Federal Government of Somalia

Office of the Prime Minister

Somali Capacity Injection Project
(P149971)

PROJECT PROGRESS REPORT

(Project Mid-term Review)

December, 2017

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General information of the project	
Project Name:	Public Sector Capacity Injection Project
Project ID:	P149971
Implementing Agency:	Federal Government of Somalia,
Project Duration:	5 years: September 2015 – June 2020
Closing Date of the Project:	June 30th 2020
Report type:	Project Progress Report (Mid-Term)
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Report Submitted by:	Hassan A. Dirie CIP Coordinator Project Coordination Unit (PCU) Office of the Prime Minister, FGS.

I. Background

After two decades of civil war and conflicts as the state collapsed in 1991, the country had passed three consecutive transitional governments from 2000 to 2012. As the country is recovering and reestablishing its institutions, the shift from transitional governments to the current existing full federal government had embarked domestic political momentum and created a new era of international re-engagement.

As the result of many years of civil wars and political crisis, Somalia's human development indicators are among the lowest in the world, and thus the country has serious challenges with its civil service and human resource capacity whereby the government institutions lack the capacity of planning, institutional policy development, effective public financial management mechanisms and systems.

In regard to this, Somali Compact, a framework for partnership between the government of Somalia and the international community was established and endorsed in Brussels Conference in September 2013 that underlined the need to strengthen the capacity of the government institutions, and therefore the concept of the public sector capacity injection (know Somali Capacity Injection) initiatives was designed and introduced.

The Somali capacity injection project (CIP) is aimed at to strengthen basic government functions in support of the establishment of a responsive, inclusive and accountable public sector institutions by developing the capacity of the key cross-cutting government functions, Strengthening the policies and procedures for civil service management and strengthening Policy Management, Coordination and Capabilities at the Centre of Government.

The CIP project has been under implementation from September 2015 to date and in order to track the progress made by the project for 2 years, this progress report for the mid-term review of the project is a both monitoring and evaluation mechanism to review the project whether it is on track and achieving its intended objectives and result indicators.

The report will thus provide the actual status of the project in terms of results achieved and not achieved. Having made higher-level consultations among the project stakeholders, it will also provide wide views and diverse perspective recommendations to re-correct and adjust if there were areas of the project components that need to be revised including the project development objective.

In addition to this, since the project is being implemented in country where context in terms of political stability and economic recovery are of highest priority, the client that is the Federal Government of Somalia may envision highly pressing need of priority that the project addresses

and the mid-term review of the project is an opportunity where the client may propose some priority or even alternation and sequencing of certain areas of the project activities while considering the overall scope of the project. The progress and achievements made on each component of the project is detailed in the following sections of the report.

a) Project Description and its objectives

In reference to the Somali Compact in 2013, the FGS had requested World Bank and UNDP to re-build he government institutions in the areas of public sector capacity developments. Under this Somali Compact, World Bank and UNDP in collaboration with the FGS had developed an initiative to address the dare needs of institutional capacity development for the FGS. The initiative is called Somali Capacity Injection Project (CIP) and was officially launched in October 2013. The higher level objectives of the project, responds to the strategic objective of the New Deal Compact " to strengthen basic sectorial and core government functions in support of the establishment of a responsive, inclusive and accountable public sector' at the federal level.

The Project has four components:
1) **Developing capacity for key cross-cutting government functions;**
2) **Strengthening the policies and procedures for civil service management;**
3) **Strengthening Policy Management, Coordination and Capabilities at the Centre of Government; and**
4) **Project Management.**

Each of these components has sub-components. The project components aim at: (i) rendering support to the recruitment and placement of a small number of highly qualified advisors and civil servants; (ii) strengthening the government's framework for civil servants; and (iii) developing management capacities at the center of government to strengthen policy coordination and development, and monitoring.

b) Project Beneficiary Institutions/MDAs

The primary beneficiaries are the institutions of the Federal Government performing core government functions. For this initial stage, the project will directly benefit to the following ten Federal Government Institutions:

1) Office of the President
2) Office of the Prime Minister
3) National Civil Service Commission
4) Ministry of Planning and International Cooperation
5) Ministry of Finance
6) Ministry of Labor and Social Affairs

7) Ministry of Agriculture
8) Ministry of Energy and Water Resources
9) Ministry of Public Works and Reconstruction
10) Central Bank of Somalia

II. Project Components

A. Component 1: Developing capacity for key cross-cutting Government functions

Sub-component 1.1: Supporting harmonized and Government-led capacity injection in priority institutions

(i) Activity - Recruitment, placement, and management of qualified Somalis for critical functions in targeted institutions:

During the first year of the project (***Oct 2015 to September 2016***) the Capacity Injection Modality (CIM) unit of the CIP project at the National Civil Service Commission (NCSC) recruited 52 staff as of the first wave of recruitment to the beneficiary MDAs of which the 11 positions were filled with women that is 23% of the recruits. The concept of ***Merit-Base Recruitment (MBR)*** has been introduced in the recruitment exercise. This first wave recruits were mainly for the common function positions such as *human resource, admin and finance, procurement, policy planning and monitoring and evaluation.*

In the second year of the project (***Oct 2016 to December 2017***), the CIM unit has recruited 45 staff as of the second wave recruitment to beneficiary MDAs of which the 11 positions are filled with female i.e 24%. The second wave recruitments are mainly for the technical positions requested by the MDAs based on the identified institutional and structural assessment gaps and recommendations.

As of the mid-term of the project, the total recruits of the project through the merit-base recruitment (MBR) is 97 staff to the MDAs of which the total female is 22 (i.e. 22%).

The salaries of the recruited civil service employees by the CIM unit at the NCSC are paid through the RCRF project, which is another project that supports the wage bill of the both the federal government of Somalia and its regional federal states.

In addition to these civil service employees to the MDAs, the CIM unit at the NCSC had recruited secretariat and drivers, as support staff to the lead implementing agencies of the project's such as: the project coordination unit (PCU) at the office of the prime minister, the National Civil Service Commission, Ministry of Labor & Social Affairs, the newly established School of Management & Public Administration at the Somali national University (SNU). The incentives or salaries of these secretariat support staff are directly paid by the project and is

project based. This means if the project ends, these support staff will not have a provision to cover them since they are not civil service employee.

After the first wave of the first year recruitments, the CIM unit had conducted full induction workshop to the newly recruited CIM staff. The induction workshop was meant to educate the recruits and give awareness about the public sector environment, the government structures, the laws and policies of the country system. It was of great help and successful for those who are new into the public sector working environment.

(ii) Activity - Provision of short-term and long-term technical assistance to develop recruitment and placement modalities and to establish and operate appropriate management structures:

At the inception stage of the project, the project supported the establishment of Capacity Injection Mechanism (CIM) unit at the National civil Service Commission (NCSC). The unit comprises: a coordinator, HR manager, HR officer and technical ICT officer. Immediately after established, the unit to start functioning and develop the recruitment procedures and documentations for the properly handling the intended recruitment tasks of the unit. At the beginning, the project supported the CIM unit with external individual consultant who helped to establish standard documentations and procedures for recruitment and placement modalities and carried out the first wave recruitment of the project.

In addition to this, despite delayed, the project also hired a HR constancy firm to support the CIM/NCSC to assist all the technical aspects required by the CIM unit at NCSC.

(iii) Activity - Support to recruitment unit in performing recruitment functions, including advertisement, headhunting, selection and on boarding:

The CIP project has been supporting the Capacity Injection Mechanism (CIM) unit at the National Civil Service Commission, (NCSC) since it has started the recruitment process. The type of support included: technical support provided by a hired HR consultancy firm that has been assisting the function of the unit and other administrative support such as the cost coverage of the advertisements of the jobs posted by the NCSC/CIM.

The project coordination unit (PCU) has been delaying the most needed administrative and office supplies to NCSC and its CIM unit. This has been a big challenge and affected the effectiveness of the unit. It has been also financial burden to NCSC and needs an urgent solution by the project management unit at the office of the prime minister.

(iv) Activity - Conducting regular performance monitoring of CIM staff:

The CIM/ recruited staff are provided work plans templates along with monthly and quarterly performance templates. The CIM/NCSC has been doing regularly monitoring and tracking the performance records of the CIM staff at beneficiary Ministries, Departments and Agencies (MDAs) and shared with the World Bank as well.

The MDAs managements particularly those play supervisory role are primarily responsible for ensuring the performance and deliverable services by the recruited CIM staff to the respective institutions since they approve monthly staff salary memos together with staff timesheet and monthly performance reports with key deliverables.

The CIP project coordination Unit (PCU) has been playing a role in the CIM staff monthly salary payment process by providing approval letter to office of the Accountant General after receiving monthly salary approval letters of each beneficiary CIM staff along with timesheet and filled monthly performance report by each CIM staff.

(v) Activity - Undertaking a regular audit to review and monitor whether the recruitment is carried out in compliance with the policies and procedures established for the program including diversity and equal opportunity:

- There was no regular audit review made so far.

Sub-component 1.2: Providing specialized training and coaching support for new recruits and their teams.

(i) Activity - Development and implementation training modules for short-term training for senior advisors and managers of the civil service:

As the project envisioned, in order to get the intended change management at the beneficiary institutions, there is a need to develop and conduct training modules for short-term training programs for the senior managers and advisors of the civil service. This required first to get sustainable mechanism to provide such high level training programs for the senior government civil service management and in light of this, the office of the prime minister had nominated the Somali National University (SNU) to fill this gap and establish training programs for the civil service employees both at junior and senior levels in seeking technical external partnership with public training institutions in the region.

