



Somalia Capacity Injection (P149971)

AFRICA | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 8 | ARCHIVED on 29-Jun-2020 | ISR42447 |

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-2021

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 Civil Service Capacity for Key Cross-Cutting Government Functions:(Cost \$13.00 M)
Establishing Management Frameworks and Structures to Support Capacity Development:(Cost \$12.25 M)
Strengthening Policy Management Capabilities:(Cost \$6.75 M)
Project Management:(Cost \$6.00 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	□ Substantial

Implementation Status and Key Decisions

The project continues making moderately satisfactory progress towards achieving the project development objective:

HR Audit and Payroll Cleaning:

Federal Government of Somalia (FGS): concluded the HR audit and biometric registration and electronic and hard copy personnel files for civil servants have been developed for civil servants. The recent virtual implementation support mission has agreed that FGS would submit to the Bank an English version of the cabinet endorsement and decisions made on the HR audit and biometric registration, as well as a status report on the implementation of HR audit recommendations, the payroll cleaning and the payroll controls that have been put in place. **Puntland State of**



Somalia (PSS): continues to conduct continuous payroll cleaning, and electronic and hard copy personnel files have been developed for civil servants.

HRMIS design and implementation: Both **FGS** and **PSS** are finalizing the ToRs for the HRMIS assignment with technical advice from the Bank. A World Bank Technical Guidance Note on how to approach the development of a HRMIS has been issued to Government. The HRMIS will facilitate compliance with the rules & procedures established by the Civil Service Law and its subsidiary legislation, including on performance management and establishment control.

A biometric attendance system has been put in place in the FGS MDAs. Government has been advised to ensure that the rewards and sanctions policy guides the implementation of this system.

Public Sector Pension Reform: There are ongoing discussions between the Bank and both **FGS** and **PSS** on the review of the pension policy and the draft Bill. 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.

Civil service management subsidiary legislation: In **FGS**, TA has been provided under the project to draft administrative regulations and procedures out of the HR policies that were developed. **FGS** is currently reviewing the drafts. **PSS'** administrative regulations and procedures out of the HR policies have been endorsed by Cabinet.

Organizational reviews: All MDAs in FGS have been reviewed and the reports and recommendations will be undergoing a further review to facilitate the development of an organizational ordinance and submission for cabinet endorsement. All MDAs in **PSS** have been reviewed and a Government Organizational Ordinance providing more clarity on mandates, vision, mission, functions, accountabilities, structures, staff complement and establishment ceilings for its MDAs has been developed and will be submitted to the Bank for review.

Pay and Grading policy and system: In **FGS**, Evaluation of Technical and Financial proposals for this assignment is underway. The Bank team has advised FGS on the importance of ensuring that this activity addresses the issue of Capacity Injection Mechanism (CIM) staff and civil service salaries over a well-defined period of time in a way that ensures fiscal sustainability within the government's own resource envelope. A World Bank Technical Guidance Note on Pay and Grading has been issued to FGS.

In **PSS**, the policy and proposed pay and grading structures have been developed with the Bank providing quality assurance to the outputs. **PSS** is commended for having advanced well in this reform area and the recent implementation support mission has agreed that **PSS** would arrange for validation of the outputs. The Bank has advised that **PSS** ensures that that they develop an implementation plan that addresses the inter-related issues of: (a) ensuring fiscal sustainability throughout the implementation period; (b) gradually aligning total remuneration of Capacity Injection Mechanism (CIM) staff and other donor-financed staff serving essentially (if not actually) as civil servants with the new civil service remuneration levels; and (c) "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.

Capacity Strengthening of the School of Management and Public Administration (SOMPA)-FGS and the Institute of Public Administration (IPAM)-PSS: Negotiations between SOMPA and the Kenya School of Government (KSG), as well as between IPAM and the Kenya School of Government (KSG) are being concluded and KSG will provide capacity building to SOMPA and IPAM in designing and delivering training programs for civil servants as well as in curriculum development. **PSS** is finalizing the recruitment of the Director of IPAM who will be involved in the final contract negotiations with KSG.

