



Somalia Capacity Injection (P149971)

AFRICA EAST | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 11 | ARCHIVED on 17-Feb-2022 | ISR47755 |

Implementing Agencies: Ministry of Finance, Office of the Prime Minister, 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: 10-Oct-2017

Actual Mid-Term Review Date: 10-Dec-2017

Original Closing Date: 30-Jun-2020

Revised Closing Date: 31-Dec-2022

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 Table

Name

Developing Capacity for Key Cross-Cutting Government Functions:(Cost \$8.60 M)
Strengthening the Policies and Procedures for Civil Service Management:(Cost \$12.40 M)
Strengthening Policy Management, Coordination and Monitoring Capabilities at the Center of Government:(Cost \$3.50 M)
Project Management and Coordination:(Cost \$12.00 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"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

The Project continues making Moderately Satisfactory progress towards achieving the Project Development Objective (PDO).

Pension Reform: In the **Federal Government of Somalia (FGS)**, the Cabinet endorsed the pension policy and the draft Bill, and these have been submitted to Parliament for approval. The approval process is further delayed in the Federal Parliament due to the ongoing elections. The **Puntland State of Somalia (PSS)** Government has amended the Pension Law and pension policy, and the submission to the Cabinet has been delayed. The processes at the Cabinet and the Parliament need to be accelerated to pay the way for development of regulations, and implementation. The Bank is continuing to advise FGS and PSS on preparatory activities to be undertaken ahead of the implementation of the pension policy and the Law.



Pay and Grading policy and system: The Pay and Grading TA in **FGS** is ongoing. However, delays have been experienced due to COVID-19. The development of job descriptions is being concluded and the job evaluation process will begin by mid-February 2022. The TA will develop a pay and grading policy with its implementation plan. It will also model options for a new pay and grading structure for FGS. The Government team is working closely with the consultant to accelerate the conclusion of the TA. The **PSS** additional work on Pay and Grading is ongoing: to enable the PSS government select the most viable option on the pay and grading system, the TA is expanding coverage of job evaluations and will revise the financial modeling results that had been analyzed under phase I of the TA .

HRMIS design and implementation: The HRMIS Phase one activities in both **FGS** and **PSS** have been completed and the procurement process of the HRMIS software solution has commenced. Phase two 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. The HRMIS will facilitate compliance with the regulations & procedures established by the Civil Service Law and the subsidiary legislation, and contribute to sustainability of FGS and PSS government wage bills.

FGS HR Policies and Civil service management subsidiary legislation: Following the endorsement of the civil service management administrative regulations and procedures by the Cabinet, FGS has begun planning the rollout of some of the procedures which can be rolled out prior to the approval of the civil service law, to all the Ministries, Departments and Agencies (MDAs). The enactment of the long outstanding Civil Service Bill has been delayed due to the ongoing elections.

Biometric attendance monitoring system. **FGS** has put in place a biometric attendance monitoring system. To date, not all attendance recording points are functioning due to delays in activation, caused by the COVID-19 pandemic. The Bank has advised **PSS** to include the assessment of business process requirements and system specifications for the biometric attendance monitoring as part of the ongoing HRMIS TA.

Reorganization of MDAs: The development of an organizational ordinance providing more clarity on mandates, vision, mission, functions, accountabilities, structures, staff complement and establishment ceilings from the organizational review recommendations is ongoing in **FGS**. Training of the Ministers on cabinet processes is delayed due to the ongoing elections. The Bank has advised FGS to prioritize training of the cabinet secretariat in the meantime. **PSS** has developed an organizational ordinance and has submitted to the Cabinet for endorsement.

Capacity Strengthening of the School of Management and Public Administration (SOMPA-FGS) and the Institute of Public Administration and Management (IPAM-PSS). TA is ongoing in both FGS and PSS, and the Bank has advised both FGS and PSS to ensure that the Kenya School of Government (KSG) works closely with the Managerial and academic staff of SoMPA and IPAM, respectively, on knowledge and skills transfer.

