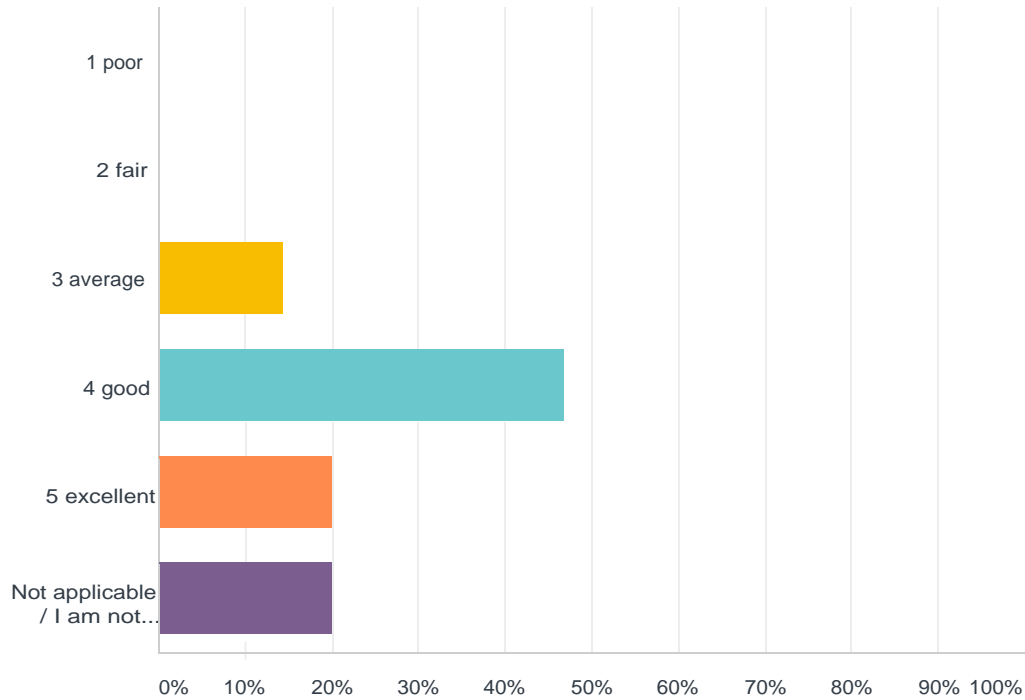
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	0.00%	0
3 average	14.52%	9
4 good	46.77%	29
5 excellent	19.35%	12
Not applicable / I am not familiar	19.35%	12
TOTAL		62

Q22 22. What are the three main challenges you are facing during the reporting process? (MULTIPLE ANSWERS POSSIBLE)

Answered: 61 Skipped: 21

ANSWER CHOICES	RESPONSES	
It takes SHF too long to start reviewing reports	27.87%	17
It takes SHF too long to start the second review of reports (after resubmission)	11.48%	7
The SHF team is not available for clarification	4.92%	3
It is unclear when we need to report	4.92%	3
It is unclear how or when reports are activated	16.39%	10
The comments we receive are unclear clear or limited	11.48%	7
The comments we receive are not well-justified	18.03%	11
Other (please specify)	6.56%	4
None	24.59%	15
Not applicable / I am not familiar	18.03%	11
Total Respondents: 61		

Q23 23. Reporting: How could the support to partners during reporting be improved? Please provide suggestions and be as specific as possible.

Answered: 42   Skipped: 40

Although no organization declared to be unsatisfied with the support received during the reporting process, questions 22 and 23 shows that some improvements, especially in the communication process, have to be made.

Many partners asked for more clear and elaborated comments on the report, during the feedback process. The time taken to answer was also criticized. The SHF team will work on the first suggestion and improve the way the comments are sent to partners. In the time aspect, the capacity of the team is limited, but the SHF team will ensure shorter lead times for the review of narrative and financial reports, while also following-up more rigorously with partners that have reports overdue (stricter application of sanctions mechanism).

"Provide more elaborated comments that are easy to understand".