Fortunately, the FGS had signed Memorandum of Understanding (MOU) with both Uganda Civil Service College (UCSC) and Kenya School of Government (KSG) December last year 2016 and February this year 2017 respectively. The implementation framework agreement with KSG is now under negotiation where number of training programs for the senior civil service management and curricula development is undergoing.

(ii) Activity - Provision of specialized short-term training courses for staff performing common functions in FM, Procurement, HRM, and policy management:

The first wave of CIM recruitment focused to inject and fill core common functions positions for the beneficiary institutions. These common function positions include: ***human resource***, ***financial and accounting, procurement, records management, policy and planning and monitoring and evaluation***. The specialized short training programs are aimed to educate and improve the staff performances that are working on these common function areas at every MDA.

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In order to conduct such specialized short-term training programs, a rapid training needs assessments on these common function jobs were conducted on 23rd of March 2017 that was participated by over hundred FGS civil servants whose professional jobs are: public financial management, human resource, procurement, policy planning and M&E. The participants included both the ten beneficiary institutions and non-beneficiary institutions of the FGS in Mogadishu.

The assessment was conducted by five professional consultants specialized in these areas and the assessment took place at Somali National University, which is a public national institution selected by the FGS to conduct and host the training programs for the civil service employee.

After the assessment report, the consultants had conducted 5 days short training on human resource management, public financial management, procurement, policy planning and monitoring and evaluation courses in April 15th to 19th 2017. Over 140 civil service employees including the CIM recruited common function staff of FGS institutions had participated.

These specialized short terms training were officially opened by the minister and the deputy minister of labor and other government officials such as the state minister of higher education and the rector of the Somali national university as well as the chairman of the National Civil Service Commission. The trainers had prepared pre and post training evaluation tools which they handed over to SNU for future follow up and evaluation of the trainees performance on their work at institutions. The trainers had also submitted post-training reports on their respective subjects.

This is the first training of its kind that large number of civil service employees attends in the country and hosted by national institution since the 1990. These are initial specialized short-term training engagement to both the newly recruited common function staff recruited through the CIM and to the wider civil service of the federal government of Somalia. The trainees were given document tools on the respective course and work plans to use at their work places for future evaluation. The trainees were also awarded participation certificates. Despite that these were basics, the project supports to continue to conduct second level of advanced training programs on those common function positions, which are now under plan to be conducted in December 2017.

(iii)Activity - Development and implementation of a young graduate scheme:

- This activity is still pending and there was no progress made. The modalities of implementing of this activity are not yet established.

(iv) Activity - Supporting existing training institution at Federal level through partnership arrangements with governance and public administration institutions in other countries to develop curricula, training modules, establish certification and evaluation and implement training-of-trainers programs:

The federal government of Somalia had selected Somali National University (SNU) as an existing public institution for implementation of the civil service training programs and the development of curricula and training modules in a partnership with external and regional training public institutions.

Somali National University had established School of Management & Public Administration (SMPA) and provided full section of infrastructure purely dedicated to School of Management and Public Administration (SMPA) for the training programs of the civil service of the federal government.

The federal government of Somalia had signed memorandum of understanding (MoU) with Kenya Schools of Government (KSG) and Uganda Civil Service College (UCSC) for partnering to develop training programs and their implementation through local partnership with Somali National University.

(v) Activity - Provision of long-term training to develop cadres of professionals in FM, procurement, HRM and policy management:

- The long-term training program has not been developed yet, but in partnership with Kenya School of Government (KSG), the long-term training programs will be soon developed.

(vi) Activity - Provision of coaching, mentoring and training and development of advisory services to civil servants:

The project hired a consultant to develop coaching, mentoring and training framework and guidelines for the civil service. The consultant not yet finished the guiding framework to manage the coaching and mentoring programs for the civil service employees.

      a. Results achieved – *include tabulations on CIM positions that have been filled (including gender disaggregation); requested positions for MDAs*

In this component 1, the following are the key result achieved:

- Establishment of Capacity Injection Mechanism (CIM) unit at National Civil Service Commission (NCSC) with four staff.
- Development of draft recruitment guidelines for the CIM program.
- The recruitment of HR firm to assist technically the CIM unit at NCSC for the development of recruitment guidelines and process documentation for job advertisements, short-listing process and job interview processes.
- The Recruitment of 97 staff to the beneficiary institutions of which 22% are women

- The establishment of School of Management & Public Administration at Somali National University for the training of the civil service of the government
- Establishment of civil service training partnership with Kenya School of Government (KSG) and Civil Service College of Uganda (CSCU) through Memorandum of Agreement.
- Development of short-term training modules on the core common function positions such as: human resource management, admin and finance, procurement, policy planning and monitoring and evaluation course.
- Over 130 civil service employees from across the federal government institutions including the ten project beneficiary institutions were provided specialized short-term training on core function professions such as human resource management, public financial management, procurement, policy planning and monitoring and evaluation courses.
- A post-training impact assessment was just conducted and 75% of the trainees feedback shows satisfactory in terms of the relevance of the training materials and tools given to perform at their respective
- The advanced level training on these core function areas is now planned to take place in January 2018.

b. Enabling Factors and opportunities:

Overall, the following were the enabling factors:

- Capable and strong team at CIM and NCSC,
- Good working relationship and collaborations between the stakeholders, particularly the relation of the National Civil Service Commission and the CIM unit with the beneficiary institutions.
- The availability of the CIM recruitment manual that has been developed to guide the CIM unit and the NCSC for the recruitment exercise.
- The donor's commitment and contribution to the RCRF for the salary payments of the CIM recruited staff.
- The World Bank's technical support and guidance through the numerous activities under this component.
- The Somali national University being an existing public institution to support the training initiatives for the civil service employees and its offer for the training facilities that enabled to conduct the training programs targeting large number of civil service of the government.
- The availability of strong and dedicated hardworking team including: the Office of the Prime Minister, the Project Coordination Unit, the National Civil Service commission, the Ministry of Labor & Social Affairs and Somali National University

c. **Results not achieved; Reasons for non-achievement; and proposed plan for achievement:**

- The external audit for the CIM recruitment process assessment was not yet conducted.
- The actual performance of the CIM recruited staff was not properly tested in terms of their contribution to the beneficiary institutions.
- Coaching and mentoring are not conducted.
- The curricula of long-term training programs are not yet developed.
- The young graduate scheme program has not been implemented yet.

d. **Challenges, Implementation Risks and Potential Mitigation Measures:**

- The limited market job opportunities in the country contribute more of conflicting interests and creation of negative perceptions towards the merit-based recruitment.
- The CIM recruited staff had faced initially a lot of environmental challenges such as office space and office facilities, the perception that is the misunderstanding between the newly recruited civil servant through the CIM and the existing staff, their roles and responsibilities.
- Lack of leadership and accountability at beneficiary institution's level to guide the CIM recruited staff to their institution.
- The salary disparities between the existing civil servants and the newly recruited CIM civil servants which had created negative impression among the employees at the same institution.
- Lack of proper engagement with the project beneficiary institutions at the beginning of the project that caused created poor understanding of the beneficiary institutions.
- Delay of the office furniture and ICT equipment to the CIM recruited staff that had negatively affected the performance of the staff.

e. **Gaps in the context of emerging reform priorities:**

- Lack of a qualified and high-level technical person to guide and coordinate the required reform at institutional level.
- To avoid the redundancy in the employment to the institutions, which seem to be an emerging issue.
- The need to have change management plan for the institutions for the implementation of the ongoing reforms
- There is a need for the government to have re-deployment policy and its implementation plan in order manage the existing and redundant civil service at every institution of the FGS.

- The capacity building training programs for the government to be streamlined and coordinated and avoid ad-hoc training programs that contributed nothing than confusion; and there should be a national training policy particularly for the public sector employees.

f. Proposed realignment/reprioritization of activities:

- To recruit a senior high-level technical person (full paid) to be a focal person per beneficiary institution who can lead the reform priorities at institutional level and can coordinate and communicate with the stakeholders.
- Where possible, recruitment needs to be reviewed in order to give opportunity of internal recruitment for the beneficiary institutions while adhering to the recruitment standards in terms of the attracting the required skill and experience within the beneficiary institution; and this allows the beneficiary institution to re-adjust its existing staff internally.

g. Financial implications of realignment of activities:

- Still the pay scale of the government is not harmonized and proper pay and grading is not in place yet.
- There has been a question of sustainability for the CIM recruited staff whose salary is now paid through the RCRF project. The big question here is will the government be in a position to sustain the wage bill salaries of these competitively recruited CIM staff to the public sector after end of the project?

h. Allocations and activities planned for 2018:

- This will be determined after the MTR and the priorities for the 2018 are determined depending the outcome recommendation of the MTR meeting and the highlighted activities.

B. Component 2: Strengthening the policies and procedures for civil service management

Sub-component 2.1: Supporting priority ministries in re-organization and change management

(i) Activity - Conducting basic organizational assessments of target institutions to define mandates, functions and institutional responsibilities:

An external consultant was hired by the project to conduct institutional assessments on 7 institutions namely: *the office of the president, the office of the prime minister, the national civil service commission, ministry of labor, ministry of agriculture, ministry of energy and ministry of public work,* were conducted. The output reports of the assessments defined the mandates; mission, the vision and the overall institution's functionalities including the departmental and sectional functions, the job descriptions. The reports also proposed recommendations for the challenges faced by the institutions.

As of final stage, the consultant for the assessment had carried out validation workshop for the outputs of the assessment where the assessed institutions had participated and extensively commented the proposed organizational structures reflecting the pure mandate of each institution. For the implementation of those proposed structures, the Director Generals of the beneficiary institutions had explained that the adaptation of the proposed structures needs policy level decision-making.

