

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT IMPLEMENTATION MANUAL

FOR

**SOMALI CAPACITY INJECTION PROJECT
(P149971)**

March 2015

ABBREVIATIONS AND ACRONYMS

CIM	Capacity Injection Modality
EAFS	External Assistance Fiduciary Section
FGS	Federal Government of Somalia
FM	Financial Management
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IFRs	Interim unaudited Financial Reports
IPSAS	International Public Sector Accounting Standards
MoF	Ministry of Finance
MoPIC	Ministry of Planning and International Cooperation
MoLSA	Ministry of Labor and Social Affairs
NCSC	National Civil Service Commission
NGO	Non –Governmental Organization
OPM	Office of the Prime Minister
OOP	Office of the President
PCU	Project Coordination Unit
PDO	Project Development Objective
PFM	Public Financial Management
PMU	Project Management Unit
PSC	Project Steering Committee
SFMIS	Somalia Financial Management Information System
TA	Technical Assistance
TST	Technical Support Team
TTL	Task Team Leader
UN	United Nations
USD	United States Dollar
WB	World Bank

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OBJECTIVE OF MANUAL

The objective of the Project Implementation Manual (PIM) is to spell out the procedures and detailed arrangements for the Implementation of the Somali Capacity Injection Project for the achievement of its objectives. The Project Implementation Manual is prepared based on project documents, World Bank guidelines and legal documents relating to the management and implementation of World Bank funded projects.

The manual sets forth guidelines and procedures for the implementation of the Project, including: (i) the financial management arrangements; (ii) the terms and conditions of the grant; (iii) the institutional project management arrangement; (iv) Component Implementation arrangement; (v) procurement arrangement; (vi) disbursement arrangement; (v) the monitoring and evaluation framework for project activities; (vi) complaint handling system; and (vii) the Project's environmental and social management framework. It also includes Annexes which hold supplementary information.

The PIM is a living document and expected to be revised and updated as necessary to incorporate the evolving needs of the Project and any changes in procedures based on the experiences of Project implementation. The Project Coordination Unit (PCU)/Project Management Unit (PMU) will assign a new version number to each amended version of the PIM. A change to the PIM will take effect upon approval from the World Bank in response to a notification to the proposed change sent by PCU/PMU via mail. The World Bank will respond by e-mail or otherwise in writing to the request indicatively within two weeks from the date of the e-mail transmission requesting the 'no-objection'. Following receipt of a 'no-objection' from the World Bank, the PCU/PMU will disseminate the new version of the PIM to all members of the Project Steering Committee, identifying both the previous text that is to be adjusted, and the new text. The PCU/PMU will also ensure that the new version of the PIM is available on the Project website.

The PIM should be used together with the following documents for further clarity: (i) Project Appraisal Document; (ii) Grant Agreement; (iii) Disbursement Letter; (iv) External Financial Assistant Supervision (EAFS) Manual.

SECTION 1:

BACKGROUND

1. The Federal Republic of Somalia is faced with the challenge of rebuilding state institutions in the midst of recurrent and protracted conflict. Decades of conflict have led to the degradation and disintegration of state institutions, weak governance, and poor service delivery. The collapse of central government has, also, led to fragmentation of the Somali state into regional governments with varying degrees of autonomy. Puntland, in the north east, for example, is recognized by the FGS as a Federal Member State. The country's human development indicators are among the lowest in the world, with most of the population living in rural areas. The economy is predominantly livestock based with heavily dependent on foreign aid and remittances. Transfer of power in August 2012 from a transitional to a full federal government in Mogadishu generated domestic political momentum and triggered a step-change in international re-engagement. Support for the government, from both international and domestic fronts grew following the Brussels Conference in September 2013 event which culminated in the endorsement of the Somali Compact which establishes a framework for partnership between the government and international community. While positive momentum has been generated, the need to demonstrate results to the people of Somali is an increasingly urgent support for government to establish credibility.
2. Somali Society is highly segmented, complicating the development of a unifying vision of the Somali state. The available resources are competed for by numerous societies. With lack of effective public financial management and integrity institutions, international assistance and humanitarian supplies proved vulnerable to diversion. The physical infrastructure, equipment, and records of many government agencies and ministries have been destroyed due to the long civil war. The country has serious challenge with civil service and human resource capacity; recruitment systems and human resource management are weak. Attracting qualified staff is a major challenge due to low remuneration combined with the insecure environment. No structured training exists for government employees. At the center of government, capacities for planning, policy development and coordination are weak. No clear mechanisms, also, exist for monitoring and evaluation, except for selected donor-funded programs.
3. In the past, donor engagement in the area of public sector capacity development has been limited. The FGS has now requested rapid World Bank and UNDP support to raise the capacity of the Government as articulated in the Somali Compact. The higher level objectives of this project, therefore, responds to the strategic objective of the New Deal Compact “ to strengthen basic sectoral and core government functions in support of the establishment of a responsive, inclusive and accountable public sector’ at the federal level. The project is further

aligned with priorities outlined in the ERP of the FGS, and Puntland's public sector reform strategy and its second five-year development plan.

Project Development Objective (PDO)

4. The project development objective is to strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions.

Project Beneficiaries

5. The primary beneficiaries are the institutions of the Federal Government and the Puntland State Government performing core government functions.

