



## Somaliland Civil Service Reform Project (P155123)

AFRICA | Somalia | Governance Global Practice |  
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 5 | ARCHIVED on 18-Jun-2019 | ISR37164 |

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: 07-Oct-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:** As a post-HR audit activity, the Government of Somaliland (GoSL) has concluded payroll cleaning and new payroll lists are being rolled out in MDAs. The Somaliland Civil Service Commission and the Ministry of Finance will be supported to enhance their capacity in payroll management and audit. Unique personnel identifier numbers have been assigned and staff ID cards have been distributed to all civil servants that were verified in the HR audit. Development of new electronic personal records is underway. 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.

**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. Translation of these rules and procedures ahead of submission to cabinet is underway.

**Public Sector Pension Policy and Bill:** The GoSL 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 pay-off package. The Policy and the Bill will be presented to cabinet before the end of the year.

Further work on the pension will focus on its implementation. The GoSL, 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 procurement of TA is underway.

**The Civil Service Law** has undergone validation and post-validation comments are currently being incorporated into the draft law, with an aim to submit to cabinet before the end of the year.

## 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 supports improvements in the 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 provides efficient control over institutions and optimizing 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. Next steps will concentrate on supporting the implementation of change management and action plans derived from the organizational reviews.

### Talent Management Program-TMP

Seven Talent Management Program (TMP) positions have been filled; staff salaries and allowances will be covered by the funds released against achievement of the Disbursement-Linked Indicator Number 5: "Talent Management Program Manual approved by the Public Sector Reform Steering Committee". The GoSL will be submitting requests to fill the next batch of TMP staff to fill positions in human resources, payroll, and policy management, in line with the project objective.

**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. The process of procurement of the external partner institution's services is underway.

## 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 now-closed DfID project, the CSSP has assessed the existing policy management capacities of the Office of the President (OoP) and an action plan for strengthening this function has been developed. The MDAs' capacity to plan and develop policy will also be strengthened through this component. The delayed filling of policy staff positions in the OoP may delay the final review of policies submitted for cabinet approval. The Bank is working closely with the GoSL to ensure that the next batch of TMP staff recruitment comprises policy and at least one legal staff to for the cabinet secretariat office. The team will also discuss with Government possible interim measures that could be put in place.

### 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 this has gone up from 30% to 70%.

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 submitted for cabinet approval.

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 during the year.

**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 GoSL is commended for having started generating IFRs from SLFMIS and not in the excel sheet format noted in previous submissions.

**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.	Payroll cleaning underway. Preparation of personnel records will be completed once the payroll cleaning is completed.	The HR payroll cleaning and management control is completed, the payroll sheet was revised and the cleansed payroll has been shared with the Ministry of Finance.	Reconciliation of the payroll with personnel records takes place at least every six months.
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	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	14.00	16.00	4.00
Date	01-Jul-2016	04-Dec-2018	04-Jun-2019	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	1.00	4.00
Date	01-Jul-2016	04-Dec-2018	04-Jun-2019	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	04-Dec-2018	04-Jun-2019	30-Jun-2021
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.			



<b>► Targeted MDA with revised organizational structures approved by the PSRSC (Number) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	18.00	18.00	4.00
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	30-Jun-2021
Comments:	Achieved beyond end target value and ahead of end target date			
<b>► Pay policy and revised pay and grading structure approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	30-Jun-2021
<b>Component 1: Strengthening the policies, procedures and systems for civil service management</b>				
<b>► Payroll audits to identify control weaknesses and ghost workers (Number) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	1.00	2.00
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	30-Jun-2021
<b>► Severance policy and pension policy and law approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	Yes	Yes
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	30-Jun-2021
<b>► Share of civil servants with verified and completed personnel records in the central HR personnel database of satisfactory quality (%) (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	30.00	30.00	70.00	90.00
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	30-Jun-2021
<b>► Revised civil service law and civil service regulation have been approved by the PSRSC and submitted to the cabinet (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	28-Jun-2016	04-Dec-2018	04-Jun-2019	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	14.00	16.00	6.00
Date	01-Jul-2016	04-Dec-2018	04-Jun-2019	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

