The World Bank
Somaliland Civil Service Strengthening Project (P155123)

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AFRICA EAST | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 9 | ARCHIVED on 25-Jun-2021 | ISR47254 |

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: 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	Moderately Satisfactory	Satisfactory
Overall Implementation Progress (IP)	Satisfactory	Satisfactory
Overall Risk Rating	Substantial	Substantial

Implementation Status and Key Decisions

The project is making Satisfactory progress towards achieving the Project Development Objective (PDO), with the overall Implementation Progress also Satisfactory.

Component 1: Strengthening the Policies, Procedures and Systems for Civil Service
Periodic payroll audits are being conducted by the Government of Somaliland (GoSL) and new active employee lists from payroll cleaning continue to be uploaded in the activated SLFMIS payroll module. Technical Assistance (TA) to develop payroll management guidelines, integrate and reconcile payroll and personnel records of civil servants, has been completed.

Human Resource Management Information System (HRMIS): The HRMIS Phase I activities on assessments are underway. The final System Requirements Specifications (SRS), and the Technical Requirements reports are expected to be submitted to the Bank in June 2021, including the implementation roadmap and cost estimates.

Pay and Grading policy and system: The procurement of TA for this assignment is in the final stages. The need of ensuring the alignment of the Talent Management Program (TMP) staff and civil servants' salaries over a well-defined period, to ensure fiscal sustainability of the will be addressed by this TA.

Public Sector Pension Reform: The pension policy and the draft Bill have been finalized and submitted to the Cabinet for review and endorsement. A communication plan for pension reforms is under preparation. The Bank team has also engaged with the Government in discussions and preparation of implementation plans and specific activities. Implementation of the pension system will be supported under the upcoming CSSP II.

Quality of Service Delivery in the Civil Service: The TA to support GoSL in conducting an assessment on service delivery, leadership and innovation by the public service is ongoing. Based on the gaps identified, this assignment will make proposals on how to improve the quality of services provided by all Ministries, Departments, and Agencies (MDAs) including the 6 regional offices.

Component 2: Strengthening Core Capacity of Targeted Ministries
Reorganization of MDAs: In addition to the 18 MDAs that have undergone review, a further 8 are currently being reviewed, 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.

Civil Service Talent Management Program (TMP): 46 TMP positions (28% female) have been filled and staff have undergone induction training. However, there have been two resignations and these positions will be filled during the year. The mission commended GoSL for reaching closer to the end-target of recruiting 57 TMP staff.

Management and Common Service Training: The TA by the Ghana Institute of Management and Public Administration (GIMPA) to the Somaliland Civil Service Institute is ongoing. GIMPA is providing capacity building to the CSI in designing and delivering training programs for civil servants as well as in curriculum development. The CSI has requested for additional support from the Bank in expanding the distance and online learning for civil servants, as a coping mechanism with the COVID-19 situation. This support has been included in the proposed CSSP II.

Component 3: Strengthening policy management capabilities at the center of government
Policy management units in 18 MDAs have been established, establishment lists developed and approved, and these units staffed. Unit staff have also undergone short-term and intermediate training in policy management.

Support to the improvement of policy oversight and management capabilities of the Office of the President (OOP) remains pending due to the delayed recruitment of policy and legal staff in this office, due to security concerns and related OOP hiring policies. The continued delay poses a risk to the achievement of the PDO, which includes strengthening the basic function for policy management. The Civil Service Commission is working closely with the OOP to see if these positions can be filled under the WB/Talent Management Program procedures.

An assessment of the existing policy management and coordination capacities of the OOP has been conducted and an action plan for strengthening this function developed. Procurement of TA to support the GoSL in implementing the action plan will commence once the policy and legal staff positions are filled.

Status of DLIs. *DLI 5* (development and endorsement of a talent management program manual) has been achieved, verified and funds disbursed against its achievement. The Bank has received documentary evidence on the achievement of DLIs 2 (payroll audits to identify control weaknesses and ghost workers"); *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)*. Due to the pending attainment of the required EEP, reimbursements cannot be made yet against the achievement of the DLIs. Documentary evidence on the achievement of DLI *1 (Share of civil servants with verified and completed personnel records in central HR personnel database of satisfactory quality) is yet to be submitted to the Bank.*

Component 4: Project Management and Support in Delivery
The PCU is fully staffed and actively engaged in project implementation. Communication strategies for the CSSP, Civil Service Commission, Civil Service Institute, Office of the President, the Ministry of Planning, and the Ministry of Information on the Program have been developed and validated.

Financial Management: The most recent Financial Management mission was conducted virtually between March 29 to April 10, 2021. The discussions took place with sampled supporting documentations being scanned and sent to the Bank FM team for review. Due to the travel limitations imposed by covid-19 protocols the team could not visit the project office Hargeisa to conduct a substantial physical review of documents and other related supporting details. These restrictions have resulted in an increase in FM risk rating but not enough to justify a change of the project ratings, therefore the FM risk rating remains Substantial and the overall FM performance rating for the project (ISR) remains Moderately Satisfactory.

Procurement: The Government in consultation with the Bank has taken remedial measures to facilitate successful execution of procurement processes during the COVID-19 period. These include permissions to submit and open bids/proposals online through appropriate acceptable standard procedures, and to request Consultants at the negotiations stage to prepare and submit standards operating procedures and protocols for discussions and adoptions. During the mission, it was clarified that contracts with contractors cannot be signed beyond the current closing date of the project. The current Procurement rating is Moderately Satisfactory.