"It is important that comments are clear and well justified. I shouldn't have to call to clarify what is meant in a comment. The more detail and context the better. That's the expectation of the IPs so I expect that OCHA will provide the same courtesy".
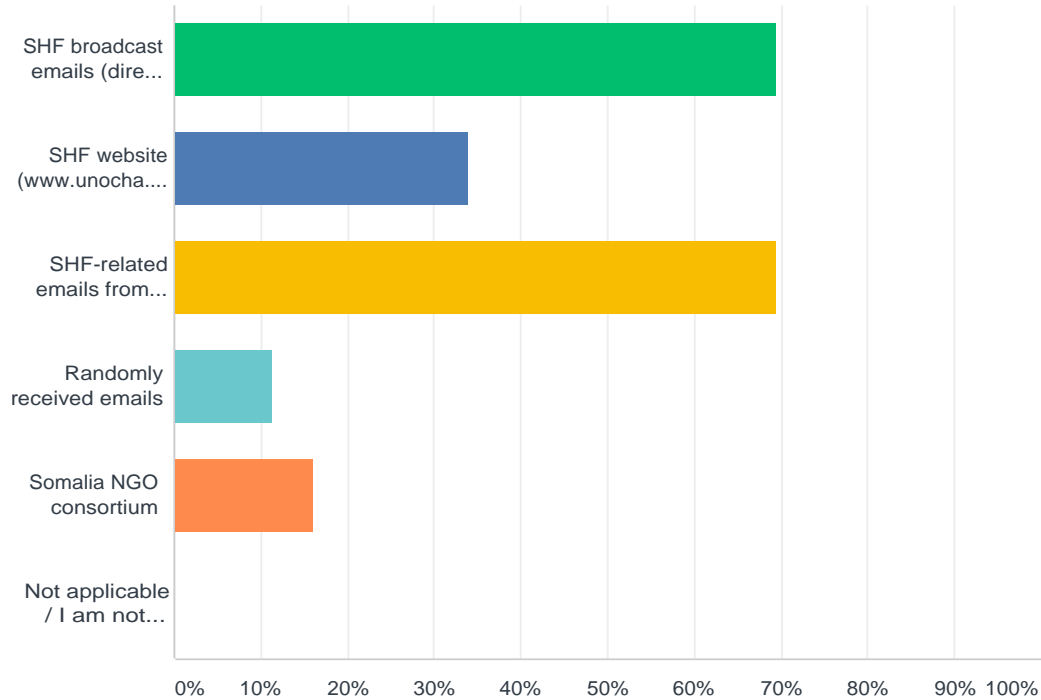
"More clear comments. Timely review of the reports".

"Provide timely feedback to partners on reports submitted".

"Timely comments on reports submitted could improve the quality of reports".

Q24 24. Sources of information: what are your two main sources of information related to the SHF? (TWO ANSWER ONLY)
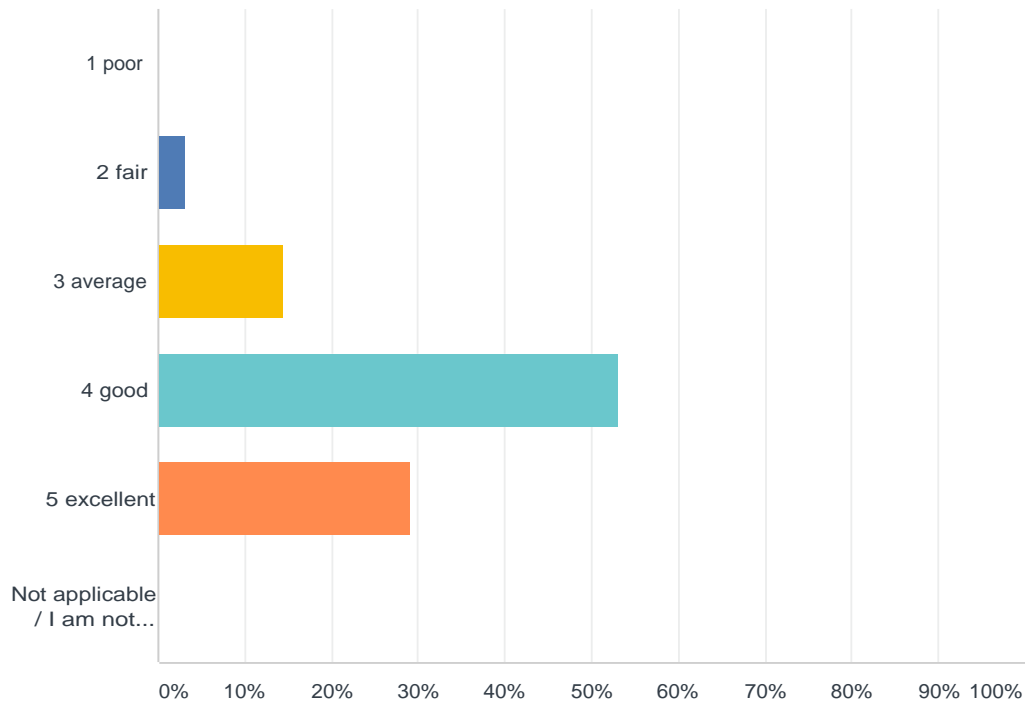
Answered: 62   Skipped: 20

ANSWER CHOICES	RESPONSES	
SHF broadcast emails (direct from the SHF team)	69.35%	43
SHF website (www.unocha.org/somalia/shf)	33.87%	21
SHF-related emails from clusters	69.35%	43
Randomly received emails	11.29%	7
Somalia NGO consortium	16.13%	10
Not applicable / I am not familiar	0.00%	0
Total Respondents: 62		