Federal Government:

- Ministry of Finance
- Ministry of Planning and International Cooperation
- Ministry of Labor and Social Affairs
- National Civil Service Commission
- Ministry of Agriculture
- Ministry of Energy and Water Resources
- Ministry of Public Works and Reconstruction
- Office of the Prime Minister
- Office of the President
- Central Bank of Somali

Puntland:

- Ministry of Finance
- Ministry of Planning and International Cooperation
- Ministry of Labor, Youth & Sports
- Ministry of Livestock
- Ministry of Agriculture
- Ministry of Fisheries
- Office of the President
- Civil Service Commission
- Puntland State Bank

PDO Level Results Indicators

6. The main outcomes envisaged by the project are:
 - Developed capacity of civil servant to perform key cross-cutting government functions

- Strengthened civil service management through the establishment of clear frameworks and procedures
- Improved policy coordination and monitoring capabilities at the center of government

7. The achievement of the outcomes will be measured by the following indicators:

- Staff appointed to key positions by the Capacity Injection Modality (CIM) through approved procedure
- Proportion of injected staff remaining in service more than 12 months
- Change management plans developed and at least partially implemented
- Ministries/Agencies with operational HR and FM functions

The full list of project indicator results, including intermediate results is provided in Annex 1

Table 1: Summary of PDO, Project main outcomes, and Project outcome indicators

Project Development Objective	Project Main Outcomes	Project Outcome Indicators
The project development objective is to strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions	<ol style="list-style-type: none"> 1. Developed capacity of civil servant to perform key cross-cutting government functions 2. Strengthened civil service management through the establishment of clear frameworks and procedures 3. Improved policy coordination and monitoring capabilities at the center of government 	<ol style="list-style-type: none"> 1. Staff appointed to key positions by the capacity Injection Modality (CIM) through approved procedure. 2. Proportion of injected staff remaining in service more than 12 months 3. Change management plans developed and at least partially implemented. 4. Ministries/agencies with operational HR and FM functions.

SECTION II:

PROJECT DESCRIPTION

8. The Project has four components. These are: (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 (Table 2 provides summary of these components and sub-components; details are provided in the Project Appraisal Document). 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.

Table 2: Summary of the Project Components, Sub-Components, and Activities

Project Component	Sub-Component	Key Activities
Component 1: Developing capacity for key cross-cutting government functions	1.1. Supporting harmonized and government-led capacity injection in priority institutions	1.1. Recruitment, placement, and management of qualified Somalis for critical functions in targeted institutions at federal government and Puntland; provision of technical assistance to develop recruitment modalities; provision of support for the development, application, and monitoring of a harmonized pay scale; provision of recruitment support; conducting regular monitoring of CIM staff; and undertaking regular compliance audits to ensure compliance of policies and procedures.
	1.2. Providing specialized training and coaching support for new recruits and their teams.	1.2. Development and implementation of short-term training modules for senior advisors and managers of the civil service; provision of specialized short-term training courses for FM, Procurement, HRM , and policy management; development and implementation of young graduate scheme; Supporting existing training institutions at Federal level and Puntland through partnership with other relevant institutions abroad with the aim of developing curricula, training modules, evaluation, establish certification, and implementation of training –of-trainers programs.
Component 2: Strengthening the policies and procedures for civil service management	2.1. Supporting the policies and procedures for civil service management	2.1 Conducting basic organizational assessments of target institutions; conducting skills and personnel mix assessments and developing staffing plans; developing and implementing change management plans
	2.2 Strengthening Basic Policies for Civil Service Management	2.2. Development of a public sector pay and grading policy and an implementation plan; development of a public sector pension policy and implementation plan.
	2.3. Civil Service Work	2.3. Conducting human resource audit across the civil service; Establishing credible personnel management data system, and

	<p>Force management</p> <p>2.4. Strengthening the Ethical Foundation of the Civil Service</p>	<p>strengthening controls on payroll process and management of civil servants; developing a severance policy and procedures of administration, and implementation plan</p> <p>2.4. Promotion of dialogue and discussion on ethical standards for public service; development of a civil service code of ethics; ensuring reflection of ethical standards in revised civil service and regulatory framework; mainstream the code of conduct in the ministry-level change management process and integrate related training modules in training programs; supporting the establishment of adequate mechanisms for enforcement, accountability and complaints; developing and implementing a communication strategy</p>
<p>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</p>	<p>3.1 Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact</p> <p>3.2 Developing Basic Policy Management Capabilities</p> <p>3.3 Strengthening leadership for change and delivery</p>	<p>3.1. Strengthening the capacity of the Aid Coordination Unit; strengthening the technical capabilities to collect, curate, and analyze, and publish aid data; Strengthening M & E capacity in government; strengthening the statistics departments at both the federal and Puntland state government</p> <p>3.2 Establishing a policy coordination and monitoring oversight units as well as strengthen the capacity development units in the Office of the Prime Minister of the FGS and the Office of the Puntland; Establish policy planning units in targeted ministries;</p> <p>3.3 Facilitating a high-level review or retreat sessions at top government level; build capacity of ministry-based reform teams; link rapid result initiatives to track progress at the centre of government; design and implement a leadership and development and networking program for Ministers and Permanent secretaries/Director Generals to promote a new Civil Service culture; support the institutionalization of leadership training to ensure sustainability</p>
<p>Component 4: Project Management and Coordination</p>	<p>4.1 Project Management</p> <p>4.2 Demonstrating results</p>	<p>4.1 Establishing a central PCU at federal and Puntland government levels; funding salaries of key staff; building capacity of institutions responsibility for project implementation; provision of procurement services of selected items.</p>

SECTION III: PROJECT INSTITUTIONAL AND MANAGEMENT ARRANGEMENTS

9. The project institutional and implementation arrangements are aligned with the governance arrangements for the overall FGS public sector capacity development flagship program to achieve close harmonization and alignment of activities under the Bank and UNDP projects.
10. Separate implementation structures are established for the Federal and Puntland State Governments.
11. At both the Federal and Puntland Governments, the project will have:
 - Steering Committee (SC)
 - Project Coordination Unit (PCU)
 - Project Support Board
 - Technical Implementation Committees (TIC) in Beneficiary Institutions
 - Federal-States Coordination Mechanism (FRM)

The Project Steering Committee (PSC)

12. The Steering Committee will provide a strategic guidance and oversight for the project, advise on corrective measures, provide conflict resolution, and be responsible for approving annual work plans and associated budgets of beneficial institutions submitted by the PCU/PMU.

