



Somalia Capacity Injection (P149971)

AFRICA | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 3 | ARCHIVED on 23-Jun-2017 | ISR25625 |

Implementing Agencies: Ministry of Finance, Office of the President, Puntland State Government - Office of the President

Key Dates

Key Project Dates

Bank Approval Date:11-Aug-2015

Effectiveness Date:13-Oct-2015

Planned Mid Term Review Date:30-Oct-2017

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2020

Revised Closing Date:30-Jun-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions.

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

No

Components

Name

Developing Civil Service Capacity for Key Cross-Cutting Government Functions:(Cost \$13.00 M)

Establishing Management Frameworks and Structures to Support Capacity Development:(Cost \$12.25 M)

Strengthening Policy Management Capabilities:(Cost \$6.75 M)

Project Management:(Cost \$2.00 M)

Overall Ratings

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



Implementation Status and Key Decisions

Overall, the project is progressing satisfactorily and the Bank team is working closely with both the Federal Government of Somalia (FGS) and the Puntland State of Somalia (PSS) to advance ongoing activities.

Component 1: Developing capacity for key cross-cutting Government functions:

Recruitment: Progress is satisfactory. A total of 65 key positions in the civil service at national government level in FGS, and 60 positions in PSS have been filled. This progress is commendable considering that the projected recruitment in the results framework was 50 and 25 for FGS and Puntland, respectively, in Year 1. This recruitment covers all the 10 beneficiaries in FGS and 9 in Puntland, envisaged under the program. In addition, Records Management Officers have been recruited in all the 10 BIs and at the SNU as well. Recruitment is currently ongoing for 6 positions at the MOF. TOR to guide the skills gap analysis of the beneficiary institutions in FGS is currently being developed. The projected recruitment target for Year 2 is a total of 90 for FGS and 50 for Puntland.

A Draft Recruitment, Selection and Placement Policies and Procedures Manual for the civil service in FGS has been developed by the contracted HR Firm and is under review by the Bank. A similar manual will be developed for PSS.

Recruitment of technical staff (subject matter specialists) in all the BIs is underway in Puntland; with the exception of MoF and OOP which are still validating their organization structures. FGS is yet to submit to the Bank the list of technical positions though the list has been agreed.

Recruitment of the Director, a front office manager, an ICT officer, a records management officer, a librarian and a driver for the School of Management and Public Administration at the Somali National University is almost completed.

Training and coaching: Short term training for common function courses (HRM, FM, Procurement, Policy Planning and M&E) was completed in April 2017. 150 FGS civil servants took part in the training. The first monitoring and appraisal of these trainees to ascertain the practical application of skills and knowledge gained at the training will be undertaken by SNU on July 30, 2017. A similar training has also been completed in PSS. Overall, 180 PSS civil servants were trained in the five (5) common function areas mentioned earlier, in addition to ICT.

Medium to Long term training – In FGS, a Memorandum of Understanding (MoU) with two external partners namely Kenya School of Government (KSG) and Civil Service College of Uganda (CSCU) and the Government (Somali National University) was signed on February 2017. Work plans for curricular development have been agreed upon and currently courses to be undertaken are being developed. At Puntland, the MoU is yet to be signed between the partner institutions (the Kenya School of Government, the Tanzania Civil Service Institute, the Civil Service College, Uganda and the Ethiopia Civil Service University) and the Government (Puntland State University). PSS will share with the Bank the signed contract once done.

Component 2: Strengthening the policies and procedures for civil service management

Restructuring of Ministries, Departments and Agencies: All 10 BIs in FGS and 9 BIs in Puntland have completed the restructuring process. The Ministry of Finance in Puntland is yet to give guidance on the proposed organizational structure of the ministry. Restructuring of the other MDAs in both Puntland (28 MDAs) and FGS (35 MDAs) is currently ongoing. Although this was not planned under the project, it has become necessary in order to agree on establishment list and staffing plan for the civil service to reduce adhoc hiring and to help improve the wage bill. The ACU and the Office of the Deputy Prime Minister have been integrated into OPM in FGS.

