



Somaliland Civil Service Strengthening Project (P155123)

AFRICA EAST | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 8 | ARCHIVED on 22-Dec-2020 | ISR42733 |

Implementing Agencies: Somaliland Civil Service Commission, Ministry Of Finance

Key Dates

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Bank Approval Date: 30-Jun-2016	Effectiveness Date: 26-Oct-2016
Planned Mid Term Review Date: 15-Sep-2019	Actual Mid-Term Review Date: 15-Sep-2019
Original Closing Date: 30-Jun-2021	Revised Closing Date: 30-Dec-2022

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 Table

Name

Component 1: Strengthening the policies, procedures and systems for civil service management:(Cost \$4.40 M)
Component 2: Strengthening core capacity of targeted ministries:(Cost \$2.90 M)
Component 3: Strengthening policy management capabilities at the center of government:(Cost \$0.20 M)
Component 4: Project management and support in delivery:(Cost \$2.50 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

Most of the Project activities are being implemented as planned and overall implementation progress is Satisfactory.

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

HR and payroll Audits: The Government of Somaliland (GoSL) is conducting periodic *payroll audits* and new payroll lists from the payroll cleaning continue to be uploaded in SLFMIS whose payroll module has been activated. A further *HR audit* covering additional agencies, including those that are expected to fall under the Civil Service Commission (approximately 8,500 people) is planned, and will be followed by payroll cleaning and uploading cleaned payroll lists into SLFMIS. Hard copy and electronic personnel records are being developed across the MDAs. All records will be entered in the HRMIS (upon its completion).



HRMIS: GoSL is currently procuring TA for development and deployment of the HRMIS: (i) **Phase I** will comprise business process mapping, reorganization and reengineering of the HR processes to inform the design of a robust and comprehensive HRMIS; determination of functional and user requirements specifications; technical requirements specifications for the ICT, hardware, software development framework and tools, interoperability framework, data hosting arrangements, security and ICT management and replacement plan; governance structure and quality assurance arrangements; and HRMIS development roadmap to be endorsed and approved by management; and (ii) **Phase II** will entail the development of HRMIS modules in line with the approved roadmap; quality assurance of modules from development to LIVE environment; training and change management; post-implementation support and exit; and post-implementation review. Introduction of fully-functioning HRMIS is crucial for facilitating compliance with the regulations & procedures established by the Civil Service Law and its subsidiary legislation, including on performance management and establishment control.

HR Policies: critical for sound HR management were endorsed by the cabinet, and dissemination to MDAs has begun. These policies and the subsidiary legislation will make provisions for handling all aspects of civil service management, irrespective of the source of funding for the positions.

Civil Service Law: The revised Law has been approved by the Public Sector Reform Steering Committee and submitted to the Cabinet. A further review of the Law is ongoing to cover additional institutions in the public service.

National Employment Policy: The draft National Employment Policy, which supports the implementation of the Somaliland Vision 2030 goal to achieve full and productive employment for all citizens, has been developed. The policy has been discussed among stakeholders, validated and translated into the Somali language. GoSL will confirm the endorsement of the policy by Cabinet.

Pay and Grading policy and system: GoSL is currently evaluating the Expressions of Interest for the TA on Pay and Grading (P&G). The Bank has advised GoSL to ensure that the TA includes development of an implementation plan that addresses the inter-related issues of:

- ensuring fiscal sustainability throughout the implementation period;
- gradually aligning total remuneration of Talent Management Program (TMP) staff and other donor-financed staff serving essentially (if not actually) as civil servants with the new civil service remuneration levels; and
- "grandfathering" salary levels of those civil servants whose salaries under the new system fall below those they are currently receiving, until such time as annual upward adjustments in the salary scale brings their salary-scale-mandated salary up to at least the same level as their pre-salary-reform level (relevant advisory note was prepared and shared with the GoSL).

Public Sector Pension Reform: There are ongoing discussions between GoSL and the Bank on the review of the pension policy and the draft Bill that had been forwarded to the Solicitor General. The Bank is providing additional "just-in time" TA to the Governments in identifying the most practical and viable pension scheme, developing or updating relevant regulations, and options for paying past service liabilities. The Bank has advised GoSL to expedite the pending issues to pave the way for development of regulations, and implementation. Lack of a pension system and procedures to release from service forces civil servants who have attained retirement age to stay in service, therefore preventing the Government from injecting additional capacity and new skills into the civil service.

Component 2: Strengthening Core Capacity of Targeted Ministries

Reorganization of MDAs: Reorganization of 18 MDAs has been undertaken to support improvements in the organization structure, redistribute mandates, provide vision and mission of the organizations as well as the staffing structures, numbers and personnel mix. New staffing plans from the reorganization will provide efficient control over institutions and optimize usage of resources. Organizational review of another 8 MDAs is planned under the project. GoSL has requested for additional World Bank support in conducting organizational review for all remaining MDAs. This will be discussed in the preparation of CSSP II.