The Committee will perform the following responsibilities; (i) discuss and decide on key policy and strategic issues of the project; (ii) approve annual work plans; (iii) resolve any bottlenecks referred to it by the Technical Implementation Committees through the PCU/PMU; and (iv) review project reports, including auditors' reports submitted by the PCU/PMU.
13. The Project Steering Committee may also refer specific component implementation matters to the Technical Support Board for in-depth discussions and recommendations
14. At the Federal Government, the Steering Committee may consist of;

Chair	The Prime Minister
Member:	Minister of Finance
Member:	Minister of Planning & International Cooperation
Member:	Minister of Labor and Social Affairs
Member:	Chair of National Civil Service Commission
Member	Representative (Office of the President)
Member	Representative of Civil Society

- 15. At Puntland State Government, membership may include;
 - Chair: The President
 - Member: Minister of Finance
 - Member: Minister of Planning
 - Member: Minister of Labor, Youth & Sports
 - Member: Minister of Agriculture
 - Member: Chairman of the Civil Service Commission
 - Member: Representative of Civil Society

16. The Project Steering Committee will meet at least once every quarter of the year.

17. The Committee will be guided by the division of labor across the three components of the project that have been agreed between World Bank and UNDP as stipulated in the PAD. For example, in the area of civil service management frameworks, UNDP will take a lead in strengthening the civil service legal and HRM framework, while the World Bank will focus on pay, pension and workforce management policies

18. The World Bank, UNDP and other Donor Partners may attend the Steering Committee meetings but not eligible to vote.

Procedure for Meetings

19. At least one month prior to the Project Steering Committee meeting, the PCU/PMU will send a draft agenda to the members of the Committee, inviting them to make comments and suggestions within two weeks. The PCU/PMU will then prepare the final agenda and send it to all participants of the project steering committee meetings, at least, one week prior to the meeting.

20. The quorum for a meeting is attained when 50% of committee members are present.

21. All committee members are eligible to vote.

22. Unless otherwise stated, voting decisions will be decided by a simple majority of committee members present in a meeting.

23. During meetings, the Project Coordinator PCU/PMU will be responsible for preparing minutes of the meetings. The Coordinator may delegate this function to a staff in the PCU/PMU. The minutes will be transmitted to all relevant parties for approval not later than one month after the Project Steering Committee meeting. No response from a relevant party

means that the party has no issues with the minutes. Proceedings and approved minutes will be included as annexes in the quarterly project reports.

Steering Committee and Work plan

24. Selection of activities to be carried out under the project will be made during the meeting of the Project Steering Committee for the third quarter of the fiscal year. Activities selected during this meeting will be included in the annual work plan to be carried under the project for the coming fiscal year.
25. The Project Steering Committee may delegate the power of agreeing work plan proposals for each component to the Technical Support Board which serves as technical oversight of the components. To that end, the PCU/PMU will consolidate work plans from the Technical Implementation Committees and then submits it to the Technical Support Board. The Board will do all the detail discussions and agree as necessary, then submit sagreed work plan to the Project Steering Committee through the PCU/PMU for final approval. This approach may prevent delays in project implementation.
26. In order for the activities to be selected, they must be eligible and within the scope of the project, and must be pertinent for achieving progress towards the PDO. The chosen activities must contribute to achieving the objectives from the results framework.
27. Once the Project Steering Committee has approved the consolidated work plan submitted for the beneficiary institutions, the PCU/PMU needs to translate this work plan into a revised procurement plan. Dates from the annual work plan should be respected in the procurement plan but are subject to feasibility, considering procurement procedures and the PCU/PMU workload. The revised procurement plan needs to be submitted to the World Bank for a review and no objection.
28. The Committee will ensure alignment of work plans between World Bank and UNDP

The Technical Support Board

29. The Project will have a Technical Support Board (TSB) to provide guidance on technical and policy issues, and enables information exchange between project activities. This Board may make recommendations to be discussed at Steering Committee meetings through the PCU/PMU.
30. The board may consist of 9 or 11 members drawn from Government, Development Partners, Beneficiary Institutions, Professional Groups/ Academia, and the Civil Society who are experts in the key areas that the various project components seek to provide support.

31. The Board may co-opt other members to its meetings
32. Within the main Technical Support Board, sub committees will be formed to serve, in detail, the interests of the three components. These sub-committees will report to the main board (structure of the Board in annex 9).
33. The Board will, among other things, provide support in the following areas;
- Technical, policy, and managerial guidance to the Technical Implementation Committees and the PCU/PMU
 - Harmonization of key issues within the components and provide guidance on those issues to the PCU/PMU and Technical Implementation Committees
 - Technical guidance on policy issues and make recommendations to the Project Steering Committee on project components
 - Deliberate on issues referred to it by the Project Steering Committee relating to the component such as the annual work plans of the beneficial institutions and submits appropriate recommendations to the Project Steering Committee
 - Recommendations on project related matters to other stakeholders.
 - Recruitment oversight to the CIM to ensure that it is responsive to the needs of government. To that end, the Board will review, advise, and approve as appropriate the short list provided by the Civil Service Commission on recruitment
34. The Board will meet every quarter and may submit reports to the Project Steering Committees appropriate through the PCU/PMU. The Board has the option to convene special meetings as and when required.