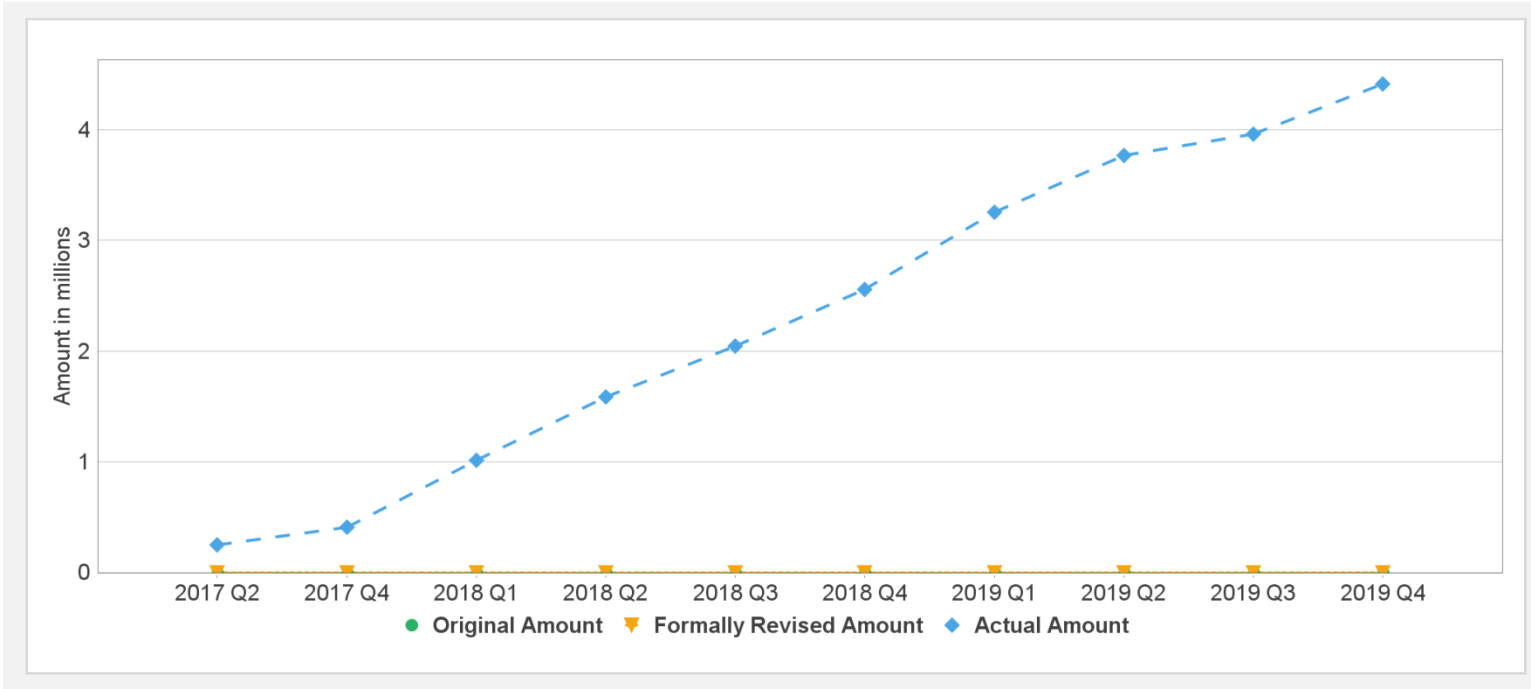
### Disbursements (by loan)

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	4.50	4.50	0.00	2.04	2.46	 45%

### 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 ,Level 2 Approved on 26-Apr-2019

### Related Project(s)

There are no related projects.