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.	Project has conducted reconciliations after the main head count of the Somaliland Civil servants, other reconciliation of payroll lists is going on.	Continuous payroll audits being conducted and cleaned payroll lists uploaded to the SLFMIS. Payroll data is also being reconciled with personnel records.	Reconciliation of the payroll with personnel records takes place at least every six months.

| Date | 28-Jun-2016 | 10-Dec-2020 | 22-May-2021 | 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	18.00	4.00
Date	01-Jul-2016	10-Dec-2020	22-May-2021	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	18.00	4.00
Date	01-Jul-2016	10-Dec-2020	22-May-2021	30-Dec-2022
Comments:	Policy management units in 18 MDAs have been established, establishment lists developed and approved, and these units staffed. Unit staff have also undergone short-term and intermediate training in Policy Management. However, support to the improvement of policy oversight and management capabilities of the Office of the President (OOP) remains pending due to the delayed recruitment of policy and legal staff in this office, due to security concerns and related OOP hiring policies. The Civil Service Commission is working closely with the OOP to see if these positions can be filled under the WB/Talent Management Program procedures.			

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 29.6% are female	46 of which 28% are female	57 of which 20% female
Date	01-Jul-2016	10-Dec-2020	22-May-2021	30-Dec-2022
Comments:	Number of TMP recruits deployed to targeted MDA (of whom % female): 46 of which 28% 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	131.00	131.00	160.00
Date	28-Jun-2016	10-Dec-2020	22-May-2021	30-Dec-2022

►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	10-Dec-2020	22-May-2021	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	10-Dec-2020	22-May-2021	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	2.00	2.00
Date	28-Jun-2016	10-Dec-2020	22-May-2021	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	No	Yes	Yes
Date	28-Jun-2016	10-Dec-2020	22-May-2021	30-Dec-2022

►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	10-Dec-2020	22-May-2021	30-Dec-2022

►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	10-Dec-2020	22-May-2021	30-Dec-2022

►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	10-Dec-2020	22-May-2021	30-Dec-2022
Comments:	Achieved beyond end target value and ahead of end target date			

**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	4.45	3.05		59%

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
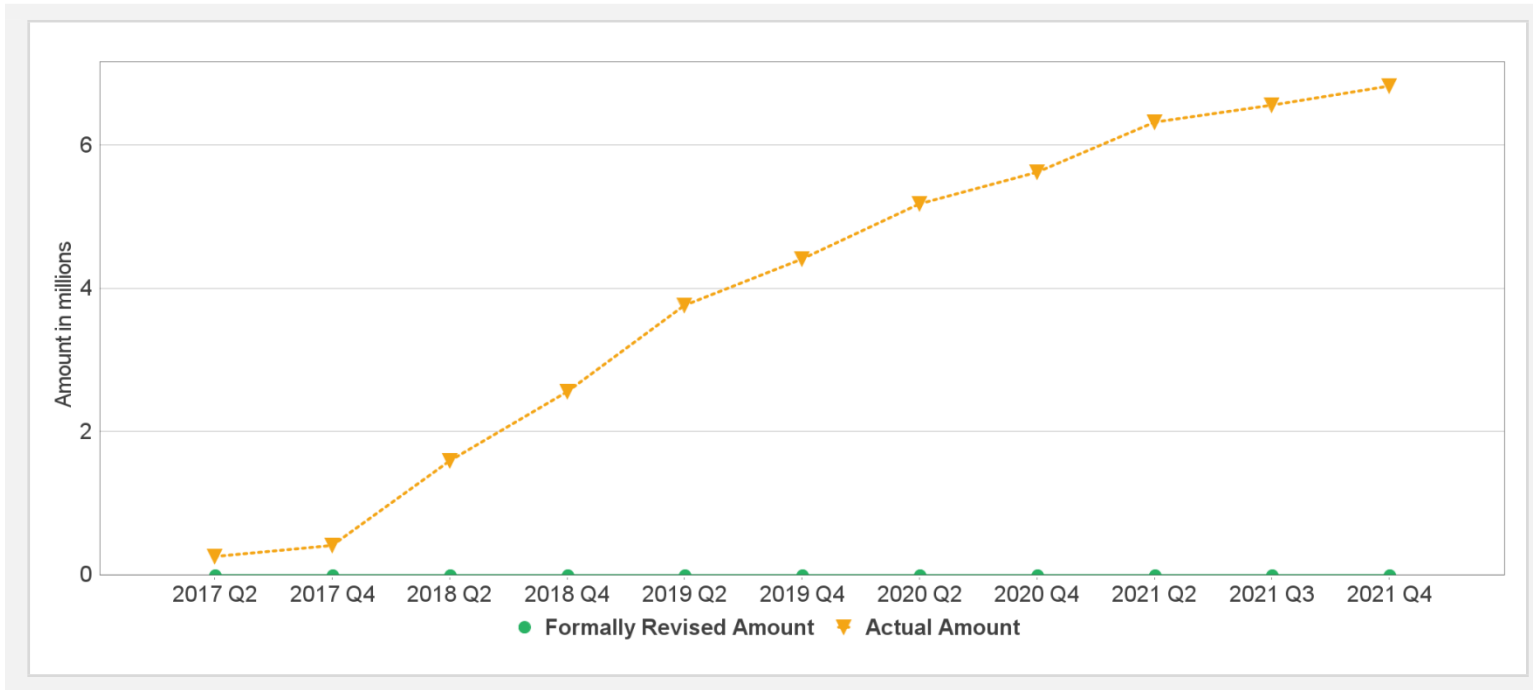
PBC Disbursement

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

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 04-Jun-2020 ,Level 2 Approved on 18-Nov-2020 ,Level Approved on 25-Nov-2020

Related Project(s)

There are no related projects.