Meeting Procedure for the Technical Support Board

35. The following will be the general procedure for the Technical Support Board meeting:
- The meeting will be called by the Project Coordinator who is a Secretary upon consultation with the Chairperson
 - The Secretary will circulate prior notice to all Board members/invitees about the meeting with information on date, time, venue and agenda at least 2 days before the meeting date
 - The quorum for the meeting is more than 50% of total committee members
 - The Board may co-opt members to its meetings
 - The decision made by the majority of members participating in the meeting will be considered the recommendation of the Board
 - Minutes of the meeting including decisions will be recorded in a Minute book with closing signatures of the Chairperson and the Secretary

Subcommittees of Technical Support Board and Components

Technical Support Board subcommittee for Component 1

36. The subcommittee will consist of members from Government, beneficiary institutions, development partners, Professional Groups, Academia and Civil Society who are experts in the following among other disciplines;

- human resource management such as talent management, and performance management;
- development of specialized training and coaching programs including people management training and development;
- recruitment strategies;
- development of harmonized pay systems;
- civil service administration;
- human resources audit;
- designing human resource policies etc.

37. The subcommittee will provide technical and managerial guidance on issues including;

- development of yearly specific work plan and budgets for sub-project component activities;
- review of staffing plans for priority institutions
- review of reform progress reports and recommendations for necessary adjustments to the CIM.
- monitoring the CIM's coherence with other activities
- ensuring that CIM is responsive to the needs of government. To that end, the subcommittee will review, advise, and approve as appropriate the short list provided by the Civil Service Commission on recruitment
- resolving any major challenge which might impede on obtaining the expected results.
- specialized training, development, and coaching programs for staff recruited at all levels
- monitoring, supervision and evaluation of project activities

Technical Support Board subcommittee for Component 2

38. The subcommittee will consist of members from Government, beneficiary institutions, development partners, Professional Groups, Academia and Civil Society who are experts in the following among other disciplines;

- development of incentive systems
- change management

- development of pay and grading system
- severance and pension policies for civil servants
- civil service staff rationalization policy
- designing ethical codes for civil service.

39. The subcommittee may provide technical and managerial guidance on:

- Work plans and budgets of beneficiary institutions to ensure compliance with the component's objective.
- Progress reports and necessary recommendations
- Change Management
- Rationalization of ministry and agency functions.
- Definition of specific sub-project activities that must be undertaken for sub-components by beneficiary institutions, and develop yearly specific work plans.
- Monitoring and supervision of project activities in the beneficiary institutions
- Implementation of audit and monitory recommendations

Technical Support Board subcommittee for Component 3

40. The subcommittee will consist of members from Government, beneficial institutions, development partners, Professional Groups, Academia and Civil Society who are experts in the following among other disciplines;

- Aid Coordination
- Monitoring and Evaluation
- Leadership
- Policy development
- Centre of Government

41. The subcommittee will provide technical and managerial guidance on:

- Work plans and budgets of beneficiary agencies to achieve consistency the component's objective to implement the civil service and capacity development agenda, and ensure the supervision of accomplished results
- Progress reports and recommends necessary corrective measures.
- Monitoring and implementation of the Somali Compact Capacity development.
- Training and development of government staff on M&E to undertake their role effectively
- Policy design, coordination and oversight
- Leadership strategies and change management
- Project monitoring and supervision

Technical Implementation Committee (TIC)

- Every beneficiary ministry/institution will form a Technical Implementation Committee. This committee will provide technical oversight on project implementation in the beneficial institution.
- Membership will include the Permanent Secretary/Director General or the highest ranking officer, relevant directors, and heads of department of the institution. The highest ranking officer will serve as the Chairman of the TIC and reports to the Minister of the Institution.
- The TIC is responsible for implementing and tracking progress and results of Project activities in the beneficiary institution, and is also responsible for ensuring alignment of the project with directives of the Project Steering Committee.
- The TIC will define the specific activities that must be undertaken for sub-project activities. The committee will develop yearly specific work plan for the beneficiary institution through a participatory approach. Approved consolidated work plan of the institution would be submitted to the PCU/PMU where it would be consolidated with other institutions' work plans and submit to the Project Steering Committee for discussion and final approval (details of the work plan/activity and procedure for submission is in Annex 3)

In preparation of the beneficiary work plan, the TIC will liaise with EAFS and the FMS.

- The TIC will ensure strategic alignment of project activity with directives of the Steering Committee, the UNDP project and capacity development activities of other partners
- The TIC will engage consultants, where applicable, to undertake sub project activities.
- The TIC will regularly monitor sub-project activities and submit monthly reports to the PCU/PMU
- The TIC will be responsible for ensuring implementation of recommendations in audit and supervision reports

Procedure for Technical Committees Meetings

42. The following will be the general procedure for TIC meetings:

- The TIC will have monthly meetings, and may decide to convene additional meetings when necessary.

- The TIC will appoint a Secretary for its meetings.
- The meeting will be called by the Secretary upon consultation with the Chairperson
- The Secretary will circulate prior notice to all Committee members about the meeting with information on date, time, venue and agenda at least 2 days before the meeting date;
- The quorum for the meeting is more than 50% of total committee members;
- The Committee can co-opt members to its meetings
- The decision made by majority of members participating in the meeting will be considered as the decision of committee;
- Minutes of the meeting including decisions will be recorded in a Minutes book with closing signatures of the Chairperson and the Member Secretary

Project Coordination Unit (PCU)/ Project Management Unit (PMU)

43. A Project Coordination Unit (PCU) will be established in the Prime Minister's Office at (FGS). In the Office of President at Puntland, a similar unit will be established as Project Management Unit (PMU).