As of the second phase, the project is now planning to conduct the assessment, re-structuring and modernization of 39 FGS institutions including the remaining 20 ministries and 19 departments and agencies. In line with these upcoming institutional assessments, the project is also supporting the development of civil service wide establishment control which is a bench mark that many donors and international partners including the World Bank and IMF group have been expecting to see the establishment control mechanism in place for the federal government of Somalia in order to determine the wage bill control mechanism of the government.

(ii) Activity - Conducting skills and personnel mix assessment and develop staffing plans:

The skills and personnel mix of the initially assessed institutions was not developed. Such an assessment could have helped the re-structured MDAs to develop staffing plans. In addition to this, the MDA could also have helped to identify and balance the human resource available at the institution. Still the gaps of conducting the skills and personnel mix seem viable and needs to be addressed.

(iii)Activity - Develop and implement change management plans to implement agreed changes to improve organizational and staff performance:

There was no change management plans developed by the consultants who did the assessments of the initial 10 beneficiary institutions. The change management plans for the assessed institutions that could help the beneficiary institutions to use as a guide for the reform, were not developed. The project is now working to complement those initial assessment reports with change management plans.

Sub-component 2.2: Strengthening Basic Policies for Civil Service Management

(i) Activity - Development of a public sector pay and grading policy and an implementation plan:

The development of pay & grading policy and its implementation plan is not yet developed. The procurement process of hiring a consultancy firm to conduct *Pay and Grading policy framework* is now undergoing at a stage of evaluation of the expression of interest applications submitted by interested potential service providers. This activity is marked as year 3 activity of the project according to the sequencing of the project activities of the project.

(ii) Activity - Development of a public sector pension policy and implementation plan:

The contract of a consultant to develop the pension policy and its implementation plan has been completed and the consultant is now working on the drafting that policy.

Sub-component 2.3: Civil Service Work Force management

(i) Activity - Conducting a HR audit across the civil service to identify gaps in critical and strategic positions that are vacant or filled temporary by unqualified and absentee staff that may need to be redeployed, retired or removed from the payroll:

This is one of the most important benchmark for many stakeholders including donor partners of FGS and has been over due. The recruitment process of a consultancy firm for this assignment is now being completed and the contract award has now been given to a Contractor.

The HR Audit contractor is now mobilizing and preparing its inception report with the methodologies and work plan for the given assignment. The full fieldwork of the HR Audit is now expected to start January 2018.

(ii) Activity - Establishing credible personnel management data system to strengthen controls on the payroll process and the management of civil servants including professional development and retirement:

The procurement process of hiring biometric firm to conduct civil service biometric data and establish credible personnel management data system is undergoing. The evaluation process of the biometric firm is expected to be concluded by the end of this month of December 2017.

(iii)Activity - Development of a severance policy and procedures of administration, and implementation plan:

- This is pending and has not been developed yet.

(iv) Activity – The development of civil service framework policies and implementation plans:

The following civil service framework policies are now completed and needs review by the government technical team before they put forward to the cabinet to approve.

- **The development of competency framework policy for the civil service:** The competency framework policy for the civil service was developed. A customized competency framework for each beneficiary institution was also drafted and given to the beneficiary institutions. All of these drafted policy frameworks were translated into Somali.

- **The development of staff retention policy framework for the civil service:** the framework policy was developed and waiting technical review and to be passed through the cabinet.

- **The development of career management and scheme of service development for the civil service:** An external consultant was hired to develop the career management policy & scheme of service framework and guidelines development. The career management and scheme of service framework policy and guideline is now drafted and required review for comments and inputs from the client side that is the FGS.

- **The development of performance management policy for the civil service:** the policy drafting is underway and will be soon finalized for technical review by government.

- **The development of coaching & mentoring policy for the civil service:** despite a consultant was hired to draft this policy, but still there was progress made on this and the government is to track why the contracted consultant is not giving feedback on the status of the given assignment.

Sub-component 2.4: Strengthening the Ethical Foundation of the Civil Service

(i) **Activity - Promote dialogue and discussion on ethical standards for public service:**

- Promoting dialogues and educational workshops on this *depends on the approval of the civil service code of conduct* by the cabinet; therefore this has not started yet.

(ii) **Activity - Develop a civil service code of ethics to define principles and standards civil servants are expected to apply:**

The code of conduct policy for the civil service has been developed and translated into Somalia. But the cabinet has not passed the policy yet and the ministry of labor is working on to make review on the policy before it is passed to the cabinet.

(iii) **Activity - Ensure ethical standards are reflected in the revised civil service legal and regulatory framework:**

- This depends on *the approval of the civil service code of conduct*, which is not passed by the cabinet yet.

(iv) **Activity - Mainstream the code of conduct in the ministry-level change management processes and integrate related training modules in the various training programs including leadership training:**

- This depends on *the approval of the civil service code of conduct* by the cabinet.

(v) **Activity - Support the establishment of adequate mechanisms for enforcement, accountability and complaints, i.e. for dealing with illegal or unethical practices within the civil service:**

- This is not established yet and depends *on the approval of the civil service code of conduct* by the cabinet.

(vi) Activity - Develop and implement a communication strategy to disseminate and socialize the code of conduct among civil servants, civil society, business community and international partners:

Despite the code of the conduct is not yet passed as a policy by the cabinet, but with the support of the consultant who developed the code of conduct, the National civil Service Commission in collaboration with ministry of labor are trying to produce a summary of the code of the conduct guide in a form of brochure that can be easily disseminated to the civil service employees for instance at the time of recruitment which will guide the new recruits the expected work ethics at the work places.

a. Results achieved:

- The assessment and re-structuring of the current 10 beneficiary institutions were completed and their functions of departments, sections and job descriptions of the key positions were defined.
- The recruitment process of HR auditing firm for the head counting and payroll cleaning is now completed and the contract was awarded to HR audit firm.
- Number of civil service framework policies had been drafted are:
  (i) Recruitment, selection and placement policy,

  (ii) Civil service code of conduct policy,

  (iii)Competency framework policy,

  (iv) Staff retention policy,

  (v) Career management & scheme of service framework,

  (vi) The performance management policy is at early drafting stage.

b. Enabling Factors and opportunities:
- The consultant experts were courageous enough to work and conduct assessments of their respective different assignments in an environment like Somalia where security is a paramount concern for everyone.
- The World Bank team particular the project task team leader has been technically instrumental for the support needed in the formulation of the civil service policies.
- The full collaborations of the stakeholders together with the technical support of the World Bank for quality assurance of the products such as reports and drafted policies.

c. Results not achieved; Reasons for non-achievement; and proposed plan for achievement:

- Skill and personnel mix assessment and the development of staffing needs plans were not developed yet for those assessed beneficiary institutions.

- Change management plans of the assessed institutions were not developed yet that could better guide the beneficiary institutions to face the intended reforms.
- Pay & Grading and the pension policies for the civil service employees of the federal government of Somalia are not yet developed.
- The head counting of the civil service employees are not yet conducted and the payroll of the FGS is not yet cleaned.
- The biometric data of the civil service employees of the federal government of Somalia are not yet created.
- Severance policy for the civil service of the government has not yet been developed.
- The drafted civil service framework policies are not yet passed to the cabinet.

d. Challenges, Implementation Risks and Potential Mitigation Measures:

- The proposed structures of the assessed institutions are not stable and required political commitment to ensure institutional stability in terms of its defined functional departments and its defined job descriptions.
- The frequency changes of the institution' management affects the stability of these emerging institutions of context environment like Somalia.

e. Gaps in the context of emerging reform priorities:

- The missing change management plans of those assessed institutions created gaps that the beneficiary institutions do not have staffing and development plans.
- Lack of dedicated senior government authorities to review the drafted civil service policies before they are passed to the cabinet.
- There has been lack of prioritization of the drafted polices for the civil service, whereby some important basic policies that could have supported the formation of Law No.11 are not yet drafted.
- There are missing implementation plans for these policies.

f. Proposed realignment/reprioritization of activities:

- The civil service policies proposed under this component and its sub-component needs to be reviewed and passed through the cabinet in consultation with ministry of labor which the mother institution of civil service policies
- The implementation plans of the drafted policies must be developed.
- The government is required to establish high-level senior Somali experts to review all the drafted civil service polices and frameworks before they are taken to the cabinet.

g. **Financial implications of realignment of activities:**

- In order to determine the financial implications related to drafting civil service policies and frameworks, there should be clear answers of what policy is necessary in terms of its practices in the context of Somalia and its current status of civil service employees, where basic laws are still either undeveloped or passed to the parliament.

h. **Allocations and activities planned for 2018**

- This will be determined after the MTR and the priorities for the 2018 are determined.

C. Component 3: Strengthening policy management, coordination and monitoring capabilities at the center of Government

Sub-component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact

(i) **Activity - Strengthen the capacity of the Aid Coordination Unit (ACU) in the Office of the Prime Minister (OPM) to serve as efficient and effective Secretariats of the SDRF:**

- The function of the Aid Coordination Unit (ACU) had been integrated into the Office of the Prime Minister (OPM). But, there was no further support given to the ACU in terms of staffing and equipment.
- The ACU is very effective acting the secretariat role of SDRF

(ii) **Activity - Strengthen the technical capabilities of the ACU to collect, accurate, analyze and publish aid data in an open and accessible format and record aid against the government's chart of accounts:**

- Despite that the capacity injection project did not support this unit, the ACU started publishing annual aid data of the country by the support of UNDP. The first one being 2016.