Future of Capacity Injection Mechanism-CIM Staff: In **FGS** there are ongoing discussions within Government on the transitioning of CIM staff into the mainstream civil service. The Bank has advised FGS to bring together all relevant stakeholders to conclude discussions on the plans for this transition using guidance on modalities for transition provided by the Bank. The decision has been delayed, and the Bank team is following up with FGS on progress. **PSS** has confirmed that the CIM staff will be transitioned into the mainstream civil service once the pay and grading policy and bill are in place. All CY2022 contract extensions for CIM staff in PSS have been issued.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Macroeconomic	<input type="checkbox"/> High	<input type="checkbox"/> High	<input type="checkbox"/> High
Sector Strategies and Policies	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Technical Design of Project or Program	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	<input type="checkbox"/> High	<input type="checkbox"/> Substantial	<input type="checkbox"/> 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 staffing and institutional capacity of selected line ministries and central agencies				
► 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	109.00	110.00	110.00
Date	14-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	Some staff have resigned. Recruitment to refill the positions is underway.			
□ Disaggregated by Gender (Female) (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	38.00	36.00	20.00
► FGS: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	94.00	94.00	70.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► FGS: Change management plans developed and at least partially implemented (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	10.00	10.00	7.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:				
► PUNTLAND: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	90.00	70.00	70.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► 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	147.00	90.00	110.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	The number is below "end target" value as per agreement between the World Bank and FGS on limiting the number of CIM staff at a fiscally sustainable level.			
<input type="checkbox"/> Disaggregated by Gender (Female) (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	28.00	28.00	20.00
► FGS: Ministries / agencies with operational HR and FM functions (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	7.00	7.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:				
► PUNTLAND: Change management plans developed and at least partially implemented (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	7.00	7.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:				
► PUNTLAND: Ministries / agencies with operational HR and FM functions (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	7.00	7.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022



Overall Comments

The end target number of CIM staff in FGS was revised from 210 to 110. Due to constraints in the wage bill there was a decision by Government and the Bank not to hire additional CIM staff. The ability to hire new civil servants should improve once the civil service is freed up of those who have already attained retirement age. The completion of the pension system design and implementation of agreed initial actions will pave the way for critical skills to be injected into the system. Future hires in the civil service will not be considered CIM as the new pay and grading assignment will integrate the CIM pay scales into the mainstream civil service pay and grading system.

Intermediate Results Indicators by Components

Developing capacity for key cross-cutting Government functions				
▶ 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	No	Yes	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ 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	No	Yes	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ 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	100.00	100.00	90.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ 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	100.00	90.00	90.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ 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	136.00	80.00	80.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► 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	150.00	150.00	150.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	(75%) These are annual numbers.			
► 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	146.00	90.00	120.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	(75%) These are annual numbers.			
► 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	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	<i>Job descriptions of the senior staff of the BIs are defined.</i>			
► 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	180.00	100.00	100.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	<i>The target exceeded. 80% of staff achieved improvements. As per the pre and post training reports, 80% of the staff achieved improvements.</i>			
► 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	90.00	90.00



Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	<i>100 % of senior and middle level staff have clear job descriptions</i>			
► 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	No	No	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► 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	No	No	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► 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	No	No	No	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► FGS: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	95.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	<i>New Biometric registration completed The NCSC manages all the civil service personnel records electronically</i>			
► 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	No	Yes	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	The pension policy and bill were developed and validated. The Bank made additional recommendations and the pension policy and bill are undergoing amendment and will be submitted to the Cabinet for endorsement and subsequently to the Parliament for approval.			



► PUNTLAND: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	95.00	95.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	100% target exceeded. The human resource head counting had been completed which produced personnel electronic records for every civil servant.			
► 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	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	This program is being rolled into a large training program partnering the Kenya School of Government with the Somalia National University's School of Management and Public Administration (SOMPA)			
□ 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	01-Oct-2020	21-Dec-2021	31-Dec-2022
► PUNTLAND: Development and approval of guidelines by the OOP for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	<i>The policy guidelines have been developed and validated. The cabinet handbook and policy procedures manual have been developed, validated and endorsed by the Cabinet.</i>			
► Annual publishing of aid data by ACU (Component 3) (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
► 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	25.00	50.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
Comments:	This program is being rolled into a large training program partnering the Kenya School of Government with the Institute of Public Administration and Management (IPAM) .			
<input type="checkbox"/> Disaggregated by Gender (Female) (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	25.00	10.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ FGS: Government priority initiatives for which OPM has 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	35.00	35.00	8.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ PUNTLAND: Government priority initiatives for which 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	4.00	8.00	8.00
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022
▶ FGS: Development and approval of guidelines by the OPM for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	11-Aug-2015	01-Oct-2020	21-Dec-2021	31-Dec-2022

