



Somaliland Civil Service Reform Project (P155123)

AFRICA | Somalia | Governance Global Practice |
 Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 3 | ARCHIVED on 20-Apr-2018 | ISR31483 |

Implementing Agencies: Somaliland Civil Service Commission, Ministry Of Finance

Key Dates

Key Project Dates

Bank Approval Date:30-Jun-2016

Effectiveness Date:26-Oct-2016

Planned Mid Term Review Date:10-Dec-2018

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2021

Revised Closing Date:30-Jun-2021

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to strengthen basic functions for payroll, human resources and policy management in selected central government agencies and line ministries.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Component 1: Strengthening the policies, procedures and systems for civil service management:(Cost \$3.90 M)

Component 2: Strengthening core capacity of targeted ministries:(Cost \$3.60 M)

Component 3: Strengthening policy management capabilities at the center of government:(Cost \$0.75 M)

Component 4: Project management and support in delivery:(Cost \$1.75 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Satisfactory
Overall Risk Rating	● High	● High



Implementation Status and Key Decisions

Component 1: Strengthening the Policies, Procedures, and Systems for Civil Service Management

Civil Service Headcount and Payroll Management: The HR Audit (including the Biometric exercise) has just been concluded and the report is under preparation. The Payroll audit will be rolled out immediately after the headcount to ensure controls are effectively in place and constantly monitored. Its conclusion will also facilitate the work on pension, pay and grading, payroll cleaning and the development of new electronic personal records and biometric staff identification numbers for civil servants. GoSL has already initiated the process of preparing unique personnel identifier numbers as well as staff IDs.

A records management manual has been prepared and staff will be trained on its implementation. Personal files will be prepared once the HR audit process is concluded.

Human Resources Management (HRM): The following policies have already been prepared and validated by GoSL, and will be processed by the government into civil service administrative rules and regulations for Cabinet approval. ToRs for the preparation of the administrative rules and regulations have been concluded.

1. Competency Framework for the civil service
2. Code of Conduct for the civil service
3. Coaching and Mentoring Policy and Program
4. Staff Retention Schemes
5. Performance Management System
6. Career Development Framework and Scheme of Service
7. Records Management and Archival Improvement in the civil service

The Bank is currently working with the client to finalize ToRs for the following activities:

(i) Developing **pay and grading** structure for the civil service: The current structure will be modernized to ensure a relative sound grading structure is in place. Capacity of the Civil Service Commission will also be strengthened to manage the pay and grading exercise.

(ii) Develop **recruitment and appointment policy and procedures**

(iii) Develop **training policy** and procedures. The Civil Service Institution (CSI) will begin rolling out and developing training materials for all these HRM policies. In addition, the ToR for these consultancy assignments will have a “blueprint” that will guide in the development and rolling out of the training to civil servants.

Public Sector Pension Reform: The development of the Pension Policy to establish a Pension Fund is complete. The consultant will be using the data of the HR audit, once validated, to prepare the pension scheme options and costing as well as the cabinet memorandum. The draft Bill has been prepared and will be sent to Parliament once the cabinet approves the Policy.

The Civil Service Law is set to be reviewed and revised during this second year of project implementation. The Bank is working with GoSL in preparing the ToRs for this assignment.

Component 2: Strengthening Core Capacity of Targeted Ministries

Reorganization of key departments in Targeted MDAs: This has been completed in 10 MDAs. The reorganization provides optimal organization structure, redistributes mandates, and provides vision and mission of the organizations as well as the staffing structures, numbers and personnel mix. This staffing plan ensures efficient control over institutions and optimal usage of resources. With the reorganization, there will be establishment posts and ceilings for every institution hence enabling GoSL to manage its wage bill. The project will now embark on reorganizing the rest of the 13 MDAs). Some Ministries have been merged under the new leadership and the structures of these Ministries will be reviewed further.

Civil Service Talent Management Program: The DLI of preparing a Talent Management Program (TMP) operations manual has been achieved. 10 TMP Priority staffs to the Civil Service Commission (CSC); and the Civil Service Institute (CSI) have been identified, JDs were developed and these positions will be advertised during April 2018.