Q25 25. Technical guidelines: On a scale from 1 – 5 (1 being poor, 2 fair, 3 average, 4 good and 5 excellent), how would you rate the overall quality of the SHF technical guidelines that provide guidance in various stages of the SHF processes (project submission, budget guidance, financial and procurement guidelines etc.)
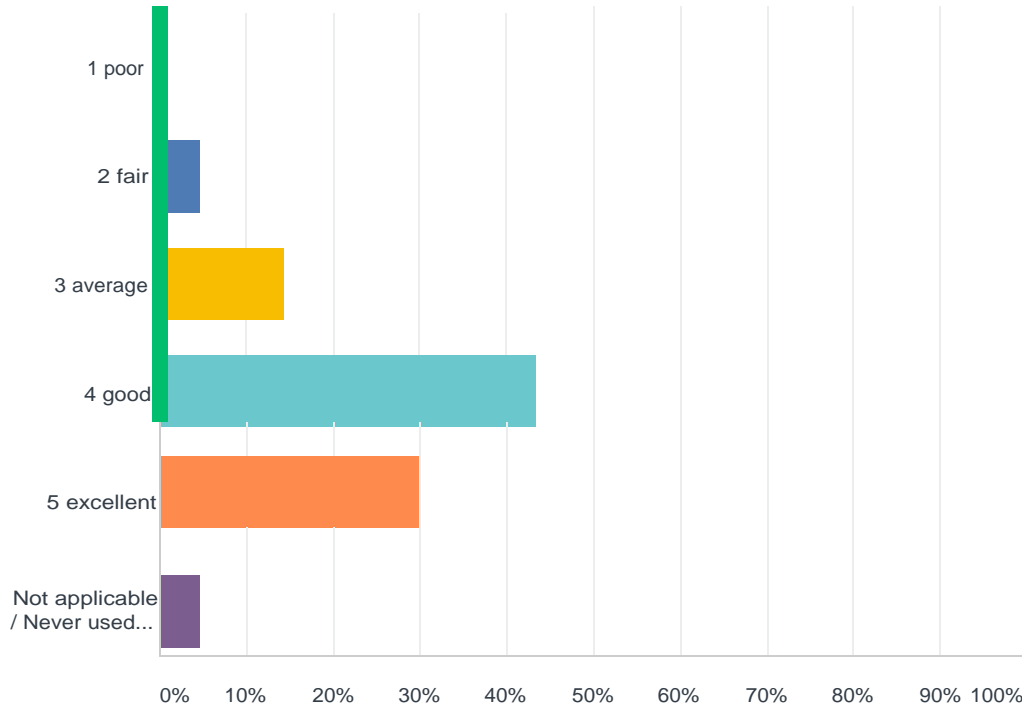
Answered: 62   Skipped: 20

ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	3.23%	2
3 average	14.52%	9
4 good	53.23%	33
5 excellent	29.03%	18
Not applicable / I am not familiar	0.00%	0
TOTAL		62

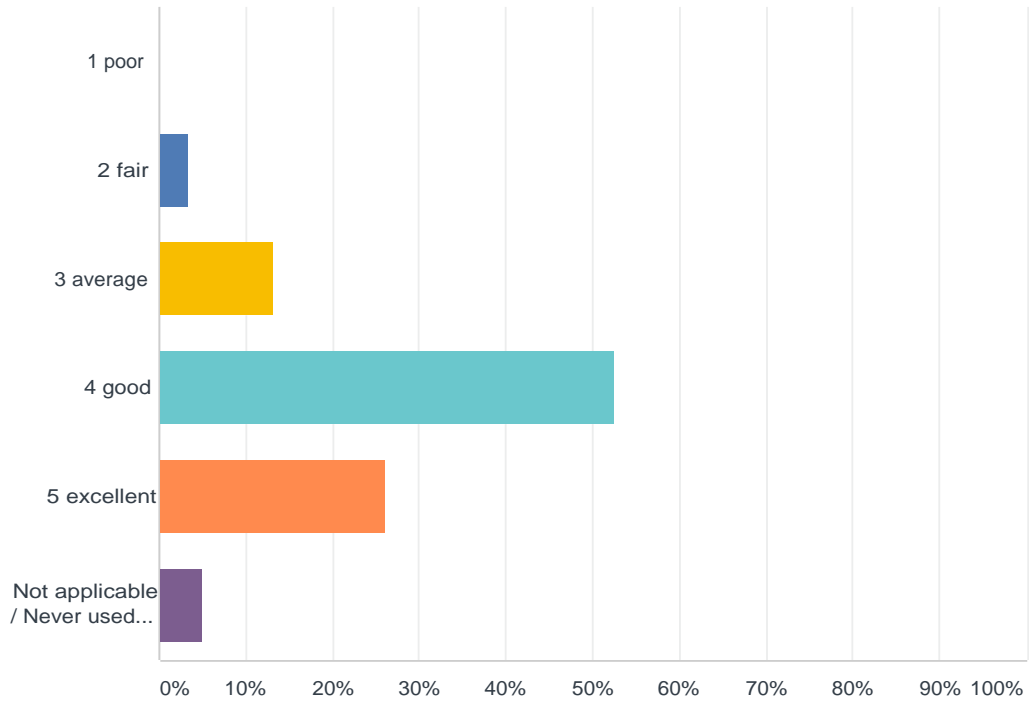# Q26 a. SHF Grant Management System (GMS) Support / Help Portal (https://gms.unocha.org/support)

Answered: 62   Skipped: 20

ANSWER CHOICES	RESPONSES	
1 poor	1.61%	1
2 fair	4.84%	3
3 average	14.52%	9
4 good	43.55%	27
5 excellent	30.65%	19
Not applicable / Never used / We did not know it exists	4.84%	3
TOTAL		62