44. The PCU/PMU will ensure fiduciary management, execution of procurement process in line with applicable rules, provide a smooth implementation support for the beneficiary institutions, and facilitate timely and adequate compliance with WBG reporting requirements. The unit will provide secretarial and technical support to the Project Steering Committee and the Technical Steering Board, and coordinate implementation progress and reporting to the Project Steering Committee.

45. The major functions of the PCU/PMU include:
 - (i) Coordination of planning, budgeting, and implementation of project activities of the beneficiary institutions
 - (ii) Preparation and implementation of communication strategies for the project and related reforms
 - (iii) Procurement of goods and services for the project;
 - (iv) Monitoring and evaluation of the project activities, and assessment of the progress of project implementation;
 - (v). Preparation and dissemination of various reports related to the project;
 - (vi). Identification of training needs of project staff and relevant training opportunities
 - (vii). Submission of progress reports to the World Bank, UNDP and other donor partners;
 - (viii). Coordination with the World Bank, UNDP and other Donor Partners for reviews;
 - (ix). Ensuring fair and timely handling of complaints.
 - (x) Secretariat to Project Steering Committee and the Technical Support Board

46. The PCU/PMU will work closely with the relevant Ministries of Finance to ensure that the annual work plans, cash forecasts, and budgets of the project are integrated into the respective line Ministries appropriated budgets.
47. The PCU/PMU will be headed by a Project Coordinator and a small team, including:
- Financial Management Specialist
 - Procurement Specialist
 - Monitoring and Evaluation Specialist
 - Communication Specialist
- (TORs of these staff are included in Annex 2)
48. The Project Coordinator will report to the Permanent Secretary, Office of Prime Minister (FGS) / Chief of Staff, Office of the President (Puntland), and work under the overall guidance of the Project Steering Committee.
49. To promote enhanced capacity development of competent Somalis, all expatriates holding positions at the PCU/PMU (for example, Financial Management Specialist, M & E Specialist) will have in their TORs responsibility of mentoring and transfer of skills to local staff within the shortest possible time.
50. In the case of Government staff, except on grounds of unsatisfactory performance or as required by country laws, any key PCU/PMU staff will not be transferred from the unit until the completion of the project. In the case of the dedicated Project Accountant, no such transfer shall occur until, at least 6 months, after the closing date or submission of the final audited financial statements whichever occurs later. The PCU/PMU must be officially notified, at least, three months in advance, if any Government staff working on the project is to be transferred elsewhere.

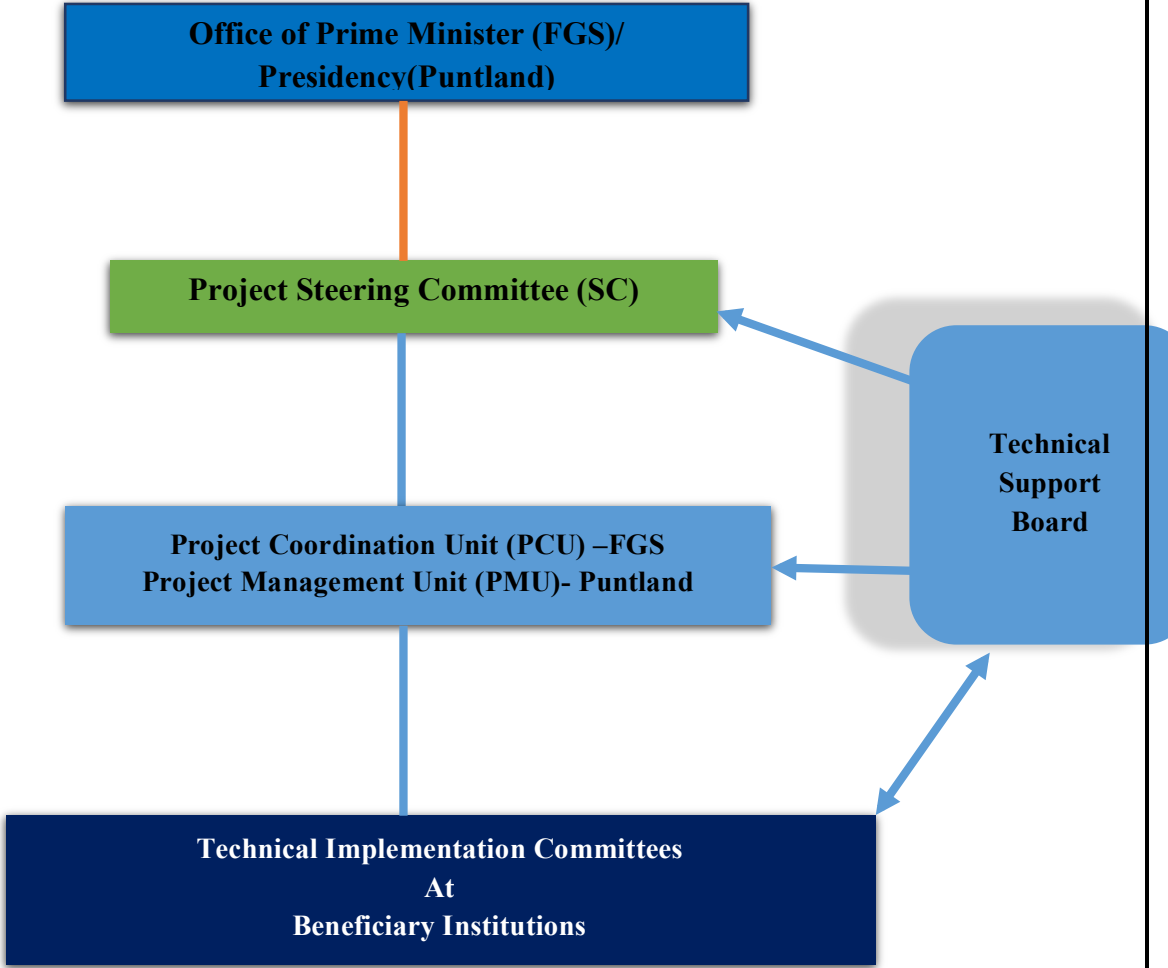
Federal – States Coordination Mechanism (FSM)