Management and Common Services Training and Coaching: A government team including the Civil Service Commission (CSC) and the CSI



undertook study tours to identify external training institutions to establish partnership arrangements for continuous training, training of trainers, curriculum development and accreditation. The institutions visited included the Kenya School of Government (KSG); the Ghana Institute of Management and Public Administration (GIMPA); and the Rwanda Institute of Management (RIM). GoSL plans to visit one more institution, and will thereafter work with the identified institutions to prepare and sign memoranda of understanding (MoUs) for the partnership(s); prepare standardized curriculum; and put in place accredited training programs.

The project will support the strengthening of the CSI capacity to manage and deliver civil service training in a sustainable manner.

Component 3: Strengthening Policy Management Capabilities at the Center of Government

Policy Planning and Development

A Cabinet Manual/Handbook has been reviewed and revised through the support of DfID. The Bank will follow up with both GoSL and DfID on what additional areas of support would be required and who would support this.

Project Management and Support in Delivery

The PCU continues to closely monitor project progress and submit comprehensive quarterly progress reports in a timely manner.

PROCUREMENT

All procurement transactions are now carried out through STEP. The Bank continues to provide support on the new system as necessary, and to provide hand holding support to the procurement staff.

FINANCIAL MANAGEMENT

The FM arrangements led by the EAFS Unit are adequate. The two consultants to support the Office of the Auditor General undertake the DLI verification have been hired. The migration of IFRs to the SL-FMIS as part of strengthening the Use of Country Systems (UCS) is complete. This mapping is aligned to the priorities in the Somaliland National Development Plan.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● High	● High	● High
Macroeconomic	● Substantial	● Substantial	● Substantial
Sector Strategies and Policies	● Moderate	● Moderate	● Moderate
Technical Design of Project or Program	● Substantial	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	● High	● High	● High
Fiduciary	● High	● High	● High
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Moderate	● Moderate	● Moderate
Other	● High	● High	● High
Overall	● High	● High	● High

Results



Project Development Objective Indicators

► Effectiveness of payroll controls (assessed by degree of integration and reconciliation between personnel records and payroll data) (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Integrity of the payroll is significantly undermined by lack of complete personnel records and personnel database or by lack of reconciliation between the three lists.	Integrity of the payroll is significantly undermined by lack of complete personnel records and personnel database or by lack of reconciliation between the three lists.	Due to the just-ended HR Audit, pay and grading, payroll cleaning and the development of new electronic personal records and biometric staff identification numbers for civil servants will be effected. These will contribute to the improvement of the integrity of the payroll.	Reconciliation of the payroll with personnel records takes place at least every six months.
Date	28-Jun-2016	13-Jun-2017	30-Mar-2018	30-Jun-2021

► Improved HR and policy development functionality in targeted MDA (disaggregated by function) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	7.00	4.00
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021

► Number of TMP recruits deployed to targeted MDA (of whom % female) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021

Overall Comments

Intermediate Results Indicators



► Revised civil service law and civil service regulation have been approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	28-Jun-2016	--	30-Mar-2018	30-Jun-2021

► Share of civil servants with verified and completed personnel records in the central HR personnel database of satisfactory quality (%) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	30.00	30.00	90.00
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021

► Severance policy and pension policy and law approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021

► Payroll audits to identify control weaknesses and ghost workers (Number) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021



► Targeted MDA with revised organizational structures approved by the PSRSC (Number) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	10.00	4.00
Date	28-Jun-2016	12-Jun-2017	12-Jun-2017	30-Jun-2021

► Number of improved HR procedures (including establishment control, recruitment, HR records management, termination, retirement) approved by the PSRSC and submitted to the cabinet (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	7.00	6.00
Date	28-Jun-2016	12-Jun-2017	30-Mar-2017	30-Jun-2021

► Pay policy and revised pay and grading structure approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	28-Jun-2016	12-Jun-2017	30-Mar-2018	30-Jun-2021