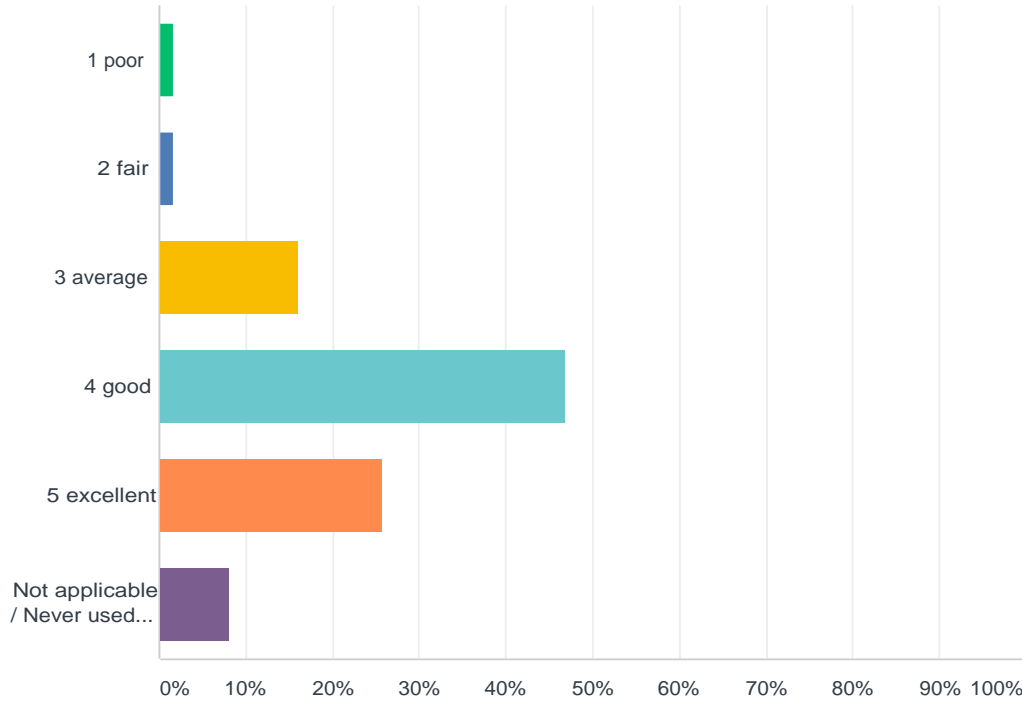# Q27 b. SHF Budget Guidance (SHF Operational Manual – annex 2a/b)

Answered: 61   Skipped: 21

ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	3.28%	2
3 average	13.11%	8
4 good	52.46%	32
5 excellent	26.23%	16
Not applicable / Never used / We did not know it exists	4.92%	3
TOTAL		61

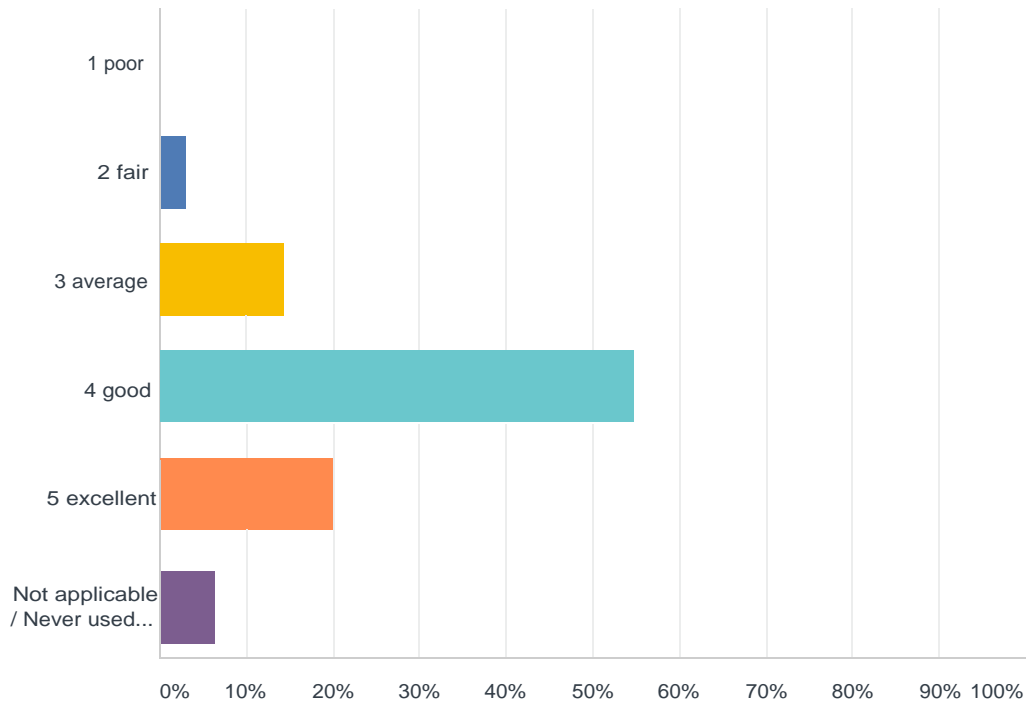# Q28 c. Financial reporting guidelines (SHF Operational Manual – annex 3)

