



Somaliland Civil Service Reform Project (P155123)

AFRICA | Somalia | Governance Global Practice |
 Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 2 | ARCHIVED on 20-Jun-2017 | ISR27931 |

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 | ● Moderately Satisfactory |
| Overall Risk Rating | ● High | ● High |



Implementation Status and Key Decisions

The Bank team is working closely with the Government of Somaliland to initiate the planned activities for Year 1.

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) is scheduled to take place between June and September 2017. Procurement process is currently ongoing. The ToR has been approved and Expression of Interest (EOI) has been published. The Payroll audit will be rolled out immediately after the headcount to ensure controls are effectively in place and constantly monitored.

Human Resources Management (HRM)

The following consultancy assignments are ongoing and draft reports have already been prepared for aspects of the assignment:

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 agree on ToRs for the following activities:

1. 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
2. Develop recruitment and appointment policy and procedures
3. Develop training policy and procedures

It is envisaged that in Year 2, the Civil Service Institution (CSI) will begin rolling out and developing training materials for all these HRM areas. 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

A consultant has been contracted to develop pension policy and pension scheme for the GoSL civil service. This exercise is currently ongoing and is envisaged to be completed by October 2017.

Component 2: Strengthening Core Capacity of Targeted Ministries

Reorganization of key departments in Targeted MDAs

This assignment is currently ongoing. 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. The main objective would be to have establishment posts and ceilings for every institution hence enable the government manage her wage bill. Two activities under this sub-component have already been undertaken as baseline studies. These are: (i) The Re-Organization and Modernization of Somaliland Civil Service Commission; and (ii) The Re-Organization of the Civil Service Institute. The re-organization of the remaining 8 targeted institutions is ongoing. This will be followed by re-organization of the remaining ministries, departments and agencies (MDAs).

Civil Service Talent Management Program

A baseline study has been undertaken and an Operations Manual for the Talent Management Program (TMP) is in place. The framework includes management policies and procedures, procedures for identifying jobs, recruitment and placement, payment system, and implementation arrangements for managing the program by both the Civil Service Commission and Civil Service Institute. The Department of recruitment in the CSC is being strengthened to implement the TMP.

Management and Common Services Training and Coaching

A government team including the Civil Service Commission (CSC) and the CSI is currently undertaking a study tour to identify external training institutions to establish partnership arrangements for continuous training, training of trainers, curriculum development and accreditation. The institutions to be visited include: the Kenya School of Government (KSG); the Ghana Institute of Management and Public Administration (GIMPA); the Rwanda Institute of Management (RIM); and the Institute of Public Administration Canada (IPAC).



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

Policy Planning and Development

Two activities to be undertaken in Year 1 under this component are: a) Developing a Cabinet Manual/Handbook; once developed, a retreat will be arranged for Cabinet members to be taken through it; and (b) Develop basic standards and procedures of policy development for the Centre of Government. The Bank is currently working with the client to finalize the TOR for these activities to commence.

On the dated covenant of appointing external monitoring and evaluation experts/Independent verifiers, acceptable to IDA, to act as third-party verifiers of the proper fulfillment of the DLIs set forth in Schedule 4 of the Agreement, within 30 days of effectiveness, these arrangements have been discussed with government. The verification shall be undertaken by the Office of the Auditor General with the support of technical assistance of PFM Expert and Monitoring and Evaluation Experts.

Component 4: Project Management and Support in Delivery

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

PROCUREMENT

Following completed STEP training to the PCU and migration, all procurement transactions are now carried out through STEP. The Bank continues to provide support on the new system as necessary.

FINANCIAL MANAGEMENT

The FM arrangements led by the EAFS Unit are adequate. The project has finalized the TOR for the two consultants to support the Office of the Auditor General undertake the DLI verification and the procurement process is ongoing. EAFS will take lead in finalizing the migration of the IFRs to the SL-FMIS. As part of strengthening the Use of Country Systems (UCS), the mapping will be aligned to the priorities in the Somaliland National Development Plan (NDP).