► Number of staff from target MDA who have successfully completed training programs supported through the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	160.00
Date	28-Jun-2016	--	30-Mar-2017	30-Jun-2021

Overall Comments



Data on Financial Performance

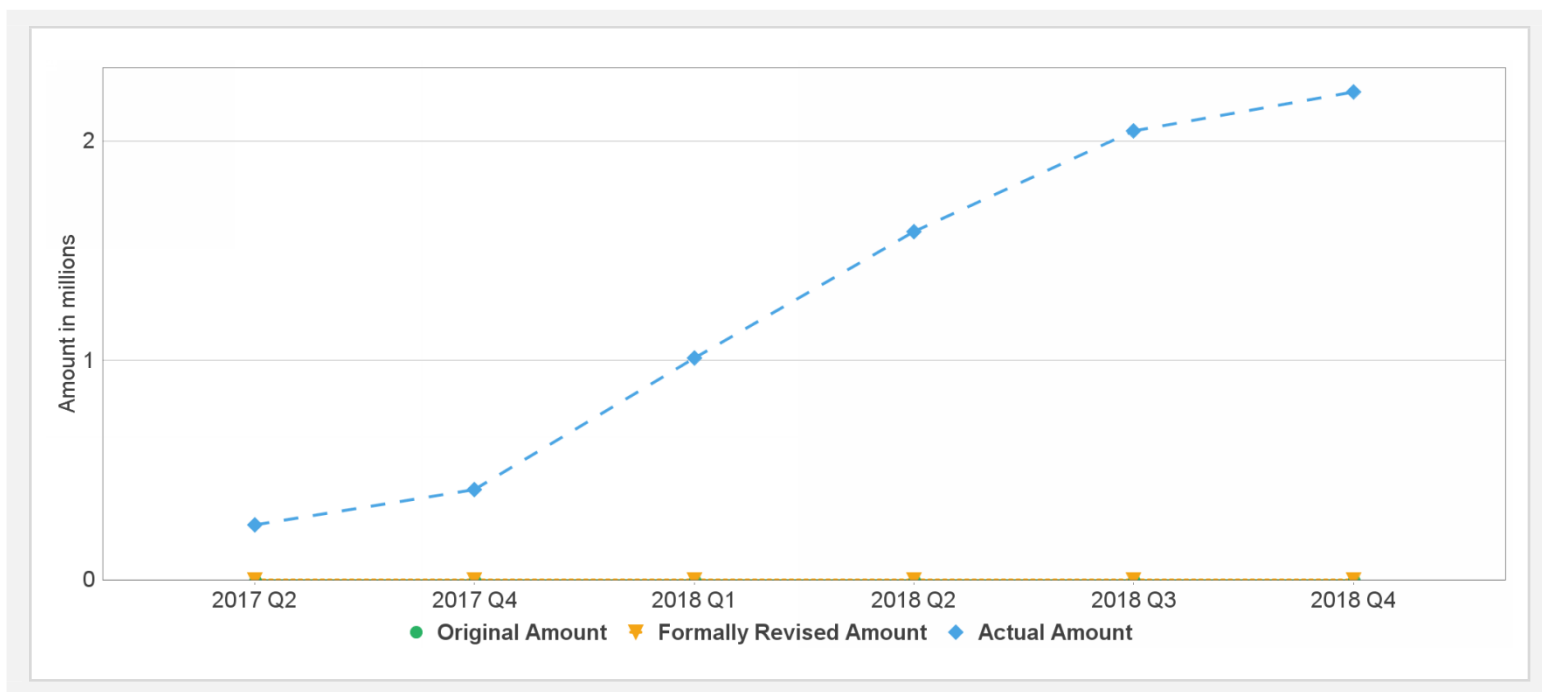
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P155123	TF-A2810	Effective	USD	2.50	2.50	0.00	2.22	0.28	89%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P155123	TF-A2810	Effective	30-Jun-2016	29-Jul-2016	26-Oct-2016	30-Jun-2021	30-Jun-2021

Cumulative Disbursements



Restructuring History

Level 2 Approved on 09-Feb-2018

Related Project(s)



There are no related projects.
