



Somaliland Civil Service Reform Project (P155123)

AFRICA | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 4 | ARCHIVED on 21-Dec-2018 | ISR32557 |

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: 30-May-2019

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)	● 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 Human Resource Audit (including the Biometric exercise) was concluded and the report findings validated by Government. Unique personnel identifier numbers have been assigned and ID cards are currently being distributed to all civil servants that were verified in the Human Resource audit. The results of the HR audit have informed the finalization of the public sector pension policy (with the agreed scheme options and costing) which is currently undergoing translation, to be submitted to cabinet for approval and the Bill to Parliament. The payroll cleaning exercise is underway, and control systems will be identified. The Somaliland Civil Service Commission and the



Ministry of Finance will be supported to enhance their capacity in payroll management and audit. New electronic personal records are being developed.

Human Resources Management: From the Human resource policies developed and validated in Years 1 and 2 have been processed by the government into civil service administrative rules and procedures, currently being translated to be presented to Cabinet for approval: (i) Competency Framework; (ii) Performance Management Policies and Procedures; (iii) Career Management Policies and Procedures; (iv) Coaching and Mentoring Policies and Procedures; (v) Code of Conduct for Civil Servants; (iv) Records Management procedures; (v) Career Development Framework and Scheme of Service; (vi) Recruitment and Selections Policy and Appointment; (vii) Staff Retention Schemes; (viii) Succession Planning; (ix) Complaints and Grievance Management; (x) Staff Leave Policy; (xi) Policy and Procedure for Creation and Abolition of Offices; (xii) Policies and Procedures on Staff Promotion, Transfers, Secondment and Retrenchment; (xiii) Establishment Control Policies and Procedures; (xiv) Civil Service Sanctions (Disciplinary) Management Policy and Procedures.

A Government organizational ordinance to provide more clarity on mandates, vision, mission, functions, accountabilities, structures, staff complement and establishment ceilings for 10 Ministries, Departments and Agencies has been prepared.

Results under this sub-component have been achieved beyond end target value and ahead of end target date

Public Sector Pension Policy and Bill: The Government of Somaliland has developed a public sector pension policy and settled on a contributory scheme. The policy also recognizes past service and Government through the human resource audit, has identified those who have attained retirement age who should benefit from a severance package. The Policy and the Bill are currently undergoing translation and will be presented to cabinet before the end of the year.

Further work on the pension will focus on its implementation. The Government of Somaliland, through the Ministry of Employment, Social Affairs and Family has conducted a knowledge exchange program on pension policy implementation with Ethiopia and is in the process of identifying a second country for benchmarking.

Developing a 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 Somaliland Civil Service Commission will also be strengthened to manage the pay and grading exercise. Talent Management Program salaries will be integrated in the new structure.

The Civil Service Law is currently undergoing review with an aim to complete the exercise by January 2019.

Component 2: Strengthening Core Capacity of Targeted Ministries

Reorganization of key departments in Targeted Ministries, Departments and Agencies : This has been completed in 18 Ministries, Departments and Agencies (Civil Service Commission; Civil Service Institute; Ministry of Employment, Social Affairs and Family; Ministry of Energy and Minerals; Ministry of Environment and Rural Development; Ministry of Education and Science; Ministry of Finance Development; Ministry of Health Development; Ministry of National Planning and Development; Office of the Presidency; Ministry of Interior; Ministry of Foreign Affairs and International Cooperation; Ministry of Defence; Ministry of Religion and Endowment Affairs; Ministry of Livestock and Fisheries Development; Ministry of Investment Development; Ministry of Commerce, Industry and Tourism; and Ministry of Justice).

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 the Government of Somaliland to manage its wage bill. Some Ministries have been merged under the new leadership and the structures of these Ministries have been reviewed further. Year 3 activities will mainly support the implementation of change management plans and strategic plans derived from the organizational reviews. These results have been achieved beyond end target value and ahead of end target date

Talent Management Program-TMP

The Talent Management Program targets critical positions at the managerial level and in the areas of policy management and human resource management in selected Ministries, Departments and Agencies. The first 10 positions have been advertised, and the Bank task team is working closely with the Civil Service Commission to advance with this process. The project will put in place a complaints handling system to handle any recruitment-related grievances that may arise.

The talent management program manual has been developed and approved by the Steering Committee. This was a Year 1 Disbursement-Linked Indicator and has therefore triggered the release of USD150,000 to cover salaries and allowances of Talent Management Program staff.