Answered: 62   Skipped: 20

ANSWER CHOICES	RESPONSES	
1 poor	1.61%	1
2 fair	1.61%	1
3 average	16.13%	10
4 good	46.77%	29
5 excellent	25.81%	16
Not applicable / Never used / We did not know it exists	8.06%	5
TOTAL		62

Q29 d. SHF Visibility Guidance (SHF Operational Manual – annex 9)

Answered: 62   Skipped: 20

ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	3.23%	2
3 average	14.52%	9
4 good	54.84%	34
5 excellent	20.97%	13
Not applicable / Never used / We did not know it exists	6.45%	4
TOTAL		62

Q30 e. Due diligence guidance (SHF Operational Manual – annex 10)

Answered: 61   Skipped: 21
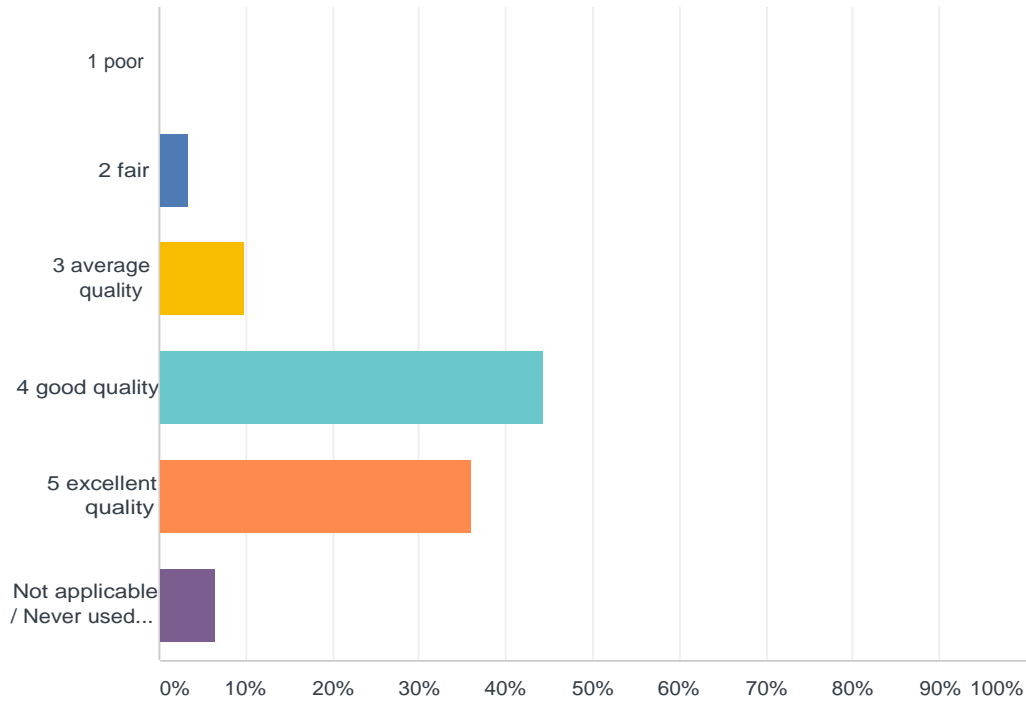
ANSWER CHOICES	RESPONSES	
1 poor	0.00%	0
2 fair	3.28%	2
3 average quality	9.84%	6
4 good quality	44.26%	27
5 excellent quality	36.07%	22
Not applicable / Never used / We did not know it exists	6.56%	4
TOTAL		61

Q31 f. SHF Operational Manual

Answered: 62   Skipped: 20
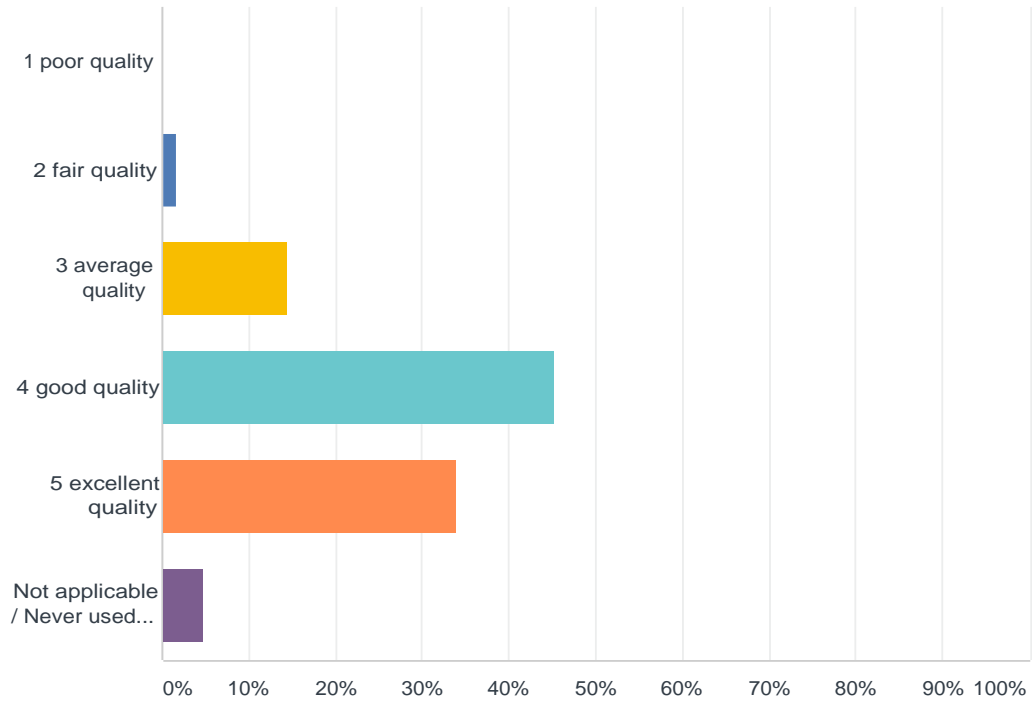
ANSWER CHOICES	RESPONSES	
1 poor quality	0.00%	0
2 fair quality	1.61%	1
3 average quality	14.52%	9
4 good quality	45.16%	28
5 excellent quality	33.87%	21
Not applicable / Never used / We did not know it exists	4.84%	3
TOTAL		62