HR Audits: the HR Audit exercise in Puntland has begun and is envisaged to be completed by end of June 2017. The biometric exercise is being undertaken at the same time as the Audit. In the case of FGS, government has requested for additional time to re-evaluate the RFPs.

Development of Civil Service Code of Conduct: the FGS Civil Service Code of Conduct (CoC) has been validated by stakeholders and is awaiting Cabinet approval. Subsequent dissemination to the wider public will follow thereon. In Puntland, a similar activity has started with the consultant having made initial visit to MDAs in April 2017.

Public Sector Pay & Grading, and Pensions Policy

The procurement process to contract a firm to undertake the pay and grading exercise in both FGS and Puntland is currently underway. In addition, a consultant has been contracted to develop the Pension Policy and Scheme for both FGS and Puntland.

Records and Archival Management in the civil service

The assignments are under implementation at both FGS and Puntland.

Staff Retention Strategy and Schemes for the Civil Service, and Competency Framework for the Civil Service

Both assignments have been completed and validated in FGS. They are, however, under implementation in Puntland.

Severance policy and redundancy scheme at Central Bank of Somalia (CBS)

The Bank and the CBS have agreed on the implementation schedule - The MoF is yet to approve allocation of funding for this exercise in the budget. All background analysis and documents have been completed and validated by the client.



Career Development and Schemes of Service, Performance Management System in the civil service, and Coaching and Mentoring

These three assignments are all under implementation in both FGS and Puntland

Performance Review

Comprehensive performance review of CIM staff recruited under the project is planned for July 2017. The TOR for the assignment has been completed for review by the client.

Component 3: Strengthening policy management, coordination and monitoring capabilities at the Center of Government

ACU activities integrated into OPM, FGS and MOPIC, Puntland - ACU has been integrated into OPM and MoPIC, respectively.

Targeted support to ACU in the area of aid data management and aid transparency: Aid data is published annually, with the last report on aid flow analysis published in February 2016. The latest aid flow analysis is available at: <http://somaliampf.org/node/72>

Targeted capacity support to MoPIC in M&E and statistics: Directors of M&E; Policy Planning, as well as Statistics have been recruited in FGS. In Puntland, the Head of Policy Planning has been recruited whereas the Heads of M&E and Statistics Departments will be recruited under the ongoing 2nd wave of recruitment.

Support to establish OPM policy and delivery monitoring oversight unit and OPM capacity development coordination unit: These units have been set up in FGS and a National Authorizing Officer/Coordinator has been recruited in MOPIC.

Executive Leadership Program (partnership with external institutions): Actual training will be undertaken as a collaboration between Puntland State University / Somali National University and the external partner institutions (based on signed MoU and agreed work plan/curriculum development). This is currently being discussed by the government and the external training institutions.

Support to establish and strengthen policy units in targeted institutions: Recruitment of Heads of Policy Planning units completed in both Puntland and FGS. Short term training on policy planning was completed in April and May 2017, for both FGS and Puntland, respectively. Overall, sixty (60) civil servants in the field of policy planning were trained.

Support development of M&E framework and establishment of M&E system at MOPIC/PCU – to help track the performance of the overall flagship program and national development plan: the Bank is currently reviewing the TOR to develop the M&E framework and establish a M&E system in both Puntland and FGS.

Support to OOP cabinet management process: Cabinet manual has been developed for Puntland Government. The manual has already been translated into Somali language. It is awaiting Cabinet approval. TOR to develop a Cabinet manual for FGS is currently being reviewed by the Bank.

Component 4: Project Management & M&E

The PCU continues to submit quarterly progress reports and has from time to time kept the Bank team updated on all project activities.