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. | 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. |
| Date | 28-Jun-2016 | 15-Sep-2016 | 13-Jun-2017 | 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 | 0.00 | 4.00 |
| Date | 28-Jun-2016 | 15-Sep-2016 | 12-Jun-2017 | 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 | 80.00 |
| Date | 28-Jun-2016 | -- | 12-Jun-2017 | 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 | -- | 12-Jun-2017 | 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 | 90.00 |
| Date | 28-Jun-2016 | -- | 12-Jun-2017 | 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 | Y |
| Date | 28-Jun-2016 | -- | 12-Jun-2017 | 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 | 2.00 |
| Date | 28-Jun-2016 | -- | 12-Jun-2017 | 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 | 4.00 |
| Date | 28-Jun-2016 | -- | 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 | 6.00 |
| Date | 28-Jun-2016 | -- | 12-Jun-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 | Y |
| Date | 28-Jun-2016 | -- | 12-Jun-2017 | 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 | -- | 12-Jun-2017 | 30-Jun-2021 |

Overall Comments



Data on Financial Performance

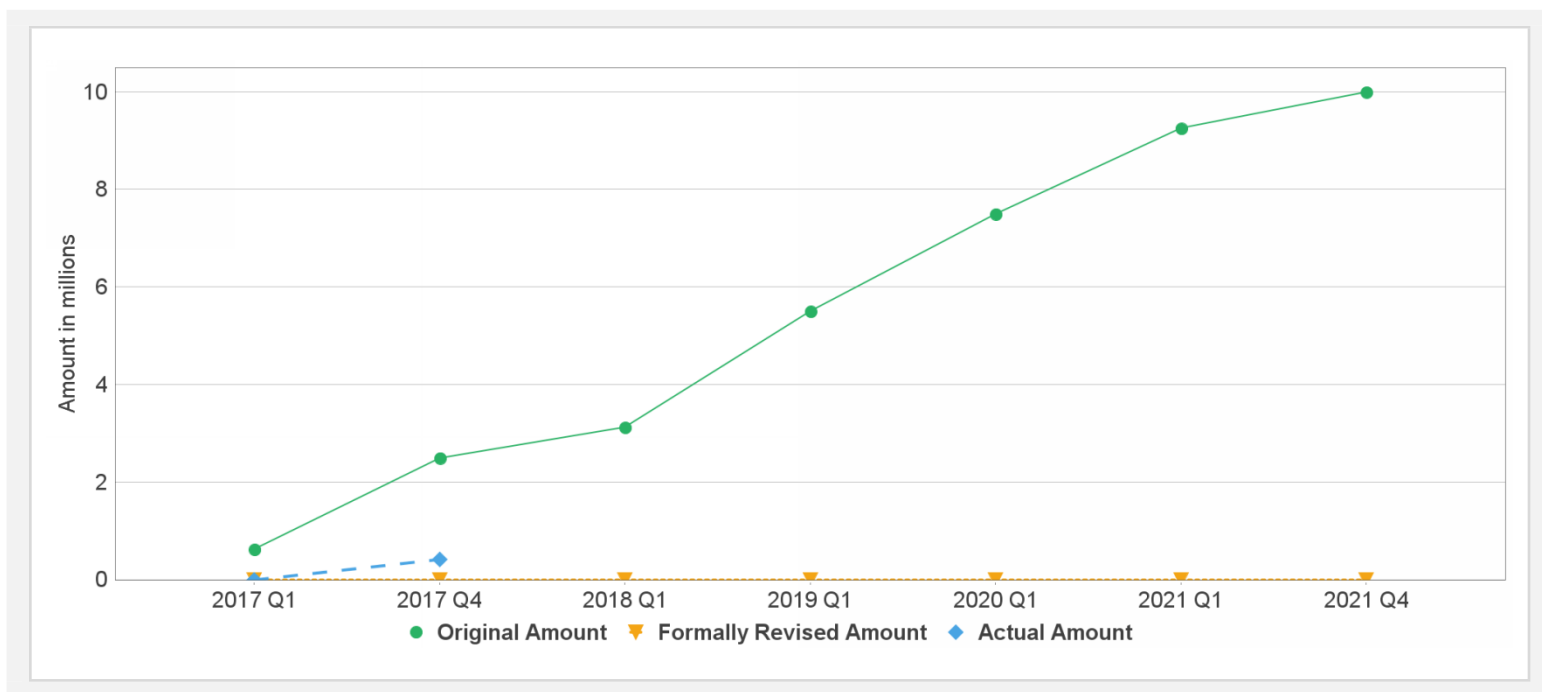
Disbursements (by loan)

| Project | Loan/Credit/TF | Status | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | Disbursed |
|---------|----------------|-----------|----------|----------|---------|-----------|-----------|-------------|-----------|
| P155123 | TF-A2810 | Effective | USD | 2.50 | 2.50 | 0.00 | 0.41 | 2.09 | 16% |

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

There has been no restructuring to date.

Related Project(s)



There are no related projects.