(iii) **Activity - Strengthen M&E capacity in government to enable the FGS and international community to track progress of implementation of the compact including its peace building and state building priorities:**

The project has introduced the establishment of M&E functions at most of the beneficiary institutions and recruited head sections of monitoring and evaluation (M&E) officers during the first wave recruitment of the first year 2016. But, the established M&E functions are not yet capacitated to track the progress of the NDP of the country.

The ministry of planning, investment and economic development (MoPIED) is the lead agency in these areas and is expected to initiate prioritized activities to strengthen the M&E capabilities both the MoPIED and the government MDAs in regard to the national development plan.

(iv) Activity - Strengthen the statistics departments of the ministries of planning to enable it to collect and analyze data, measure PSG outcomes, write reports and disseminate appropriate information:

The project had recruited the director of statistics of the ministry of planning to enable the ministry to guide the type of data collection and its analysis. But the department is still understaffed and needs more qualified and technical staff in order to function effectively.

The ministry of planning has recently drafted the *National Statistics Law*, which has been presented to the federal parliament for first reading as a draft.

Sub-component 3.2: Developing Basic Policy Management Capabilities

(i) Activity - Establish a policy coordination and monitoring oversight unit in the Office of the Prime Minister of the FGS:

The function of policy coordination department of the office of the prime minister has been established and the director of that department was recruited during the first year recruitment. The Office of the Prime Minister (OPM) still needs to fill the technical senior policy officers and advisors that the department needs. The requested positions are now under recruitment will be completed soon.

(ii) Activity - Establish policy planning and research units in targeted ministries and agencies and develop their policy analysis and management capability:

During the first wave recruitment of the project, the policy planning units of six beneficiary institutions were established and head sections were recruited. The beneficiary institutions include: ministry of planning, ministry of public work, ministry of labor, ministry energy & water and central bank of Somalia.

(iii) Activity - Strengthen the capacity development units in the Office of the Prime Minister in the areas of staffing, training, office equipment and technical assistance to improve performance of their functions:

During the first wave recruitment, the director of the National Capacity Development at the Office of the Prime Minister was hired. In addition, the directors of the communication department, the director of the parliamentarian and cabinet affairs department, the director of policy coordination and delivery as well as director central services that is operations (admin/finance) were all recruited during the first wave of the project.

The director of a National Capacity Development was recruited to oversee the national capacity development initiatives at large for the federal government of Somalia.

Sub-component 3.3: Strengthening leadership for change and delivery

(i) Activity - Facilitate high-level review or retreat sessions at the top-level of government to build trust and consensus on priority reforms, strengthen a focus on results and resolve issues between agencies and across government:

- There was no high-level retreat sessions facilitated for the top-level officials for building trust among the senior government officials and create open discussions for the priority reforms needed by the government in terms of the issues between MDAs.

(ii) Activity - Build capacity of ministry-based reform teams to implement rapid results initiatives to advance organizational change processes and delivery of short-term results:

- As per the implementation arrangement and management, a technical implementation committee was established at each beneficiary institution that had been instrumental in terms of coordination between the beneficiary institutions and the project coordination units. And other than this, there were no dedicated reform team at MDAs level. The members of the TIC usually perform their roles and responsibilities at their respected duties at the institution.

(iii) Activity - Link rapid result initiatives to the tracking of progress at the center of government (see sub-component 3.2):

- So far, there have not been any link established result initiatives and progresses at the center of government.

(iv) Activity - Design and implement a leadership development training and networking program for Ministers and Permanent Secretaries/Director Generals with a focus on promoting a new Civil Service culture:

- To develop and design the leadership training programs for the senior government management, the FGS had signed MoU with Kenya Schools of Government (KSG) of which the negotiation and discussions on the framework implementation of the MoU is now undergoing. Expectedly, the FGS and KSG will conclude the drafted framework agreement for the implementation of the signed MoU by January 2018.

(v) Activity - Support the institutionalization of leadership training to ensure sustainability:

- The project is equally supporting the newly established School of Management and public administration of the Somalia National University in partnership with KSG and CSCU for the development of curricula, training of high level ToTs for the leadership training programs to ensure sustainability and the future leadership training programs.

a. **Results achieved:**

- The functional review and re-structuring of the office of the prime minister has been completed.
- The Aid Coordination Unit (ACU) has been assessed and integrated into the structure of the office of the prime minister.
- The ACU publishes the annual aid data of the country.
- The functions of departments and units of policy coordination, monitoring and evaluation and statistics have been introduced and established with key staff recruited.
- The national capacity development directorate was introduced into the structure of the office of the prime minister and the director was recruited.

b. **Enabling Factors and opportunities:**
- The top management of the office of the prime minister had supported the recruitment of the first five departmental director levels through the CIM recruitment. This shows the willingness of the government towards the reforms of the public sector institutions.
- The support of UNDP and other partners enabled ACU for the publication of the annual aid data of the country.

c. **Results not achieved; Reasons for non-achievement; and proposed plan for achievement:**
- Many of the activities under this component 3 were not achieved as many of them are planned in year three 3 of the project phase 2.

d. **Challenges, Implementation Risks and Potential Mitigation Measures:**
- The component 3 of the project mainly focus on policy management, coordination, deliver and monitoring at the center of the government, hence during 2016 the elections had affected and slowed the whole project, while the new government that came in was learning time for what was going, where and how.
- The policy coordination office of the prime minister was not actively functioning in 2016 and early 2017.

e. **Gaps in the context of emerging reform priorities:**
- There have been unaddressed gaps in the M&E, statistics and planning functions of the ministry of planning that need to be addressed.
- Still there is a staffing gap at the policy coordination and delivery department at office of the prime minister that the department still lacks the senior technical policy planning staff.

f. Proposed realignment/reprioritization of activities:

- A consultation meeting to be held with the lead institutions for the implementation of the component 3 activities in order to realign their priority needs.

   g. Financial implications of realignment of activities:

- There have not been any identified financial implications.

   h. Allocations and activities planned for 2018:
- This will be determined after the MTR and the priorities for the 2018 are determined.

D. Component 4: Project Management and Coordination
Sub-component 4.1: Project Management

(i) Activity - Establish a central Project Coordination Unit (PCU) in the Prime Minister's Office:

The capacity injection project coordination unit (PCU) at the office of the prime minister to run and coordinate the project was established at the beginning of the project. The PCU is composed of the project coordinator, the communication specialist, the procurement specialist, the financial specialist and M&E specialist.

(ii) Activity - Fund the salaries of key staff including Coordinator, Financial Management, Procurement, M&E and Communications Specialists:

The recruited PCU staff includes: the project coordinator, a financial specialist, a procurement specialist, communication specialist and Monitoring and evaluation specialist. The PCU staff is fully funded by the project. The staffing of the PCU was at different times and this had affected negatively the project coordination and reporting.

(iii) Activity - Build the capacity of institutions responsible for direct implementation of project activities:

According the project documents, the key agencies involved in the implementation of the project components include: the National Civil Service Commission, the Ministry of Labor & Social Affairs, the Ministry of Planning, Investment and Economic Development. These institutions were not given any particular and customized training apart from participation of planning meetings that has been taking place both in Mogadishu and in Nairobi.

(iv) Activity - Provide procurement of limited office equipment, furniture and essential logistics for managing the project:

The project had supplied office furniture and desktop computers to the first recruited CIM staff at all beneficiary institutions. The supply of these office furniture and computers was delayed due to lack of proper and technical procurement processing capacity to meet the standard of the World Bank's procurement procedures. Such delays affected the performance of the recruited CIM staff since they were lack of office furniture to sit and computers to use. Such procurement delays are still faced by the project.

Sub-component 4.2: Demonstrating results

(i) Activity - Develop capacity for regular monitoring and evaluation at different implementation levels of the project, including writing and disseminating reports on progress of implementation:

The PCU has been organizing monthly meetings for the technical implementation committees of the beneficiary institutions where project implementation progress and challenges are exchanged and recommendations and feedback are provided. The PCU disseminates monthly bulletin and quarterly project reports to the stakeholders. In addition to this, the PCU has been also organizing the quarterly Steering Committee meetings for giving them brief updates on the project progress.

(ii) Activity – Organizing annual public administration forum:

The project coordination unit with full collaboration of the Office of the Prime Minister, the national civil service commission and the ministry of labor & social affairs, had organized the first annual public administration forum of its kind in the country. The regional federal states particularly the office of the regional state presidents, the ministry of labor, the ministry of planning, the ministry of finance and the civil service commission all from the regional federal states as well as members from the FGS MDAs were all invited to participate the annual forum event. The forum had debated three thematic areas such as:

- Building Resilient Institutions in Crisis Context;
- Quality of public institutions measured by performance, adaptability and stability; and
- Gender and the role of women in public sector:

(iii)Activity - Finance an independent M&E consultant for verification of results and qualitative assessments of progress (e.g. improvements in line ministry capacity):

The project has hired an independent consultant to assess and review the progress of the project towards the intended results of the project. The consultant started the working on the

assessment for the last two days of October 2017 and was covering both the CIP at the federal government and the CIP at Puntland. The consultant is now finalizing the evaluation report after making the remaining consultations with the stakeholders.

a. Results achieved:

- The project coordination unit (PCU) was successfully established at the office of the prime minister and staffed and the PCU staff is funded through the project.
- Despite delays, the project coordination unit has been logistically supporting the beneficiary institutions of the project by supplying the office furniture and ICT equipment to the CIM recruited staff.
- An external consultant firm conducted the first annual financial audit of the project.
- The coordination and monthly meetings of the technical implementation committees.

b. Enabling Factors and opportunities:

- Despite political and environmental challenges in the country, the office of the prime minister had been supporting the PCU in coordination and implementation of the project management activities.
- The hard work of the PCU team together with the lead institutions and the Bank team.
- The continuous guidance and support of the Bank team to PCU.
- The quarterly surge missions of the project task team leader to Somalia and the project team to Nairobi with planning together and discussions.

c. Results not achieved; Reasons for non-achievement; and proposed plan for achievement:

- The capacities of the institutions responsible for direct implementation of the project activities were not built and supported.
- The required logistics and operational costs were not provided to the institutions responsible for the direct implementation of the project.
- Office furniture and ICT equipment to some of the recruited CIM staff are not yet provided that negatively affects the performance of those recruited CIM staff.

d. Challenges, Implementation Risks and Potential Mitigation Measures:

- The security of Mogadishu is one of the major concerns that has been interrupting the flow of the work and sometimes forces that the coordination meetings are not held because of security concerns.
- The PCU has been working under non-conducive environment in terms of office space.