Risks

Systematic Operations Risk-rating Tool

| Risk Category | Rating at Approval | Previous Rating | Current Rating |
|--|--------------------|-----------------|----------------|
| Political and Governance | ● Substantial | ● Substantial | ● Substantial |
| Macroeconomic | ● High | ● High | ● High |
| Sector Strategies and Policies | ● Substantial | ● Substantial | ● Substantial |
| Technical Design of Project or Program | ● Moderate | ● Moderate | ● Moderate |
| 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

► FGS: Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 47.00 | 65.00 | 210.00 |
| Date | 11-Aug-2015 | 21-Jul-2016 | 03-May-2017 | 30-Jun-2020 |

▲ Disaggregated by Gender (Female) (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | 0.00 | -- | 12.00 | 42.00 |

► PUNTLAND: Staff appointed to key positions by CIM through approved procedures (disaggregated by gender and professional categories) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 27.00 | 60.00 | 110.00 |
| Date | 14-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

▲ Disaggregated by Gender (Female) (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | 0.00 | -- | 17.00 | 22.00 |

► FGS: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|--|----------|-------------------|------------------|------------|
|--|----------|-------------------|------------------|------------|



| | | | | |
|-------|-------------|-------------|-------------|-------------|
| Value | 0.00 | -- | 10.00 | 70.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 10-May-2017 | 30-Jun-2020 |

► PUNTLAND: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | 9.00 | 70.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: Change management plans developed and at least partially implemented (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 10.00 | 7.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Change management plans developed and at least partially implemented (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 9.00 | 7.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: Ministries / agencies with operational HR and FM functions (Number, Custom)



| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 10.00 | 10.00 | 7.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Ministries / agencies with operational HR and FM functions (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 9.00 | 9.00 | 7.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

Overall Comments

Intermediate Results Indicators

► FGS: Guidelines for recruitment and performance appraisal developed and approved by Steering Committee (Component 1) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | Y | Y | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Guidelines for recruitment and performance appraisal developed and approved by Steering Committee (Component 1) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | Y | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |



► FGS: Proportion of injected staff with salaries compliant with harmonized pay scale (Component 1) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 94.00 | 100.00 | 90.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Proportion of injected staff with salaries compliant with harmonized pay scale (Component 1) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 108.00 | 100.00 | 90.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: The number of staff who state that they have used the training that they received on the job (Component 1) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 120.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: The number of staff who state that they have used the training that they received on the job (Component 1) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 27.00 | 27.00 | 80.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |



► FGS: The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)-(Component 1) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 150.00 | 150.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)-(Component 1) (Amount(USD), Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 180.00 | 100.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: Percentage of senior staff in supported institutions with job descriptions (Component 2) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 10.00 | 100.00 | 100.00 | 90.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Percentage of senior staff in supported institutions with job descriptions (Component 2) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 10.00 | 100.00 | 100.00 | 90.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |



► FGS: Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval-(Component 2) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval-(Component 2) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: Pension Policy and phased plan for implementation developed and submitted for Cabinet approval (Component 2) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Pension Policy and phased plan for implementation developed and submitted for Cabinet approval (Component 2) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |



► FGS: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 95.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► PUNTLAND: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 95.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► Annual publishing of aid data by ACU (Component 3) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | Y | Y | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

► FGS: Participants in Executive Leadership Program (disaggregated by gender)- (Component 3) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 50.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |



▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 10.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

▶ PUNTLAND: Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 11-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

▶ FGS: Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | N | N | N | Y |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

▶ PUNTLAND: Participants in Executive Leadership Program (disaggregated by gender)- (Component 3) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 50.00 |
| Date | 11-Aug-2015 | 10-Aug-2015 | 03-May-2017 | 30-Jun-2020 |



▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 10.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

▶ FGS: Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback (Component 3) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 8.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |


▶ PUNTLAND: Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback (Component 3) (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 8.00 |
| Date | 11-Aug-2015 | 10-Aug-2016 | 03-May-2017 | 30-Jun-2020 |

Overall Comments

Data on Financial Performance

Disbursements (by loan)