51. The FSM will include a yearly forum for coordination and information-sharing between the Federal Government of Somalia and the Puntland State Government. Such coordination and information-sharing may be also achieved through regular capacity development meetings.
52. Other States implementing the Project in the future may become part of the mechanism or participate in its inter-governmental activities.
53. The Mechanism may convene additional forum when needed.

54. The forum will allow for harmonization of approaches, and for lesson learning and transfer of experience.

55. Attendance at this this forum will include the Project Steering Committee, Technical support Board members and the PCU/PMU

Figure1: Project Institutional and Implementation Arrangement



The Implementation Arrangement for the CIM

56. The CIM will be implemented under the direct technical guidance of the subcommittee of the Technical Support Board for component 1. The Civil Service Commission (CSC) is in charge of the day-to- today management of the CIM.

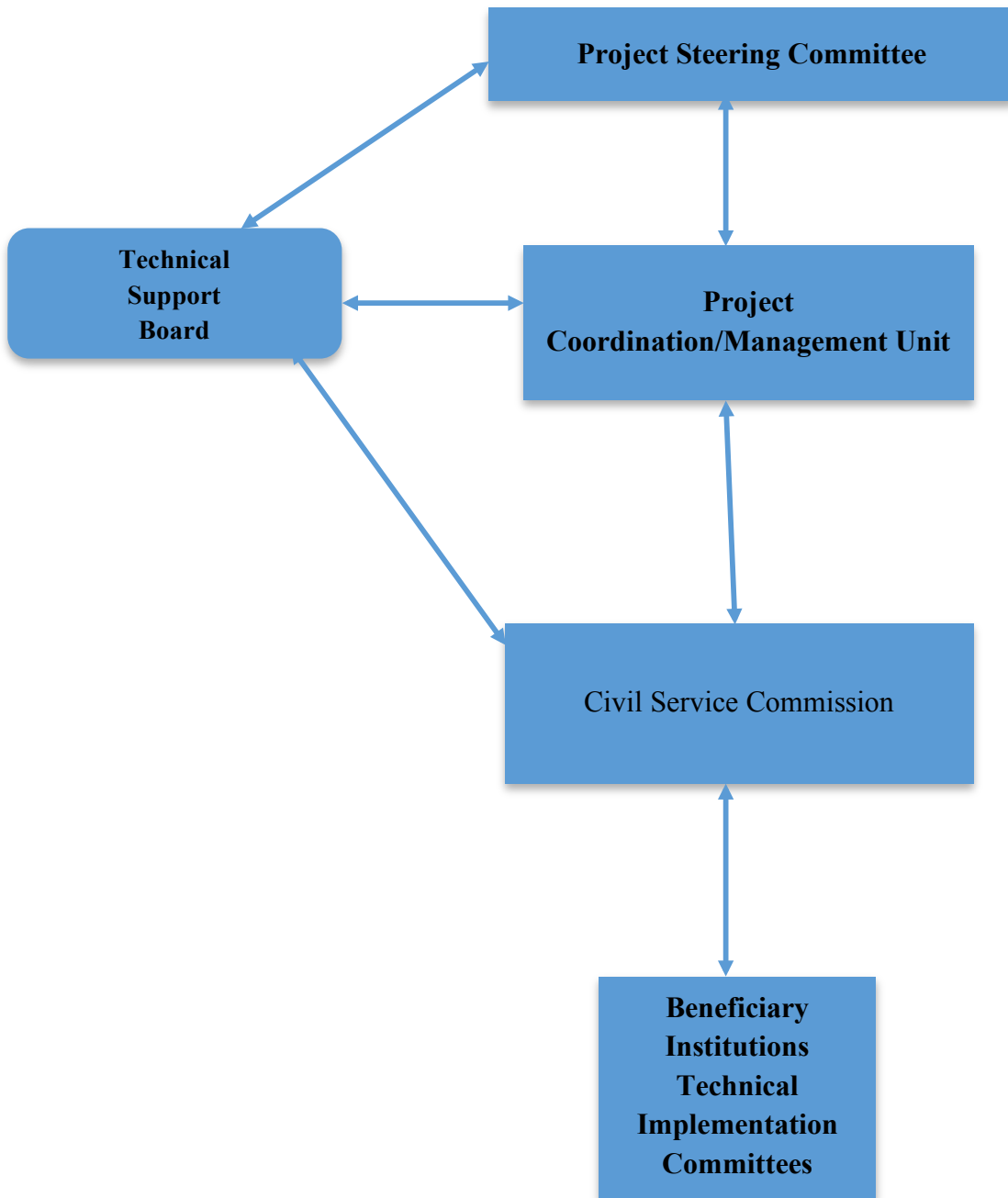
57. The subcommittee will ensure that the CIM is responsive to the needs of government. To that end, the Board will review, advise, and approve as appropriate the short list provided by the Civil Service Commission on recruitment