- The coordination and the communication between the PCU and the beneficiary institutions is not smooth due to lack dedicated focal person at MDA level.
- One of the major challenges of the PCU has been the procurement activities and the rigidity of the Bank's standard and procurement procedures.
- The delays and other technical challenges of the use of the procurement STEP system of the Bank.
- There have been delays of payments in the government system.
- There have been continuous changes of the client connection signatories of the project that affected the withdrawals and transactions.

e. Gaps in the context of emerging reform priorities:

- Now, there is a gap of the M&E position of the PCU unit that needs to be filled urgently.
- The procurement function of the PCU needs further technical staff to support the unit in order to expedite the procurement activities of the project.
- There is a need to hire technical senior persons to each beneficiary institution that will be fully responsible to connect and coordinate between the beneficiary institutions and the project coordination units since the technical implementation committees of each beneficiary institution are on voluntary basis and are not reliable in terms of their availability.
- The PCU needs two more technical assistant staff, 1 for the procurement and one for the M&E and report writing.

f. Proposed realignment/reprioritization of activities:

- The implementation structure and arrangements of the project are cumbersome and needs to be simplified in order the decision-making of the project's implementation activities become reasonable and feasible.

g. Financial implications of realignment of activities:

- There have not been any financial implications except the frequency changes of the client connection signatories for the project.

h. Allocations and activities planned for 2018:

- This will be determined after the MTR and the priorities for the 2018 are determined.

III.   Monitoring and Evaluation
Any proposed adjustments to the Results Framework
- The project results framework is simplified one and can be easily monitored

IV. Procurement

- **Progress update on Procurement - Summary**

Description	Estimated Value	Procurement Method	Current Status	Next Step / Comments
Goods				
ICT for CIM Secretariat &Records managers	$80,000	RFQ	Bidding Documents	NOL/Send to Vendors
ICT for SNU	$95,000	RFQ	Bidding Documents	NOL/Send to Vendors
SNU Classroom chairs/Desks	$60,000.	RFQ	Bidding Documents	NOL/Send to Vendors
ICT for Media/OPM	$90,000	RFQ	Bidding Documents	NOL/Send to Vendors
3 Vehicles for SNU/NCSC	$180,000	NCB	Bidding Documents	NOL/Send to Vendors
Biometrics Equipment	$80,000	RFQ	Bidding Documents	NOL/Send to Vendors
Consultancy Services				
HR Firm Services	$746,840	QCBS	Contract Extension	STEPS/NOL
HR Audit Services	$400,000	QCBS	Technical Evaluation- RFP	NOL/Financial
Pay & Grading Services	$200,000	QCBS	EOI Evaluation	NOL/RFP
Biometric Services	$200,000	QCS	EOI Evaluation	NOL/Selection
Record Management	$66,000	INDV	Upload in STEPS /approval	NOL/Contract
Pension Policy	$120,000	INDV	Upload in STEPS /approval	NOL/Contract
Performance Management	$66,000	INDV	Addendum	NOL/Contract
Reorganization Cluster-1	$108,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-2	$90,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-3	$90,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-4	$81,000	INDV	Upload in STEPS /approval	NOL/Contract
CIP Overview Assignment	$32,000	INDV	Complete	Complete
CIP Website Assignment	$30,000	INDV	Upload in STEPS /approval	NOL/Contract
CIP-Coordinator	$92,000	INDV	Upload in STEPS /approval	NOL/Contract
Procurement Specialist	$83,988	INDV	Upload in STEPS /approval	NOL/Contract
5 Short Training Consultants	$210,000	INDV	Upload in STEPS	NOL/Contract

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			/approval	
Non-Consulting Services:				
Internet Services for NCSC	$12,000	RFQ		

- **Issues arising:**

The following are the key challenges faced in the implementation of the procurement activities:
- The World Bank's new system (STEPS) and high turnover of the procurement Specialist (3 specialist in two years)
- The procurement process delays due to lack of technical competence;
- The slow response of the Bank's side for the review and clearance of the procurement activities on the online procurement STEP system;
- Lack of proper pre-planning and the procurement activities
- The availabilities of the evaluation committees

V. Financial Management
(*Financial Analysis (template has been provided separately)*):

Progress update on Financial Management:

The management of the Capacity Injection project funds is in line with that of the Somali Federal Government. In fact, the budget of the project is part of the national budget that the Parliament approves every year. Moreover, there are project specific documents such as the Project Implementation Manual and the Disbursement Letter, which outline the management of the fund of the project.

The project has its own account at the Central Bank of the Government. All the funds wired into this account are appropriated in line with the guidelines of the government.

We have made subsequent withdrawals as an advance fund to the project designated bank account at Somalia central bank, in line with the financial scheme of the project, we have managed to pay all expenses which were relevant project legal documents, similarly we prepared and shared with world bank quarterly interim financial report for every quarter and yearly financial statements at the end of the year.

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VI. Disbursements

Status update on disbursements per component:

SOURCES AND USES OF FUNDS STATEMENT BY SUB - COMPONENTS (ACTIVITIES)				
Sources of Funds	**Year 2015**	**Year 2016**	**Year 2017**	**Cumulative to Sept 2017**
	US$ (a)	US$ (b)	US$ (C)	(a) + (b)+(c)= (e)
Somalia Multi-Partner Fund (MPF)) – World Bank	500,000.00	1,059,598.71	$1,757,369.25	3,316,967.96
Total Sources of Funds (A)	**500.000.00**	**1,059,598.71**	**$1,757,369.25**	**3,316,967.96**
Expenditure By Sub -Component (Activities)				
Dev. capacity for key cross-cutting gov. functions		85,509.00	$572,859.36	658,368.36
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev		132,708.50	182,990.00	315,698.50
Strengthening Policy Management Capabilities		129,743.80	$36,000.00)	129,743.80
Project Management	108,115.68	797,305.68	$783,074.13	1,688,495.49
Total Expenditure By Sub - Comp.(B)	**108,115.68**	**1,145,266.98**	**$1,574,923.49**	**2,828,306.15**
Fund Source (A - B)	**391,884.32**	**(85,668.27)**	**182,445.76**	**488,661.81**
Opening balance		**391,884.32**	**306,216.05**	
Cash balance on September 30th, 2017		**306,216.05**	**488,661.81**	**488,661.81**

- ▪ **Insert Graph on disbursement patterns:**

- ▪ **Disbursement Projections for 2018**

- ▪ **Any proposals regarding disbursements**

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- **Challenges if any:**

There are always challenges we face in managing a project of this magnitude. The key challenges faced during the period include:

1) Payment delays in the ministry of finance;

2) The frequent changes of the client connection signatories for the CIP project at the MoF, FGS;

3) However, those challenges are mostly from the government side. It takes only 3 working days for the World Bank to release us the funds we request which is always wired to the account of the project at Central bank of Somalia. The biggest challenge we mostly face from the government is that it takes longer than usual to receive all the necessary payment signatories. This is because of to the strict regulations put in place to avoid misappropriation of project funds.

VII. Communications

- **What's working:**

All the stakeholders of the project (donors, beneficiary institutions as well as the World Bank) now regularly receive monthly bulletins of the activities that were carried out through the CIP. The CIP has a draft website which will be live soon where general information on the project as well as activities carried out can be viewed instantly worldwide. A Twitter and Facebook page has also been created and is updated regularly to engage with the wider community.

- **What's not working:**

The need for more design work: As there is more outreach needed, it is vital that the materials produced for events or the data that is shared on the website/reports to the stakeholder has the right info graphics and design work. This requires software knowledge and expertise as well as the right computer to facilitate this. The Communication Specialist realized that it is no longer feasible to write reports on Word and include charts or tables made in Excel, as that is not up to the standard this project needs. These kinds of reports do not read well, if they are even read at all.

The Communication Specialist currently outsources the design work, which is later to be reimbursed the following month through the petty cash meant for the day-to-day office running costs. There is no graphic designer that can do this work unless the current method of outsourcing this work is followed. The Communications Specialist deals with artwork that involves viewing and editing design work, which requires certain software and currently uses a personal computer, which should not be the case. A computer with the right specifications should

be provided to preform the work that goes into creating the monthly bulletins and allow for simple edits of design work to ensure the image of the project is maintained.

- **Proposals regarding Communications:**

  o There is a need to have sometimes a professional graphic designer such as info graphics etc. that can be outsourced when there is a need.
  o A good quality camera is very important to record and shoot the events of the project.