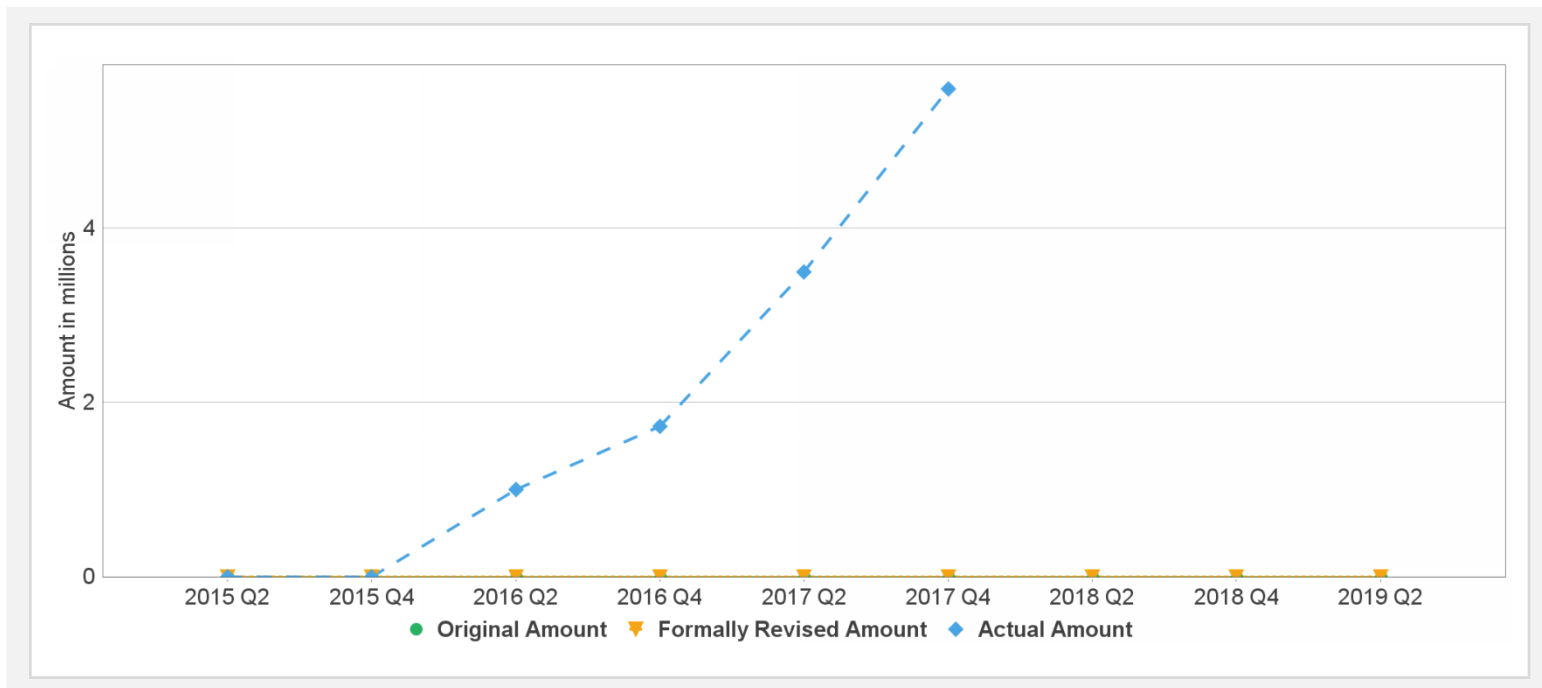
| Project | Loan/Credit/TF | Status | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | Disbursed |
|---------|----------------|-----------|----------|----------|---------|-----------|-----------|-------------|---|
| P149971 | TF-A0415 | Effective | USD | 10.00 | 10.00 | 0.00 | 5.59 | 4.41 |  56% |

Key Dates (by loan)



| Project | Loan/Credit/TF | Status | Approval Date | Signing Date | Effectiveness Date | Orig. Closing Date | Rev. Closing Date |
|---------|----------------|-----------|---------------|--------------|--------------------|--------------------|-------------------|
| P149971 | TF-A0415 | Effective | 11-Aug-2015 | 02-Sep-2015 | 13-Oct-2015 | 30-Jun-2020 | 30-Jun-2020 |

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.