The Civil Service Commission (CSC)

58. The responsibilities of the CSC include:

- Day-to-day management of the CIM
- To coordinate the implementation with other beneficiary institutions in the capacity development program
- To develop a detailed CIM Implementation manual (recruitment procedures etc.)
- To liaise and outreach to line ministries and agencies, and development partners in developing staffing requests
- To manage and coordinate recruitment, placement and contracting of CIM recruits
- To develop and manage a performance monitoring system for CIM recruits
- To manage the salary payment process until function is shifted to Ministry of Finance
- To coordinate capacity development activities for CIM recruits
- To be in charge of the overall M&E of CIM
- To prepare and disseminate progress reports on the CIM
- Secretariat for Technical Support Board subcommittee for Component 1

Figure 2: CIM Implementation Arrangement

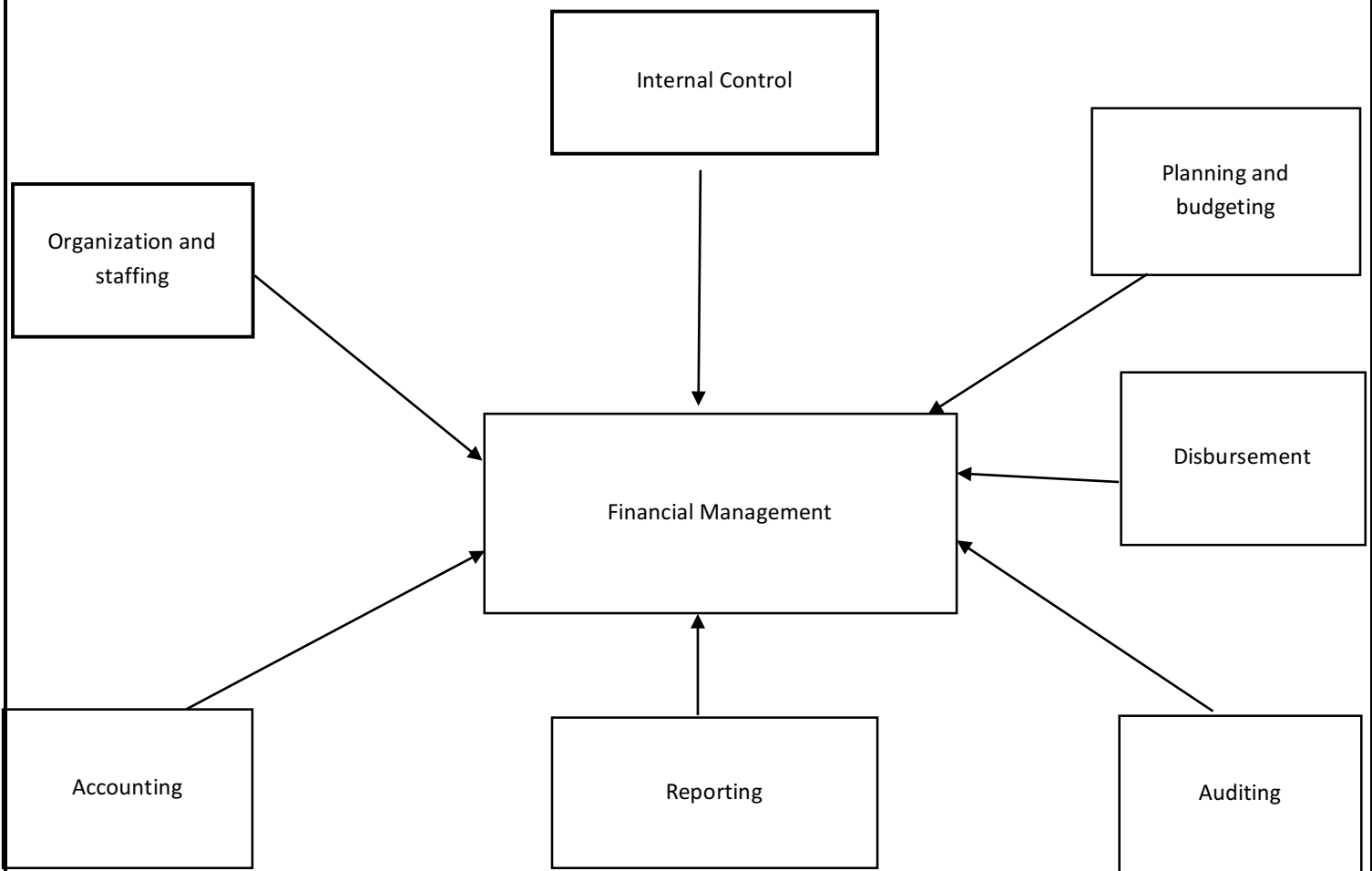


SECTION V:

FINANCIAL MANAGEMENT

Project financial management system of the project will bring together planning, budgeting, accounting, financial reporting, internal control, auditing, disbursement and the physical performance of the project. The aim of financial management is to manage project resources properly and achieve the project’s development objectives efficiently. Figure 3 shows the financial management system.

Figure3: The financial management system



61. The project financial management will be the responsibility of the Ministry of Finance.
The FMS at PCU/PMU will work closely with the Ministry of Finance on all project related activities at FGS and Puntland
62. At FGS, the External Assistance Fiduciary Section (EAFS) which has been established will be responsible for all the accounting and financial management function of the project. As capacity is lacking, the FMS at PCU will be actively involved in the financial management function of the project. He/she will review and approve the work by this unit before final approval by the Accountant General. As EAFS has just been established in Puntland, the FMS will be responsible for all accounting and financial management of the Project. In both places, the FMS will also prepare and submit project reports, as required, to the World Bank.
63. The EAFS/FMS on the project is responsible for the day-to-day accounting matters.
The EAFS/FMS responsibilities include: (i) maintaining bank accounts of the project funds; (ii) authorization and payment of expenditures; (iii) accurate recording of all transactions; (iv) preparation of timely accounts and reconciliations, (v) timely preparation and submission of all required reports to the World Bank; and (vi) maintaining adequate controls and procedures.

