



## Somaliland Civil Service Reform Project (P155123)

AFRICA | Somalia | Governance Global Practice |  
 Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 1 | ARCHIVED on 06-Oct-2016 | ISR24881 |

Implementing Agencies: Somaliland Civil Service Commission

## Key Dates

## Key Project Dates

Bank Approval Date:30-Jun-2016

Effectiveness Date:--

Planned Mid Term Review Date:10-Dec-2018

Actual Mid-Term Review Date:--

Original Closing Date:--

Revised Closing Date:--

## 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
Overall Implementation Progress (IP)	--	● Moderately Satisfactory
Overall Risk Rating	--	● High



## Implementation Status and Key Decisions

This is an initial ISR following Board approval and subsequent signing of the Grant Agreement.

There are two effectiveness conditions to be met prior to project effectiveness scheduled for October 26, 2016.

The first effectiveness condition is the establishment of a project implementation unit (PIU) with key staff. It is expected that the PIU will be staffed with: (i) project manager; (ii) project procurement specialist (iii) project financial management specialist (iv) project monitoring and evaluation Specialist; and (v) project communication specialist. A shortlist report has been submitted to the Bank on October 2, 2016, and undergoing the Bank's review. It is expected that the unit will be staffed with these positions by October 21. The team is positive that the rest of the recruitment process will move fast. The Somaliland Civil Service Commission has shared with the Bank a schedule for the process.

(ii) The second effectiveness condition is the preparation of a Project Implementation Manual (PIM). The manual has been validated by the Government of Somaliland and the Bank team confirms that this condition has been satisfactorily fulfilled.

The Bank team is confident that by October 26 the project will be declared effective.

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● High	--	● High
Macroeconomic	● Substantial	--	● Substantial
Sector Strategies and Policies	● Moderate	--	● Moderate
Technical Design of Project or Program	● Substantial	--	● Substantial
Institutional Capacity for Implementation and Sustainability	● High	--	● High
Fiduciary	● High	--	● High
Environment and Social	● Moderate	--	● Moderate
Stakeholders	● Moderate	--	● Moderate
Other	● High	--	● High
Overall	● 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	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.	Reconciliation of the payroll with personnel records takes place at least every six months.



the three lists.

Date	28-Jun-2016	--	15-Sep-2016	30-Jun-2021
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► 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	4.00
Date	28-Jun-2016	--	15-Sep-2016	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	--	--	80.00
Date	28-Jun-2016	--	--	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	--	--	Y
Date	28-Jun-2016	--	--	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	--	--	90.00
Date	28-Jun-2016	--	--	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	--	--	Y
Date	28-Jun-2016	--	--	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	--	--	2.00
Date	28-Jun-2016	--	--	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	--	--	4.00
Date	28-Jun-2016	--	--	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	--	--	6.00
Date	28-Jun-2016	--	--	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	--	--	Y
Date	28-Jun-2016	--	--	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	--	--	160.00
Date	28-Jun-2016	--	--	30-Jun-2021

## Overall Comments

## Data on Financial Performance

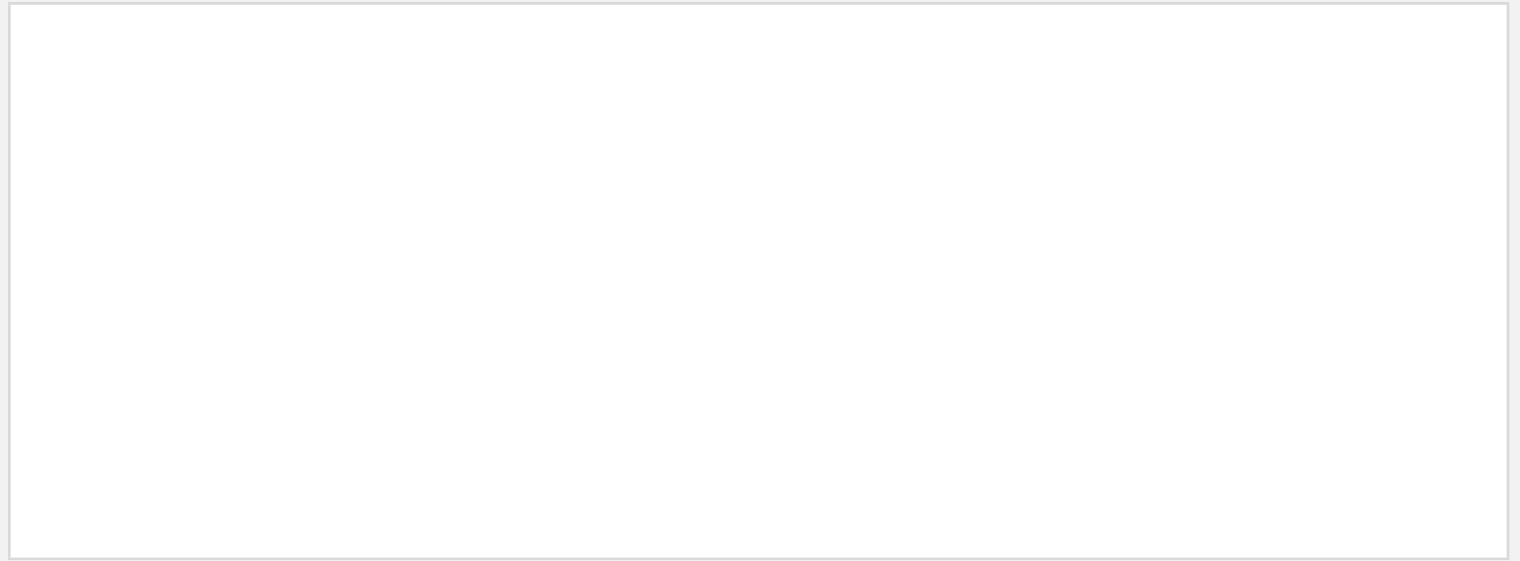
### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
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### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
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## Cumulative Disbursements



### **Restructuring History**

There has been no restructuring to date.

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### **Related Project(s)**

There are no related projects.

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