Strengthening policy formulation and oversight systems: in FGS, Policy planning, M&E and Statistics units have been established in targeted institutions, and the Office of the Prime Minister and the Ministry of Planning and International Economic Development are jointly coordinating delivery of flagship program. The revision of the cabinet manual/handbook is long outstanding. The OPM will be following up with the Office of the President on implementation of reforms in policy formulation and oversight. **PSS** has already the trained cabinet secretariat and cabinet members on procedures, and the procurement of a cabinet management information system is underway.

Risks

Systematic Operations Risk-rating Tool



Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	Substantial	Substantial	Substantial
Macroeconomic	High	High	High
Sector Strategies and Policies	Substantial	Substantial	Substantial
Technical Design of Project or Program	Moderate	Moderate	Moderate
Institutional Capacity for Implementation and Sustainability	High	High	Substantial
Fiduciary	High	High	Substantial
Environment and Social	Moderate	Moderate	Moderate
Stakeholders	Moderate	Moderate	Moderate
Other	High	High	High
Overall	High	High	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	110.00	104.00	110.00
Date	14-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
□ Disaggregated by Gender (Female) (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	31.00	29.00	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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► PUNTLAND: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	99.00	99.00	70.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:				
► 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	110.00	147.00	210.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:				
<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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► PUNTLAND: Change management plans developed and at least partially implemented (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	9.00	7.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:				
► PUNTLAND: Ministries / agencies with operational HR and FM functions (Number, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	9.00	7.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021

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	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	<i>Recruitment and performance appraisal guidelines have been established and adopted.</i>			
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	The guidelines for recruitment and performance appraisal were developed, validated and translated into civil service rules and procedures. The guidelines, policy and procedures are now effectively being used/practiced.			
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	<i>Harmonized Pay Scale manual was adopted.</i>			
► 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	100.00	90.00
Date	11-Aug-2015	27-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	The pay and grading policy and the proposed pay grades and structures are ready for validation.			



► 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	136.00	80.00
Date	11-Aug-2015	27-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	<i>The target is achieved. A survey was administered by phone. The post and pre-training reports issued which indicate that most of staff have used the training that they received.</i>			
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	146.00	120.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	75%			
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
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	180.00	100.00
Date	11-Aug-2015	27-Nov-2019	24-Jun-2020	31-Dec-2021



► 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	100.00	90.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	100 % of senior and middle level staff have clear job descriptions.			
► 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	No	Yes
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	No	Yes
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► FGS: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	90.00	100.00	95.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	<i>After the 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	21-Nov-2019	24-Jun-2020	31-Dec-2021



Comments:	Review of the pension policy and bill ongoing			
► 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	80.00	95.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	The human resource head counting had been completed which produced personnel electronic records for each and 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	The leadership training will be offered under the contract with the Kenya School of Government			
<input type="checkbox"/> 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
► 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	0.00	50.00
Date	11-Aug-2015	27-Nov-2019	24-Jun-2020	31-Dec-2021
Comments:	All training will be delivered through the capacity building to the Institute of Public Administration and Management. Contract negotiation has started.			
<input type="checkbox"/> 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	27-Nov-2019	24-Jun-2020	31-Dec-2021
▶ 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	21-Nov-2019	24-Jun-2020	31-Dec-2021
▶ 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	3.00	3.00	8.00
Date	11-Aug-2015	21-Nov-2019	24-Jun-2020	31-Dec-2021
▶ 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	21-Nov-2019	24-Jun-2020	31-Dec-2021