Civil Service Talent Management Program: 27 TMP positions (35% female) have been filled and staff have undergone induction training. Staff salaries and allowances will be covered by the funds released against achievement of DLIs and upon achievement of the required EEP by GoSL. The GoSL has reviewed needs for TMP staff and identified MDAs with crucial needs for TMP staff, therefore reducing the TMP footprint from the planned 80 hires to 57 (i.e. by 28.75%), i.e. in addition to the current 27 TMP staff, GoSL will recruit only another 30. This move shows increasing maturity and self-reliance of the Somaliland Civil Service Commission and GoSL at-large. The results framework has been revised through a restructuring, to reflect this reduction. GoSL has already advertised the remaining 30 TMP positions.

Management and Common Service Training: The TA by the Ghana Institute of Management and Public Administration (GIMPA) to the Somaliland Civil Service Institute (CSI) to improve their capacity in designing and delivering training programs for civil servants as well as in curriculum development, is underway. A Training Needs Assessment report has been submitted to the Bank for review.

Component 3: Strengthening policy management capabilities at the center of government

Following the assessment of the existing policy management capacities of the Office of the President, an action plan for strengthening this function has been developed and procurement of TA to support this activity will begin once policy and legal staff attached to the cabinet secretariat office are recruited. The Government has already advertised these positions to be filled in the the OoP.

Component 4: Project Management and Support in Delivery

The PCU is fully staffed and actively engaged in project implementation. Communication strategies for the CSSP, CSC, CSI, Office of the President, the Ministry of Planning, and the Ministry of Information on the Program have been developed and validated.

Status of Disbursement-Linked Indicators (Performance-Based Conditions)

DLI 1 (*Share of civil servants with verified and completed personnel records in central HR personnel database of satisfactory quality*) is pending full achievement.

DLI 2 (payroll audits to identify control weaknesses and ghost workers) has been achieved and the Bank has sent the attached confirmation of achievement of DLI letter to the GoSL. Disbursements of funds upon achievement of this DLI will be made once the GoSL achieves the required EEP.



The Office of the Auditor General has concluded the verification of achievement of DLIs 3 (Number of improved HR procedures approved by the Public Sector Reform Steering Committee and submitted to the Cabinet)" and 4 (newly established or reorganized HR units in targeted MDAs adequately staffed) and GoSL will be submitting the verification report to the Bank for review.

DLI 5 (talent management program manual) has been achieved, verified and funds disbursed against achievement.

Revision of DLI values: Given the reduction in the number of TMP staff, the estimated EEP, i.e. salaries and allowances for these staff is lower than earlier envisaged. Upon request by GoSL to reduce the total DLI value from US\$2 million to US\$1.4 million, the Bank has restructured the project to enable this reduction. The achieved saving of US\$600,000 has been allocated to other project components.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	High	Substantial	Substantial
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	Substantial	Substantial
Fiduciary	High	Substantial	Substantial
Environment and Social	Moderate	Moderate	Moderate
Stakeholders	Moderate	Moderate	Moderate
Other	High	High	High
Overall	High	Substantial	Substantial

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.	Completed the HR payroll data cleaning for all MDAs under CSC and is distributed the clean payroll sheets to the MDAs. Payroll sheets for 25 MDAs have been updated to the CSC	Project has conducted reconciliations after the main head count of the Somaliland Civil servants, other reconciliation of payroll lists is going on.	Reconciliation of the payroll with personnel records takes place at least every six months.



		Server and their final list has been produced to submit to SLFMIS and Ministry finance and staff have been trained to conduct payroll controls and audits.		
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022

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	16.00	16.00	4.00
Date	01-Jul-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
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	1.00	1.00	4.00
Date	01-Jul-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	Policy Development			

Strengthen basic functions for recruit deployment in selected central agencies and line Mins				
► Number of TMP recruits deployed to targeted MDA (of whom % female) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	27 of which 35% are female	27 of which 29.6% are female	57 of which 20% female
Date	01-Jul-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	Number of TMP recruits deployed to targeted MDA (of whom % female): 27 of which 35% are female			

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	131.00	160.00
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	This will be achieved once the TA from the Ghana Institute of Management and Public Administration to the Somaliland Civil Service Institute is operational.			
► Targeted MDA with revised organizational structures approved by the PSRSC (Number) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	18.00	18.00	4.00
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
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	24-Jun-2020	10-Dec-2020	30-Dec-2022

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	1.00	1.00	2.00
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
► 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	Yes	No	Yes
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	Draft pension policy and pension law developed and currently being discussed with the GoSL team; submission to the Cabinet is expected in early January 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	70.00	70.00	90.00
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	All civil servant personnel information's has been captured, but not yet developed personnel records at MDA level and this will be completed during HRMIS development.			
► 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	Yes	Yes	Yes
Date	28-Jun-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	Revised draft of civil service law is prepared and being reviewed before submission to the Cabinet.			
► 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	16.00	16.00	6.00
Date	01-Jul-2016	24-Jun-2020	10-Dec-2020	30-Dec-2022
Comments:	Achieved beyond end target value and ahead of end target date 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.			