VIII.   Additional recommendations to be discussed further during MTR

A. Results Framework

Please update with current values. Please also confirm that previous year values are accurate, if not, please make corrections

PDO Level Results Indicators*	Description	Unit of Measure	Level of Government	Baseline	Cumulative Target Values**				
					YR 1 - 50 staff with 20% women	YR 2 - 90 staff with 20% women	YR 3 - 130 staff with 20% women	YR 4 - 170 staff with 20% women	YR 5 - 210 staff with 20% women
Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories)	*Measures total number of staff appointed by CIM in accordance with approved recruitment procedure. Includes senior advisors, senior managers, technical experts and young graduates strategically placed to inject technical qualifications in critical positions.*	Number & % women	Federal	0	52	97			210
					(11 women = 23%)	(22 women =22%)			
		Unit of Measure	Level of Government	Baseline	YR 1 - N/A	YR 2 - 70%	YR 3 - 70%	YR 4 - 70% (more than 24 months)	YR 5 - 70% (more than 24 months)
Proportion of injected staff remaining in service more than 12 months	*Assesses stability of staffing in participating ministries/agencies 12 months after placement. The project will also track and report the number of months injected staff remain in service beyond 12 months.*	Percent (%)	Federal	0	N/A	85%			
		Unit of Measure	Level of Government	Baseline	YR 1 - (0)	YR 2 - (1 MDA)	YR 3 - (3 MDA)	YR 4 - (5 MDA)	YR 5 - (7 MDA)

		Unit of Measure	Level of Government	Baseline	YR 1	YR 2	YR 3	YR 4	YR 5
Change management plans developed and at least partially implemented	*A ministry is considered to have partially implemented a change management plan when at least three of the five criteria below are met: i) organizational structure defined, ii) establishment posts determined, iii) job descriptions developed, iv) staff placement undertaken, v) capacity development plan developed. Supported ministries will submit qualitative reports on change management plan implementation to the project coordinator upon completion.*	Number	Federal	0	0	0			
		Unit of Measure	**Level of Government**	**Baseline**	**YR 1 - (0)**	**YR 2 - (1 MDA)**	**YR 3 - (3 MDA)**	**YR 4 - (5 MDA)**	**YR 5 - (7 MDA)**
Ministries / agencies with operational HR and FM functions	*A ministry/agency is considered to have an operational HR and FM function in place when at least three of the four criteria below are met: i) organigram developed, ii) Unit staffed (at least 60%), iii) Unit staff trained, iv) produces key outputs (e.g. financial reports, HR records). Functionality will be further assessed through qualitative assessment conducted by the implementing partner or M&E firm.*	Number	Federal	0	0	0			

Intermediate Result (Component One): Developing civil service capacity for key cross-cutting government functions
Sub-Component 1.1 Supporting harmonized and government-led capacity injection in priority institutions
Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams

		Unit of Measure	Level of Government	Baseline	YR 1 - (N)	YR 2 - (Yes)	YR 3 - (Yes)	YR 4 - (Yes)	YR 5 - (Yes)

		Unit of Measure	Level of Government	Baseline	YR 1	YR 2	YR 3	YR 4	YR 5
Guidelines for recruitment and performance appraisal developed and approved by Steering Committee	*Whether or not guidelines have been established and approved for recruitment and performance appraisal.*	Yes / No	Federal	No	No	Yes			

		Unit of Measure	**Level of Government**	**Baseline**	**YR 1 - (80%)**	**YR 2 - (80%)**	**YR 3 - (80%)**	**YR 4 - (90%)**	**YR 5 - (90%)**
Proportion of injected staff with salaries compliant with harmonized pay scale	*Proportion of injected staff with salaries compliant with harmonized pay scale. The government is expected to approve a harmonized pay scale before hiring for injected capacity commences.*	Percent %	Federal	N/A	80%	80%			

		Unit of Measure	**Level of Government**	**Baseline**	**YR 1 24 (80%)**	**YR 2 48 (80%)**	**YR 3 72 (80%)**	**YR 4 96 (80)**	**YR 5 120 (80%)**
The number of staff who state that they have used the training that they received on the job.	*Survey results demonstrating application of training in 1-3 months following training completion. Survey to be administered by phone by M&E firm as part of their contractual requirements. Survey methodology to be reviewed by Bank staff before administering.*	Number & %	Federal	N/A	0%	75%			
					80%	80%	80%	80%	80%

		Unit of Measure	**Level of Government**	**Baseline**	**YR 1 - (30)**	**YR 2 - (60)**	**YR 3 - (90)**	**YR 4 - (120)**	**YR 5 - (150)**

The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)	Measured by demonstrated improvement in test results, compared with pre-test baselines. Testing to be administered by implementing agency providing training as a part of their contractual requirements. Test quality to be reviewed by Bank staff before administering.	Number & %	Federal	N/A	0	60			
					70% pass rate	**70% pass rate**	70% pass rate	70% pass rate	70% pass rate

Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management
Sub-Component 2.1: Supporting Priority Ministries in Re-organization and change management
Sub-Component 2.2: Strengthening Basic Frameworks for Civil Service Management
Sub-Component 2.3: Civil Service Work Force Management

		Unit of Measure	Level of Government	Baseline	YR 1 - (20%)	YR 2 - (30%)	YR 3 - (50%)	YR 4 - (70%)	YR 5 - (90%)
% of senior staff in supported institutions with job descriptions	Clarity of roles and responsibilities for senior staff positions within supported institutions. Senior staff are defined as Director Generals, Directors and head of units. Indicative baseline and targets will be reviewed and updated after baseline assessment is conducted.	Percent	Federal	10%	20%	30%			
		Unit of Measure	Level of Government	Baseline	YR 1 - (No)	YR 2 - (No)	YR 3 - (Yes)	YR 4 - (Yes)	YR 5 - (Yes)

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		Unit of Measure	Level of Government	Baseline	YR 1 - (No)	YR 2 - (No)	YR 3 - (Yes)	YR 4 - (Yes)	YR 5 - (Yes)
Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval	*Assesses whether or not FGS has established a draft civil service pay policy with a phased approach for implementation (step 1), and whether or not it has submitted a final draft to the Cabinet for approval (step 2).*	Yes / No	Federal	No	No	No			
		Unit of Measure	Level of Government	Baseline	YR 1 - (0%)	YR 2 - (40%)	YR 3 - (60%)	YR 4 - (80%)	YR 5 - (95%)
Pension Policy and phased plan for implementation developed and submitted for Cabinet approval	*Assess whether or not FGS has established a draft civil service pension policy with a phased approach for implementation (step 1), and whether or not it has submitted it to the Cabinet for approval (step 2).*	Yes / No	Federal	No	No	No			
		Unit of Measure	Level of Government	Baseline	YR 1 - (0%)	YR 2 - (40%)	YR 3 - (60%)	YR 4 - (80%)	YR 5 - (95%)
Civil servants with complete electronic personal records (participating ministries)	*Proportion of civil servants with electronic personal records within supported Ministries and agencies. The rate of record keeping will be compared with those seen across the civil service*	Percent	Federal	0	0	0%			

Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of government
Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact
Sub-Component 3.2: Developing Basic Policy Management Capabilities

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		Unit of Measure	Level of Government	Baseline	YR 1 - (Yes)	YR 2 - (Yes)	YR 3 - (Yes)	YR 4 - (Yes)	YR 5 - (Yes)
Annual publishing of aid data by ACU	*Assesses whether or not the Aid Coordination Unit (ACU) curates, analyzes and publishes aid data on an annual basis (in electronic or hard copy report format)*	Yes / No	Federal	No	Yes	Yes			

		Unit of Measure	Level of Government	Baseline	YR 1 - (10 with 20% women)	YR 2 - (20 with 20%)	YR 3 - (30 with 20%)	YR 4 - (40 with 20%)	YR 5 - (50 with 205)
Participants in Executive Leadership Program (disaggregated by gender)	*Number of politicians and senior civil servants who have participated in the executive leadership program. Minimum levels of engagement (e.g. # of sessions) will be set based on program design.*	Number & % women	Federal	N/A	0	0			
					(% women)	(% women)	(% women)	(% women)	(% women)

		Unit of Measure	Level of Government	Baseline	YR 1 - (No)	YR 2 - (Yes)	YR 3 - (Yes)	YR 4 - (Yes)	YR 5 - (Yes)
Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet	*Assesses the extent to which the OPM and OOP have provided clear guidance to facilitate the development and Cabinet approval of policy submissions. Once approved, the extent of adherence to guidelines could be monitored in a second phase of the project.*	Yes / No	Federal	No	No	No			

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		Unit of Measure	Level of Government	Baseline	YR 1 - (0)	YR 2 - (2)	YR 3 - (4)	YR 4 - (6)	YR 5 - (8)
Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback	*Assesses the function of the OPM's Policy and Oversight Department (federal level) and OOP (Puntland) to identify and track progress on high priority government initiatives*	Number	Federal	0	0	0			

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Annex D: Project Phasing And Sequencing

Component	Phase 1		Phase 2		
	yr 1	yr 2	yr 3	yr 4	yr 5
Component 1: Developing civil service capacity for key cross-cutting government functions					
1.1 Support establishment and capacity development of capacity injection unit	*	*	*		
Support recruitment, placement and performance monitoring of staff under the capacity injection mechanism	*	*	*	*	*
1.2 Design and delivery of training package, including induction training, senior management training and specialized technical training courses (in core institutions with gradual support to line ministries)		*	*	*	*
Design and delivery of a young graduate scheme and 'on the job' and coaching support (in core institutions with gradual support to line ministries)		*	*	*	*
Component 2: Strengthening the frameworks and procedures for civil service management					
2.1 Support to organizational assessment in core beneficiary institutions with gradual support to selected line ministries		*	*	*	*
Support change management and re-organization in selected ministries		*	*	*	*
2.2 Support to development of pay and grading policy			*	*	
Support to development of pensions policy			*	*	
Support to implementation of pay and grading and pension policies				*	*
2.3 Support to human resource assessment and HR data management	*	*	*		
Support to development of severance policy and implementation Plan	*	*	*		
Implementation of voluntary severance and retirement packages		*	*	*	*
2.4 Strengthening the Ethical Foundation of the Civil Service		*	*	*	
Component 3: Strengthening policy management, coordination and monitoring capabilities at the center of government					
3.1 Strengthen aid information management and aid tracking capability of the Aid Coordination Unit (ACU) in the Ministry of Finance	*	*	*		