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	9.80	0.20	98%

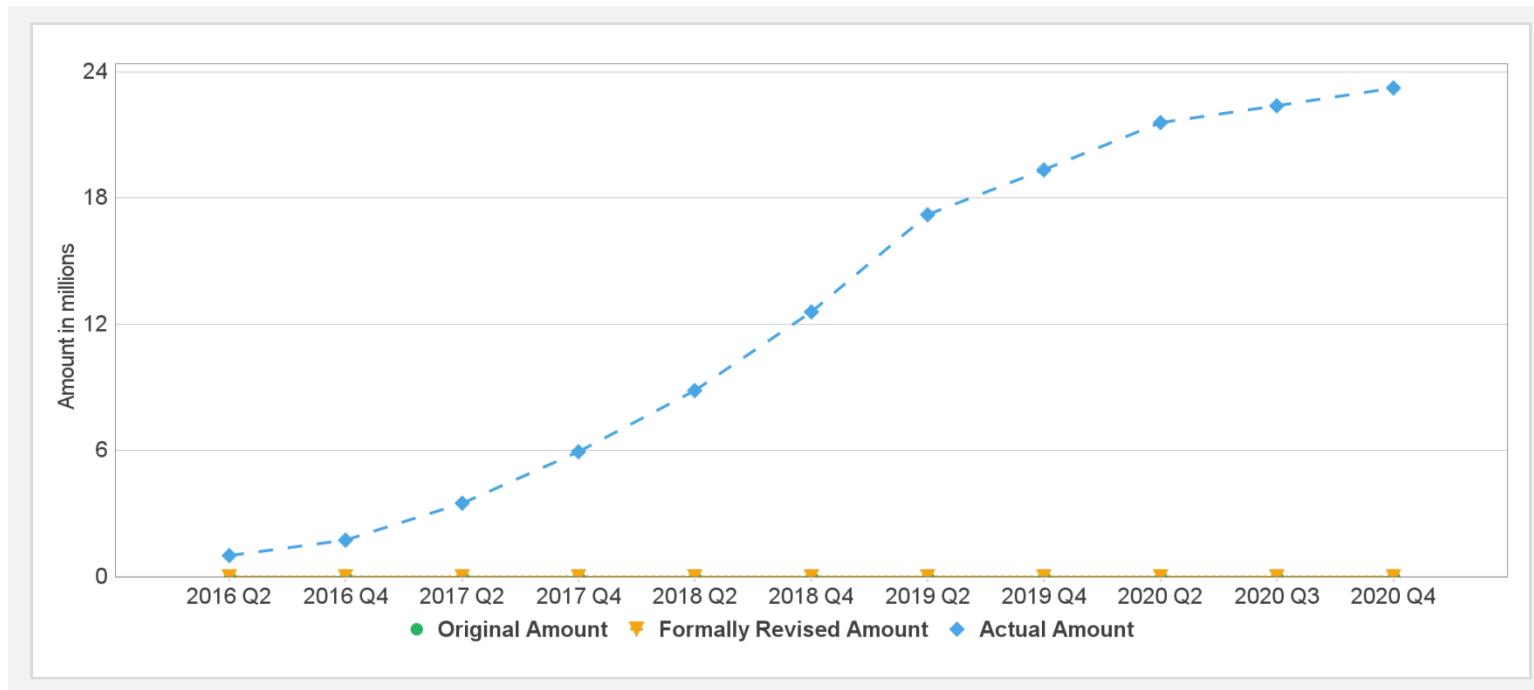


P149971	TF-A5472	Effective	USD	10.25	10.25	0.00	9.95	0.30	<div style="width: 97%; height: 10px; background-color: #669933;"></div>	97%
P149971	TF-B0692	Effective	USD	14.14	14.14	0.00	3.48	10.66	<div style="width: 25%; height: 10px; background-color: #669933;"></div>	25%

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-2021
P149971	TF-A5472	Effective	22-Jul-2017	24-Aug-2017	24-Aug-2017	30-Jun-2020	31-Dec-2021
P149971	TF-B0692	Effective	27-Jun-2019	14-Jul-2019	14-Jul-2019	30-Jun-2020	31-Dec-2021

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

Related Project(s)



There are no related projects.