Performance-Based Conditions

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	9.92	0.08	99%

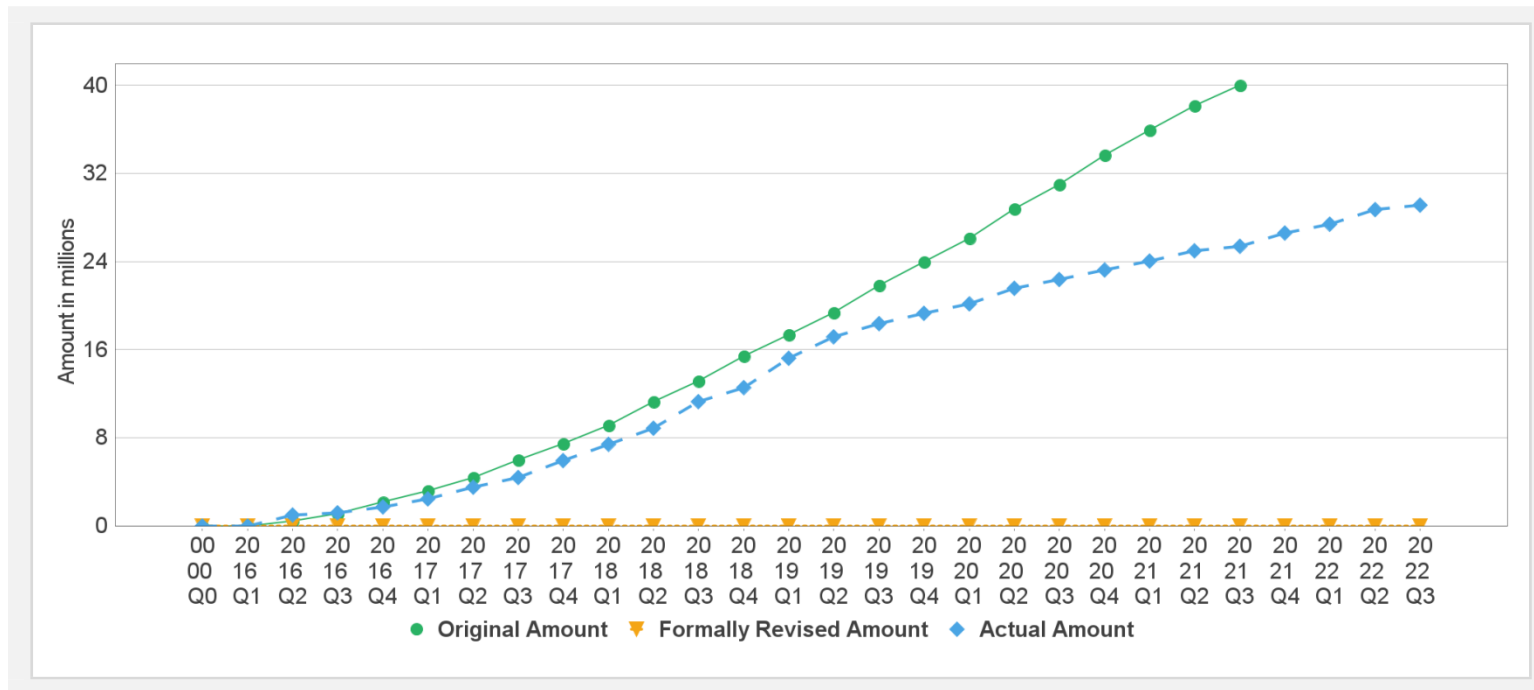


P149971	TF-A5472	Effective	USD	10.25	10.25	0.00	10.04	0.21	<div style="width: 98%; background-color: green;"></div>	98%
P149971	TF-B0692	Effective	USD	16.17	16.17	0.00	9.15	7.01	<div style="width: 57%; background-color: green;"></div>	57%

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	31-Dec-2022
P149971	TF-A5472	Effective	22-Jul-2017	24-Aug-2017	24-Aug-2017	30-Jun-2020	31-Dec-2022
P149971	TF-B0692	Effective	27-Jun-2019	14-Jul-2019	14-Jul-2019	30-Jun-2020	31-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 25-Jun-2018 ,Level 2 Approved on 17-Jul-2019 ,Level 2 Approved on 10-Nov-2019 ,Level 2 Approved on 29-Aug-2021

Related Project(s)



There are no related projects.