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Component		Phase 1		Phase 2		
		yr 1	yr 2	yr 3	yr 4	yr 5
	Strengthen M&E capacity to track Compact implementation in MoPIC's M&E department		*	*		
	Establish and strengthen M&E capability and linkages with MoPIC in selected line ministries				*	*
3.2	Support establishment and capacity development of policy coordination and oversight unit in the Prime Minister's Office	*	*	*		
	Support establishment and capacity development of the Capacity Development Unit in the Prime Minister's Office	*	*	*		
	Support design and delivery of an Executive Leadership Program		*	*	*	*
	Establish and strengthen policy functionality and linkages with Cabinet Office in selected line ministries				*	*
3.3	Strengthening leadership for change and delivery		*	*	*	*

Annex E: Summary Table For Project Key Risk Ratings & Mitigation Measures

Risk Categories	Risk Rating	Risk Description
1. Political and governance	Substantial	Changes in political leadership could undermine government ownership of the project, while high levels of political and clan-based rivalries within government could lead to internal division and competition for project resources. To mitigate these risks, the project team will engage with multiple levels of leadership and hold transparent discussions with stakeholders regarding the allocation of resources.
2. Macroeconomic	High	Driven by unbalanced budget and given the magnitude of the fiscal imbalance, Somalia needs to start a journey towards fiscally sustainable budgets for FGS. Further steps towards fiscally sustainable budgets will need to be incorporated in the revised 2015 and in subsequent budgets. Recent budgets have been characterized by overly optimistic revenue forecasts, leading to severe cash rationing and generation of expenditure arrears and domestic borrowings. The domestic tax base is narrow, with trade taxes providing 70% of domestic revenues. Donor funding whilst providing about half the revenue, is increasingly unreliable, as pledges for on-budget assistance fail to materialize in the quantum and timelines indicated. The budget is largely salary centric, with little money available for the provision of goods and services to the citizenry.

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		To this end a Medium Term Fiscal Framework accompanied by a set of fiscal rules and targets is needed to manage the return to sustainable budgets; deal with the increasing problems of arrears; and to manage anticipated future revenue growth. Monetary policy is nonexistent for Somalia as most transactions are in US dollars. The CBS has weak capacity to license regulate and supervise the banking sector. To mitigate these risks, the project will work with the Recurrent Costs & Reform Financing Phase 2 project in collaboration with the Ministry of Finance to implement a balanced budget, which does not accrue arrears. Through the Somali Core Economic Institutions and Opportunities Program (SCORE) and the IMF, the Bank will work with the Central Bank of Somalia to improve its capacity and capability to regulate and supervise commercial banks.
3. Sector strategies and policies	Substantial	The capacity injection project could establish a level of staffing and salary expectations that the government will not be able to sustain after the conclusion of the project. To mitigate this risk, the project will ensure that salary levels for new graduate recruits who form over 65% of planned recruitments into the civil service are based on government future salary projections with possible convergence of salaries at the end of the project period.

Potential fragmentation of development partner support is also a substantial risk within this sector, especially if there is a lack of coordination between the UN and World Bank. Although project preparation reflects a highly consultative process and a joined-up approach with UNDP, it is necessary to maintain dialogue with other donors throughout project implementation. There is also the risk of insufficient coordination between Bank projects particularly PFM, RCRF and this project. Project implementation could suffer as a result due to the interdependent nature of the three projects. |
| 4. Technical design of project or program | Moderate | Capacity constraints within Ministries could potentially slow implementation. The World Bank's limited physical access to Somalia institutions hampers the task team's ability to engage with the client directly and provide direct oversight, thereby exacerbating the risks posed by low government capacity.

The capacity injection component presents a number of risks related to recruitment, notably the use of patronage and political influence. Nepotism, political ties and clan-based affiliations currently drive recruitment in Somalia. Implementation of a more transparent recruitment system is likely to face resistance and may revert to patronage-based practices. The project may also struggle to attract national talent or qualified international technical assistance, in which case the project would face difficulties to inject the necessary capacity to strengthen core government systems.

Lack of knowledge transfer is another substantial threat to the sustainability of the project's impact. Given the acute capacity constraints and urgency to deliver results, advisors risk dedicating their time to performing the functions of the individuals they support, rather than transferring knowledge and building their |

		capacity.
5. Institutional capacity for implementation and sustainability	High	Targeted government institutions are staffed with unskilled, aged or absentee employees. Therefore, the project may struggle to achieve the critical mass of capacity necessary to strengthen institutional capacity and implement reform. The clients also lack of familiarity with WB procedures may lead to delays in implementation. Exacerbating these risks, World Bank will have limited oversight of activities due to restrictions on access and movement necessary to mitigate the risk of insecurity. To mitigate these risks, the project will focus on the critical staffing priorities of the government within a limited set of institutions, strategically focusing capacity development efforts to achieve the necessary critical mass to strengthen targeted core government functions. By maintaining a narrow, programmatic focus, the project resources are directed at incremental, achievable objectives. The World Bank will provide expanded support to the client through an implementation support team, to familiarize clients with Bank procedures. The project team will also build enough flexibility into its implementation support arrangements such that it is able to take advantage of periods of relatively improved security on advice from the Bank's corporate security. Independent monitoring agents will also be used to fill essential delivery monitoring gaps.
6. Fiduciary	High	Given the absence of a robust public financial legal framework and the nascent rudimentary banking systems, the potential risk of fraud and corruption related cases are high. Mitigation measures for misappropriation of funds will be a key focus of the project's risk management strategies. Lack of capacity in key areas such as financial management and procurement, could potentially slow implementation or create opportunities for corruption. The project intends to mitigate these potential threats through (i) targeted independent monitoring and risk management mechanism at the MPF and project specific level, (ii) specific aspects on corruption auditing will be included in the TORs for the external audit, (iii) targeted FM Procedures and internal control mechanisms across the project activities shall be detailed in the project operational manual, (iv) strong FM staffing arrangements (including qualified Project Accountants in the EAFS), (v) periodic FM supervisions, vi) stringent reviews and monitoring recommendations of the MPF and project specific monitoring reports and IFRs reviews, (vi) measures to improve social accountability and transparency shall be integrated into the project design for instance ensuring that project reports are available to the public and finally, vii) frequent annual PFM forums with the project counterpart staff. For more detail on the project's Financial Management risk mitigation strategy

7. Environment and social	Moderate	The potential for such risks is limited based on the types of activities included in the project components. The primary risks relate to the social relationships and dynamics between injected staff and regular civil servants. Mistrust and poor communication can negatively impact project outcomes, but can be sufficiently mitigated through planning and monitoring.
8. Stakeholders	Moderate	The potential impact of changes in leadership and lack of intra-governmental coordination on project outcomes is significant, but can be mitigated through careful project design and implementation. Changes in political leadership could undermine government ownership of the project and gains in capacity development. Within government, there is a lack of clarity on the division of labor amongst Ministries, agencies and departments. Government entities often have overlapping functions and exhibit poor communication. This lack of internal coordination could slow project progress.
9. Security Risks	High	Insecurity poses a risk to the personal security of both World Bank staff and the client. It also threatens project implementation and sustainability by creating severe limitations on access to the operating environment. Political crisis or breakdown, a potential outcome of this insecurity, would have a severe impact on the project. In such a scenario, the project would need to be put on hold and potentially discontinued, based on the severity of the situation. The risks posed by insecurity cannot be completely mitigated; however, the project has been designed to incorporate agile and flexible implementation planning to adapt to changing circumstances. The management of these risks and proposed mitigating measures are discussed in the Systematic Operations Risk-rating Tool (SORT) in Annex 4. Of the PAD document.
Overall	High	In a context of on-going conflict, Somalia's institutions face considerable challenges related to security, political settlement, and acute capacity constraints. These challenges create an extremely difficult operating environment for the capacity injection project, which has a **high overall risk rating.** However, as international experience has demonstrated, the risk of inaction often outweighs the risks associated with challenging operating environments. Along with the World Bank's recurrent costs and PFM reform project, this project addresses core government functions that need to be urgently strengthened in order for the Bank to engage in Somalia. While the project comes with a number of high risks, the design of the project provides a number of mitigation measures that will benefit ongoing and future projects.