Q32 g. Guidance on preventing and reporting fraud and corruption, including the obligation of implementing partners

Answered: 61   Skipped: 21
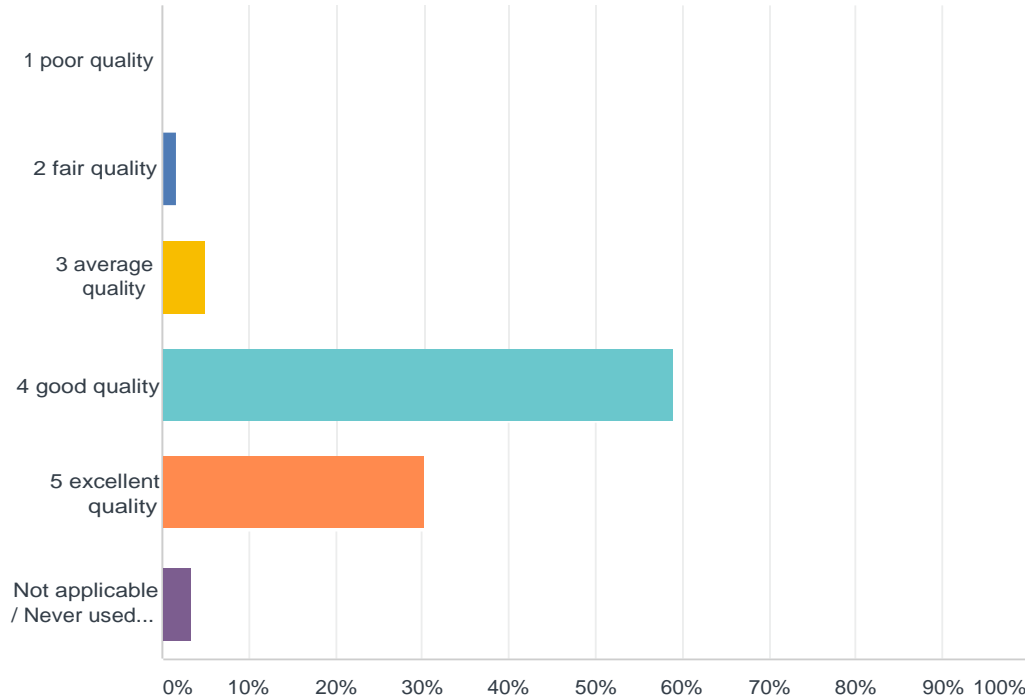
ANSWER CHOICES	RESPONSES	
1 poor quality	0.00%	0
2 fair quality	1.64%	1
3 average quality	4.92%	3
4 good quality	59.02%	36
5 excellent quality	31.15%	19
Not applicable / Never used / We did not know it exists	3.28%	2
TOTAL		61

Q33 27. Technical guidelines: What further specific SHF technical guidelines would you require to further enable your successful partnership and implementation? Please provide suggestions, be as specific as possible.

Answered: 39   Skipped: 43

Although the level of satisfaction with the guidelines provided by the SHF is high taking into account the answers in questions from 25 to 32, the opened questions showed that there is still a significant level of unfamiliarity with the documents that should guide the implementation of the projects. At least half of the respondents asked for more training on the procedures, and some suggested guidelines or documents that already exists, project submission or budget guidelines, and template for narrative report, that is already available on GMS.

The SHF team provides regular trainings for partners and work hand by hand with the organizations providing all information and clarification required. The team will now place additional emphasis on dissemination of the SHF Operational Manual and the accompanying guidelines, which have been updated recently, and make sure all partners have the information and know where to find them. The SHF will share these documents directly through SHF broadcasts and indirectly through other channels.

"Partners need more training on SHF technical guidelines".

"Practical step-by-step guidelines for the main processes would be good".

"The information available is sufficient for project development, implementation and reporting".

"Structure of Templates of Narrative Report. Special software prepared the work plan".

"Project submission guidelines like logical framework and budget".

Q34 28. Availability of SHF staff: Do you know whom to get in touch in SHF for specific issues and how to get in touch with that person (i.e. is the contact information available)?