Performance-Based Conditions

Data on Financial Performance

Disbursements (by loan)

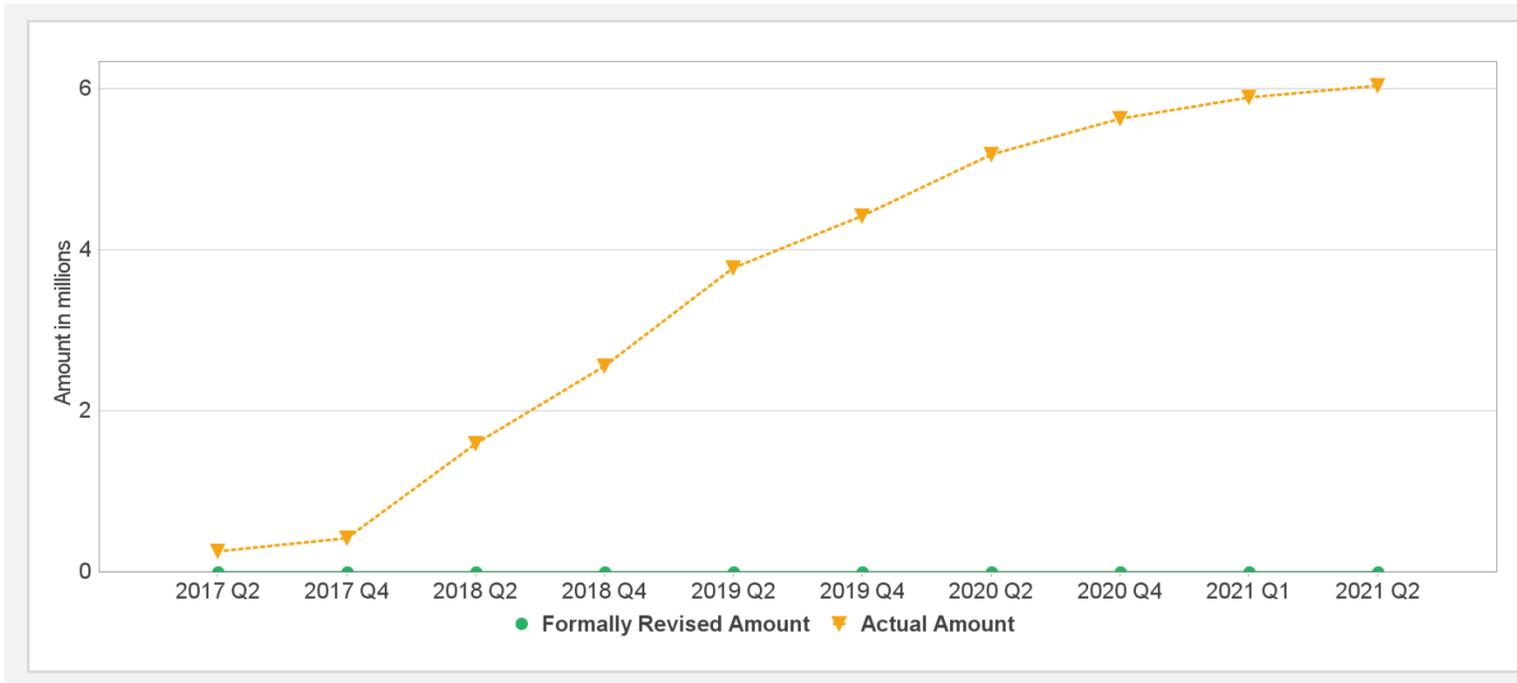
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P155123	TF-A2810	Effective	USD	2.50	2.50	0.00	2.38	0.12	95%
P155123	TF-A7321	Effective	USD	7.50	7.50	0.00	3.66	3.84	49%

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-Dec-2022
P155123	TF-A7321	Effective	30-May-2018	30-May-2018	30-May-2018	30-Jun-2021	30-Dec-2022

Cumulative Disbursements



PBC Disbursement

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC
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Restructuring History

Level 2 Approved on 09-Feb-2018 ,Level 2 Approved on 15-May-2018 ,Level 2 Approved on 26-Apr-2019 ,Level 2 Approved on 08-Jun-2020 ,Level 2 Approved on 25-Nov-2020

Related Project(s)

There are no related projects.