Annex F: Sequence of Platforms for Implementation

Platform 1: Building central capacity to kick start capacity injection (months 0-6)

- Establish recruitment capacity (1.1)
- Determine emergency positions (1.1)
- Establish CD coordination capacity (3.2)
- Establish policy and oversight capacity (3.1)
- Establish aid information management capacity (3.1)
- Establish project coordination function (4.1)

Platform 2: Emergency Capacity Injection (months 6-24)

- Capacity injection for emergency positions (1.1)
- Design of training and coaching scheme (1.2)
- Launch of young graduate and talent management program (1.2)
- Organisational review and restructuring (2.1)
- Development of job descriptions (2.1)
- Skills and staffing analysis (2.1)
- Basic systems and processes analysis (2.1)
- Strengthen establishment control and HR data management capacity (2.3)
- HR assessment/audit (2.3)
- Design severance policy and plan (2.3)
- Strengthening central M&E capacity (3.1)
- Initiate leadership development through rapid results methodology (3.3)

Platform 3: Kick-starting institutional development (months 24 -36)

- Capacity injection for priority positions (1.1)
- Strengthening HR/FM/Policy functions in line ministries (1.1, 2.1)
- Delivery of training activities (1.2)
- Delivery of coaching scheme (1.2)
- Support to local training institutions (1.2)
- Change Management Support (2.1)
- Develop pay and grading policy (2.2)
- Develop pension policy (2.2)
- Implementation of severance policy and plan (2.3)
- Leadership Development (3.3)

Platform 4: Deepening reform (months 36 – 50)

- Roll out of capacity injection (1.1)
- Deepening support to HR/FM/Policy functions in line ministries (1.1, 2.1)
- Support to long-term training and development (1.2)
- Deepening change management (2.1)
- Support to implementation of pay and grading (2.2)
- Support to implementation of pension policy (2.2)
- Strengthen policy functionality and linkages with Cabinet Office (3.2)
- Institutionalizing leadership development (3.3)

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Annex 4: Project Results Framework and Monitoring

PDO Level Results Indicators*	Core	Unit of Measure	Level of Government	Baseline	Cumulative Target Values**					Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description
					YR 1	YR 2	YR3	YR4	YR5				
Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories)	☐	Number & % women	Federal	0	50 (20% women)	90 (20% women)	130 (20% women)	170 (20% women)	210 (20% women)	annual	Appointment records & qualitative assessment (HR Firm)	CSC/CIM Unit (FGS)	*Measures total number of staff appointed by CIM in accordance with approved recruitment procedure. Includes senior advisors, senior managers, technical experts and young graduates strategically placed to inject technical qualifications in critical positions.*
			Puntland	0	25 (20% women)	50 (20% women)	70 (20% women)	90 (20% women)	110 (20% women)			CSC/CIM Unit (Puntland)	
Proportion of injected staff remaining in service more than 12 months	☐	Percent	Federal	0	N/A	70%	70%	70% (more than 24	70% (more than 24 months	annual	Personnel and payroll data	CSC/CIM Unit (FGS)	*Assesses stability of staffing in participating ministries/agencies*

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
								month s)	)				*12 months after placement. The project will also track and report the number of months injected staff remain in service beyond 12 months.*
			Puntland	0	N/A	70%	70%	70%	70%			CSC/CIM Unit (Puntland)	
Change management plans developed and at least partially implemented	☐	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative assessment	OPM/PCU & target ministries (FGS)	*A ministry is considered to have partially implemented a change management plan when at least three of the five criteria below are met: i) organizational structure defined, ii) establishment posts determined, iii) job descriptions developed, iv) staff placement undertaken, v)*
			Puntland	0	0	1	3	5	7			PCU & target ministries (Puntland)	

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
													capacity development plan developed. Supported ministries will submit qualitative reports on change management plan implementation to the project coordinator upon completion.
Ministries / agencies with operational HR and FM functions	☐	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative assessment	OPM/PCU & target ministries (FGS)	*A ministry/agency is considered to have an operational HR and FM function in place when at least three of the four criteria below are met: i) organigram developed, ii)*
			Puntland	0	0	1	3	5	7			PCU & target ministries (Puntland)	*Unit staffed (at least 60%), iii) Unit staff trained, iv) produces key outputs (e.g. financial reports,*

PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibili ty for Data	Description
													HR records). Functionality will be further assessed through qualitative assessment conducted by the implementing partner or M&E firm.

INTERMEDIATE RESULTS													

Intermediate Result (Component One): Developing civil service capacity for key cross-cutting government functions
- *Sub-Component 1.1 Supporting harmonized and government-led capacity injection in priority institutions*
- *Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams*

PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibili ty for Data	Description
Guidelines for recruitment and performance appraisal developed and approved by Steering Committee	☐	Yes / No	Federal	No	No	Yes	Yes	Yes	Yes	annual	Guidelines (CIM – HR Firm)	CSC/CIM Unit & MoLSA (FGS)	*Whether or not guidelines have been established and approved for recruitment and performance appraisal.*
			Puntland	No	No	Yes	Yes	Yes	Yes			CSC/CIM Unit & MoLSA (Puntland)	
Proportion of injected staff with salaries compliant with harmonized pay scale	☐	Percent	Federal	N/A	80%	80%	80%	90%	90%	annual	Appoint ment records (CIM –	CSC/CIM Unit & MoF (FGS)	*Proportion of injected staff with salaries compliant with*

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
			Puntland	N/A	80%	80%	80%	90%	90%		HR Firm) CSC/CIM Unit & MoF (Puntland)		*harmonized pay scale. The government is expected to approve a harmonized pay scale before hiring for injected capacity commences.*
The number of staff who state that they have used the training that they received on the job.	⊠	Number & %	Federal	N/A	24 80%	48 80%	72 80%	96 80%	120 80%		Staff survey	Implementing agency	*Survey results demonstrating application of training in 1-3 months following training completion. Survey to be administered by phone by M&E firm as part of their contractual requirements. Survey methodology to be reviewed by Bank staff before administering.*
			Puntland	N/A	16 80%	32 80%	48 80%	64 80%	80 80%			Implementing agency	
The number of staff	⊠	Number	Federal	N/A	30	60	90	120	150	annual	Training	Implementi	*Measured by*

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibili ty for Data	Description
who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)		& %			70% pass rate	70% pass rate	70% pass rate	70% pass rate	70% pass rate		records (pre-training baseline and test results)	ng agency	*demonstrated improvement in test results, compared with pre-test baselines. Testing to be administered by implementing agency providing training as a part of their contractual requirements. Test quality to be reviewed by Bank staff before administering.*
			Puntland	N/A	20 70% pass rate	40 70% pass rate	60 70% pass rate	80 70% pass rate	100 70% pass rate			Implementi ng agency	

Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management
- *Sub-Component 2.1: Supporting Priority Ministries in Re-organization and change management*
- *Sub-Component 2.2: Strengthening Basic Frameworks for Civil Service Management*
- *Sub-Component 2.3: Civil Service Work Force Management*

% of senior staff in supported institutions with job descriptions	☐	Percent	Federal	10%	20%	30%	50%	70%	90%	annual	CSC job descriptio n document s	CSC (FGS)	*Clarity of roles and responsibilities for senior staff positions within supported institutions. Senior staff are*
			Puntlan d	10%	20%	30%	50%	70%	90%			CSC (Puntland)	

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
													defined as Director Generals, Directors and head of units. Indicative baseline and targets will be reviewed and updated after baseline assessment is conducted.
Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval	☐	Yes / No	Federal	No	No	No	Yes	Yes	Yes	annual	CSC Pay Policy document	MoLSA & MoF (FGS)	*Assesses whether or not FGS has established a draft civil service pay policy with a phased approach for implementation (step 1), and whether or not it has submitted a final draft to the Cabinet for approval (step 2).*
			Puntland	No	No	No	Yes	Yes	Yes			MoLSA & MoF (Puntland)	
Pension Policy and phased plan for	☐	Yes / No	Federal	No	No	No	Yes	Yes	Yes	annual	CSC Pension	MoLSA (FGS)	*Assess whether or not FGS has*

PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
implementation developed and submitted for Cabinet approval			Puntland	No	No	No	Yes	Yes	Yes		Policy document	MoLSA (Puntland)	*established a draft civil service pension policy with a phased approach for implementation (step 1), and whether or not it has submitted it to the Cabinet for approval (step 2).*
Civil servants with complete electronic personal records (participating ministries)	☐	Percent	Federal	0	0	40%	60%	80%	95%	annual	Electronic personal records	CSC (FGS)	*Proportion of civil servants with electronic personal records within supported Ministries and agencies. The rate of record keeping will be compared with those seen across the civil service*
			Puntland	0	0	40%	60%	80%	95%			CSC (Puntland)	

Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of government
- *Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact*
- *Sub-Component 3.2: Developing Basic Policy Management Capabilities*

| *Annual publishing of* | ☐ | Yes / No | Federal | No | Yes | Yes | Yes | Yes | Yes | | ACU aid | MoF/ACU | *Assesses whether* |

PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
aid data by ACU			Puntland	N / A	*Federal level only - aid data covers Puntland*						data platform and/or annual reports	--	*or not the Aid Coordination Unit (ACU) curates, analyzes and publishes aid data on an annual basis (in electronic or hard copy report format)*
Participants in Executive Leadership Program (disaggregated by gender)	☐	Number & % women	Federal	N/A	10 (20% women)	20 (20% women)	30 (20% women)	40 (20% women)	50 (20% women)	annual	Attendance records and qualitative assessment	Implementing agency	*Number of politicians and senior civil servants who have participated in the executive leadership program. Minimum levels of engagement (e.g. # of sessions) will be set based on program design.*
			Puntland	N/A	5 (20% women)	10 (20% women)	15 (20% women)	20 (20% women)	25 (20% women)			Implementing agency	
Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet	☐	Yes / No	Federal	No	No	Yes	Yes	Yes	Yes	annual	OPM records	OPM/Policy and Oversight Department & Cabinet	*Assesses the extent to which the OPM and OOP have provided clear*

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PDO Level Results Indicators*	Core	Unit of Measure	Level of Govern	Baseline	Cumulative Target Values**					Frequency	Data Source/	Responsibility for Data	Description
												Secretariat	*guidance to facilitate the development and Cabinet approval of policy submissions. Once approved, the extent of adherence to guidelines could be monitored in a second phase of the project.*
			Puntland	No	No	Yes	Yes	Yes	Yes			OOP	
Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback	☐	Number	Federal	0	0	2	4	6	8	annual	Progress updates/reports	OPM/Policy and Oversight Department	*Assesses the function of the OPM's Policy and Oversight Department (federal level) and OOP (Puntland) to identify and track progress on high priority government initiatives*
			Puntland	0	0	2	4	6	8			OOP	

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