Management and Common Services Training and Coaching: A government team comprising the Somaliland Civil Service Commission and the Civil Service Institute 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; the Ghana Institute of Management and Public Administration; and the Rwanda Institute of Management-RIM. The Civil Service Institute has identified the Ghana Institute of Management and Public Administration and as the external partner institution to partner with in supporting their capacity to manage and deliver civil service trainings. Next steps will be to work with the identified institutions to prepare and sign memoranda of understanding for the partnership(s); prepare standardized curriculum; and put in place accredited training programs.

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. Building on the work done under the DfID project which closed in August 2018, the CIP is currently assessing the existing policy management capacities of the Office of the President and its future needs and agree on measures that will strengthen these. Activities under this component will be planned for in December 2018 and implementation will start in January 2019.

The DfID project mainly focused on New Council of Ministers procedures, and training in on these new procedures to staff recruited to the cabinet secretariat. Unfortunately, these staff have subsequently left the cabinet secretariat which as of July 2018 comprised of the cabinet secretary alone. The TMP will aim to hire policy analysts for the Office of the President. The DfID project also supported the development of a legal drafting manual.



Status of Disbursement-Linked Indicators

Year 1 Disbursement-Linked Indicator

DLI5: "Talent Management Program manual approved by the Public Sector Reform Steering Committee" has been achieved, and has therefore triggered the release of USD150,000 to cover salaries and allowances of Talent Management Program staff.

Year 2 Disbursement-Linked Indicators

DLI 1: "Share of civil servants with verified and completed personnel records in central HR personnel database of satisfactory quality". The project is advancing with this activity and the target will go up in early-2019.

DLI 3: "Number of improved human resource procedures approved by the Public Sector Reform Steering Committee and submitted to the cabinet". The human resource procedures have been approved by the PSRSC and are currently being translated for submission to cabinet. These results have been achieved beyond end target value and ahead of end target date.

DLI 4: "Newly established or reorganized HR units in targeted Ministries, Departments and Agencies adequately staffed. Human resource units have been established in the Ministries, Departments and Agencies and the Bank team will work closely with the Government of Somaliland to ensure that the organizational review's recommendations for the human resource units in targeted Ministries, Departments and Agencies are implemented in Year 3.

Project Management and Support in Delivery

The project coordination unit 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 hand holding support to the procurement staff.

FINANCIAL MANAGEMENT

The Financial Management arrangements led by the External Assistance Fiduciary Section are adequate. The two consultants to support the Office of the Auditor General undertake the Disbursement-Linked Indicator verification have been hired. The migration of interim financial reports to the SL-FMIS as part of strengthening the Use of Country Systems 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

PDO Indicators by Objectives / Outcomes



Strengthen basic functions for payroll management in selected central agencies and line ministries				
► 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.	Payroll cleaning underway. Preparation of personnel records will be completed once the payroll cleaning is completed.	Reconciliation of the payroll with personnel records takes place at least every six months.
Date	28-Jun-2016	30-Mar-2018	04-Dec-2018	30-Jun-2021

Strengthen basic functions for human resources management in selected central agencies and line Mins				
► Improved HR development functionality in targeted MDA (disaggregated by function) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	14.00	4.00
Date	01-Jul-2016	30-Mar-2018	04-Dec-2018	30-Jun-2021
Comments:	Achieved beyond end target value and ahead of end target date **Note: Establishment of HR units in targeted MDA is a DLI result			

Strengthen basic functions for policy management in selected central agencies and line Mins				
► Improved 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	01-Jul-2016	30-Mar-2018	04-Dec-2018	30-Jun-2021
Comments:	Policy Development			

Intermediate Results Indicators by Components

Component 2: Strengthening core capacity of targeted Ministries				
► 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	0.00	160.00



Date	28-Jun-2016	12-Jun-2017	04-Dec-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	10.00	18.00	4.00
Date	28-Jun-2016	12-Jun-2017	04-Dec-2018	30-Jun-2021
Comments:	Achieved beyond end target value and ahead of end target date			
► 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	No	No	No	Yes
Date	28-Jun-2016	30-Mar-2018	04-Dec-2018	30-Jun-2021

Component 1: Strengthening the policies, procedures and systems for civil service management				
► 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	30-Mar-2018	04-Dec-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	No	No	No	Yes
Date	28-Jun-2016	30-Mar-2018	04-Dec-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	30-Mar-2018	04-Dec-2018	30-Jun-2021
► 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	No	No	No	Yes
Date	28-Jun-2016	30-Mar-2018	04-Dec-2018	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	7.00	14.00	6.00
Date	01-Jul-2016	30-Mar-2018	04-Dec-2018	30-Jun-2021



Achieved beyond end target value and ahead of end target date

Comments:

Note: Number of improved HR procedures developed and agreed to by the PSRSC. The following procedures should be included in final target: establishment control, recruitment, HR records management, termination, or retirement.