Answered: 61   Skipped: 21
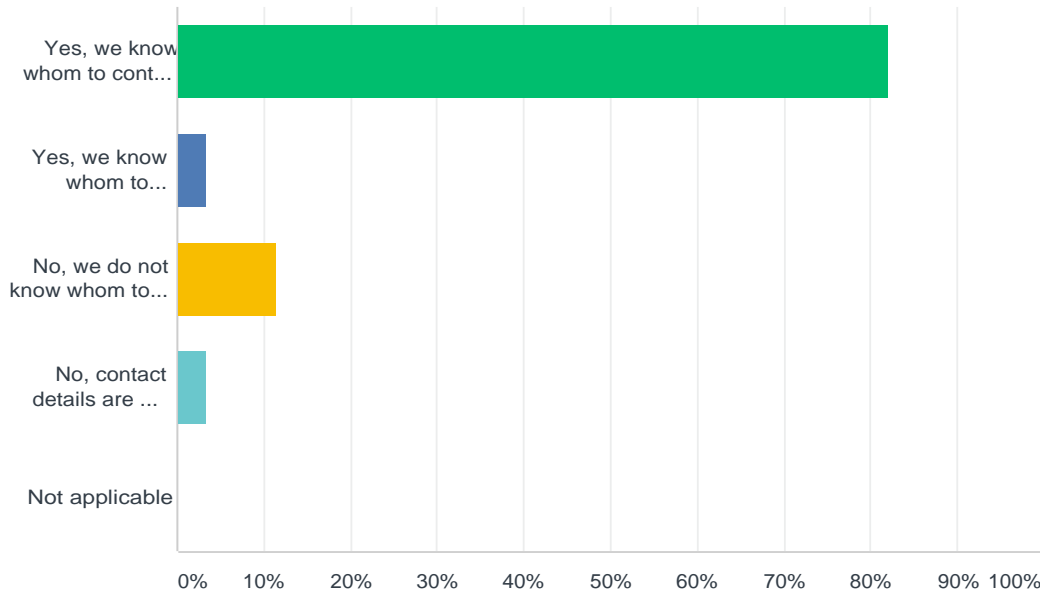
ANSWER CHOICES	RESPONSES	
Yes, we know whom to contact and they are responsive.	81.97%	50
Yes, we know whom to contact, but they are not responsive.	3.28%	2
No, we do not know whom to contact for specific issue, although we have contact details.	11.48%	7
No, contact details are not available.	3.28%	2
Not applicable	0.00%	0
TOTAL		61

Q35 29. All SHF partners undergo capacity assessment and have their performance assessed regularly. How would you rate the impact of working with the SHF on the capacity of your organization?

Answered: 61   Skipped: 21
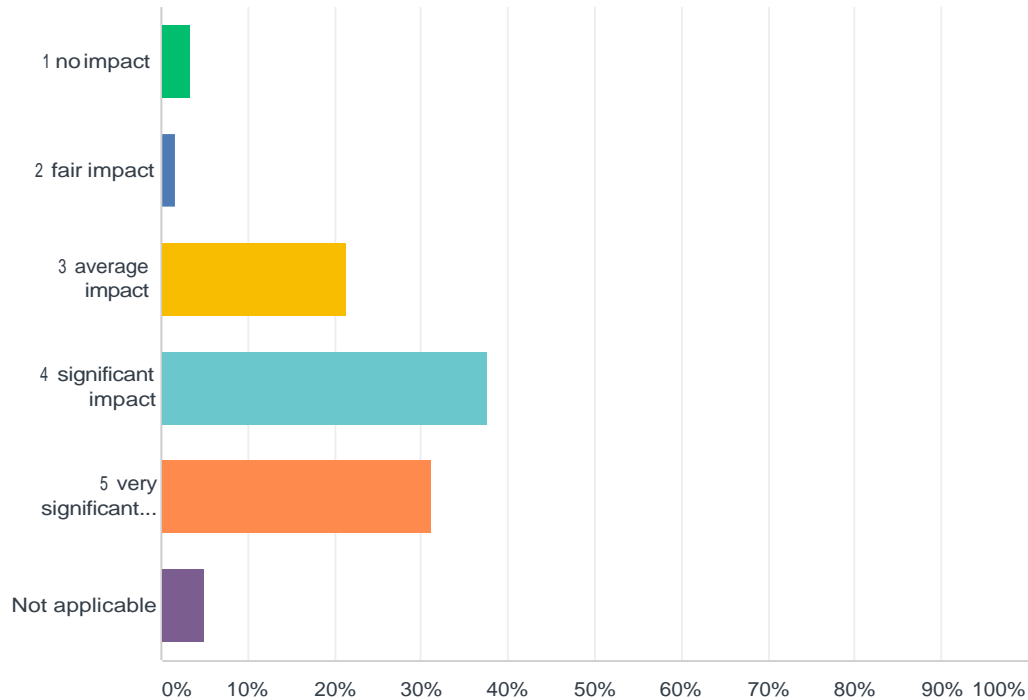
ANSWER CHOICES	RESPONSES	
1 no impact	3.28%	2
2 fair impact	1.64%	1
3 average impact	21.31%	13
4 significant impact	37.70%	23
5 very significant impact	31.15%	19
Not applicable	4.92%	3
TOTAL		61

Q36 30. Partner capacity: What dimension of partnership with the SHF, if any, has the most significant impact on capacity strengthening of your organization?