Data on Financial Performance

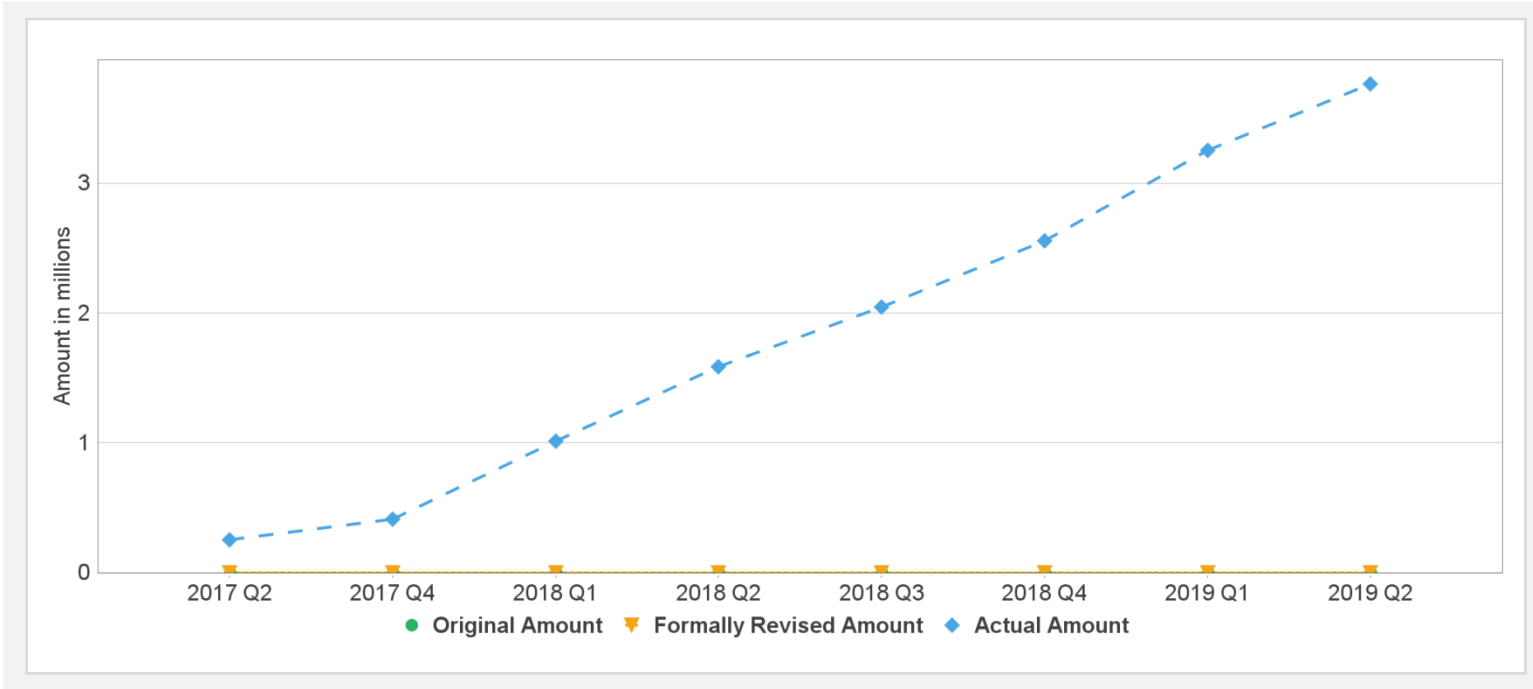
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P155123	TF-A2810	Effective	USD	2.50	2.50	0.00	2.37	0.13	 95%
P155123	TF-A7321	Effective	USD	2.50	2.50	0.00	1.39	1.11	 56%

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
P155123	TF-A7321	Effective	30-May-2018	30-May-2018	30-May-2018	30-Jun-2021	30-Jun-2021

Cumulative Disbursements



Restructuring History

Level 2 Approved on 09-Feb-2018 ,Level 2 Approved on 15-May-2018

Related Project(s)

There are no related projects.