Answered: 43   Skipped: 39

The vast majority of respondents declared that working with the SHF has an impact in the capacity strengthening of the organization. At least 68,85 per cent consider the impact very significant or significant and 21.31 per cent consider it average. Only 2 out of 60 organizations that answered the question consider that the work had no impact on their capacity.

The comments received were quite varied, but many highlighted the financial management capacity and programme deliver.

"The most significant impact on the capacity of our organization are both on financial and program strengthening".

"Sure this has made a significant impact as it is a catalyst for being a partner with so many other partners".

"The requirements of SHF have now become the benchmark for which my organization works in all projects".

"For responding to humanitarian programs in emergencies".

"Budgeting during technical review of the proposals and financial review and assessment".

"Financial management systems".

Q37 31. Partner capacity strengthening: How could the SHF further support partners in strengthening their capacity across the entire project cycle? Please provide suggestions and be as specific as possible.

Answered: 45   Skipped: 37

The majority of partners requires more trainings, especially on financial management, MEL and project cycle management. While the last one goes beyond the SHF mission, the financial and MEL management is part of the pack of trainings the SHF offer regularly. In discussion with the Advisory Board, clusters and the Somalia NGO consortium, the SHF management will explore opportunities how to link SHF work-streams with other initiatives geared at improving the capacity of partners, especially local NGOs, to submit and implement projects in accordance with the expected standard. The SHF team will also prepare the annual calendar for regular and refresh trainings for partners.

Any organization implementing a SHF-funded project can also contact the team and ad-hoc support will be provided.

"Support the partners in strengthening the technical aspects of project submission, quality of budgets and financial reporting especially financial documents submitted".

"Capacity building on project cycle managements".

"Organizing Partner meetings and training (as of Dec 19th 2017 in Mogadishu)".

"Support in capacity building of partners on proper reporting, to avoid back and forth communication".

"Regular training on financial reporting and M&E".

"Provide training on the GMS for technical staff please".

"SHF can provide more technical trainings to partners especially at field level. Monitoring and evaluation still remains an area where there should be improvement"

"Conduct training for multi-cluster interventions. Many organizations had challenges to prepare quality proposal targeting multi-cluster interventions".

Q38 32. In your own words, what specific areas would you want the SHF to improve in?

Answered: 56   Skipped: 26

Most of the answers in this question refer to suggestions that have already been mentioned in previous questions. The actions for a better feedback during technical review, prioritization process and training will be taken by the SHF team.

Some organizations required more time for projects proposal submission. Although the team will study the possibility, the revision and approval of projects is a time-consuming process, due to the nature of the procedure, that involves many actors – Clusters, Advisory Board, SHF team. Therefore, any extension of the deadline would have an impact on the beginning of the implementation. The SHF team will study mechanisms to better inform the partners about an upcoming allocation, in order to give them time to start the proposals even before the Call for Proposals is lauched.

"I believe that SHF program has been developed well in the last 2 years, continue as it is".

"SHF should improve on the areas of prioritization. There should be constant communication with the implementing partners and the cluster leads".

"Reviewing of reports on timely a manner and understanding the project before fielding the questions or comments during the project implementation".

"During the technical review, SHF should be comprehensive in the beginning. Comments should not be coming out of nowhere unrelated to previous comments or revisions made in response".

"The timelines for proposal development and submission, the reimbursements for closed projects and contact with partners in a non-group environment".

"The turnover time of the submission is usually very tight. I can see there is effort to inform agencies a bit earlier to prepare for the submission, but the time is still not enough especially when we want to coordinate with other agencies on integrated intervention. If more time can be given will be very helpful. Secondly, a more coordinated direction and feedback from SHF and clusters will also make the process more efficient and effective".

Q39 33. Is there anything else you would want to share with us?

Answered: 44   Skipped: 38

The answers to this question and in the overall survey showed a remarkable level of satisfaction with the SHF operation, despite some specific area for improvement. Communication between the SHF and partners, among partners, clusters and the SHF and trainings are some of the areas that the team will implement some changes or advocate for the same with cluster structure.

The SHF team will work on the deep analysis of the document and follow all the commitments stated in the previous questions.

"All elements of Project prioritization especially using scorecards category is very good (Strategic and program relevance, cost effectiveness as well as management, coordination etc. Keep this competitive method of project selection".

"Although the SHF funding process may not be a perfect (100%) but we feel that it's one of the most effective process so far experienced in Somalia when compared to disbursement of funds by other donors. The risk mitigation measures are also one of the most effective".

"Special consideration for women led organization".

"Field visits should be made quarterly by SHF Team. SHF to always follow up after project implementation upon completion for sustainability purposes and increased community ownership. SHF should conduct audits instead of contracting audit firms. Increase funding for local organization and open the reserve fund to the same low risk partners to have 100% disbursement and good implementation capacity".

"Advocate for Partners to be involved in the FSNAU field data collection to give exactly the true reflection of the situation that will not mislead the SHF allocation prioritization".

"Bring on board more national partners and build their capacity to easily support the affected communities".

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Final Report

SHF Somalia Humanitarian Fund