At FGS, EAFS will work hand-in-hand with the FMS. In Puntland, the FMS will be responsible for the accounting and financial management of the project since EAFS has just been established.

Other specific responsibilities of EAFS/FMS in relation to accounting and financial matters of the project include to;

- Establish and maintain project accounts in compliance with approved country system procedures and guidelines ensuring compliance of all financial obligations with IDA requirements;
- Ensure that all payments are properly authorized, supported by proper documentation, and done in accordance with the agreed procedures and on a timely basis;
- Monitor project funds and ensuring timely funded flows and project liquidity
- Prepare the Interim Unaudited Financial Reports and submit to the IDA within 45 days after the end of each year
- Ensure that all audit findings and recommendations are implemented
- Prepare Withdrawal Applications in accordance with the Disbursement Letter of IDA for Withdrawal of Funds from the IDA Grant.
- Prepare a consolidated annual financial statement of the project and designated account statement.

- Ensure that the annual consolidated financial statements and the designated account statement are audited and submitted to the World Bank within 6 months after the end of each year.
- Ensure that annual budgets for projects are prepared in accordance with requirement of Somali.
- Assist Project Technical Implementation Committees in beneficiary institutions to prepare work plans, budgets, and cash flows
- Investigate any significant variances between budget allocations and actual expenditures.
- Prepare annual financial statements for the project in accordance with cash based International Public Sector Accounting Standards (IPSAS)

Accounting Arrangements

64. At FGS, the EAFS and FMS are responsible for maintaining books of accounts with sound accounting practices to reflect their operations and financial condition. In Puntland, this function will be performed by the FMS until EAFS is adequately established.
65. For the purposes of preparation and consolidation of the project financial statements, accounting records will be maintained in SIFMIS (FGS). In Puntland, an integrated Excel spreadsheet will be designed to capture accounting information and generate reports consistent with the Bank's reporting requirements. In both governments, all financial reports will be generated directly from the respective FMIS once rolled out.
66. At the end of each quarter, the Interim Unaudited Financial Reports (IUFR) shall be produced and submitted to the World Bank within 45 days at the end of the quarter. The FMS must review and approve the reports submitted from EAFS, and is required to do parallel reporting to the World Bank until EAFS capacity is built. The expenditures reported in the IFUR are:
- Expenditure for the reported period (quarterly); for the year to date; and cumulative to date (from the beginning of the project)
 - Budget allocation for the expenditures for the reported period, for the year to date, and cumulative to date;
 - Variances between actual expenditures and planned for the reporting period; and cumulative to date
67. The Interim Unaudited Financial Reports shall include the following statements:
- Summary of sources and uses of project funds
 - Statement of Expenditure by component details

- Statement of Expenditure by line item
- Designated Account Reconciliation Statement & Cash Projection

68. The financial statements of the project will be prepared in accordance with International Public Sector Accounting Standards (IPSAS)

69. The project accounting will be on Cash Basis and will cover all project funds including IDA and any other contributions.

70. The financial statement shall contain adequate disclosure notes consistent with the cash basis of financial reporting under the IPSAS

71. The detail accounting arrangements set out in the EAFS manual will be followed at FGS. In Puntland the accounting arrangement to be followed, in the meantime, is set out in the Annex 4.

Project Financing

72. The project will be financed by a US\$40 million Grant from the Multi-Partner Fund (MPF) to support project implementation. The approach for managing project expenditures will have the following features: First, disbursements for salaries of newly recruited staff under the project will be made under the Recurrent Cost Reforms Financing project being implemented by the Bank. The salaries of injected staff are, therefore, not included in the project cost of US\$40 million. However, a contingency budget for salary payment has been allocated to provide bridge funding on an interim basis if required.

73. The Federal Government and Puntland State Government share of project funds amount to US\$24 million and US\$14 million respectively. An amount of US\$2 million is unallocated to support the management of uncertainties associated with the fragility situation of Somalia. Table 3 below sets out the expenditure categories and percentages to be financed out of the MPF proceeds of US\$40 million. US\$13 million will be used to finance CIM related consultancies, training and if required, salaries in component 1. US\$12.25 million will be used to support Component 2 in improving the regulatory environment of the civil service and pay initial costs of severance. US\$6.75 million will be used to support Component 3 on policy development and management and aid coordination and US\$6 million will support Component 4 on project coordination, monitoring and evaluation, and accountability for results

74. The first phase of the project will be supported by an allocation of USD 20 million for the two years with an initial amount of USD 10 million released to implement project activities in the first year.

Table 3: Project Costs

Project Components	Amount Allocated (US\$)	Percentage of Expenditure to be Financed (inclusive of taxes)
Component 1: Developing Civil Service Capacity for Key Cross-Cutting Government Functions	13,000,000	100%
Federal Government	8,000,000	
Puntland State	5,000,000	
Component 2: Establishing Management Frameworks and Structures to Support Capacity Development	12,250,000	100%
Federal Government	8,000,000	
Puntland State	4,250,000	
Component 3: Strengthening Policy Management Capabilities	6,750,000	100%
Federal Government		
Puntland State	4,000,000	
Component 4: Project Management	2,750,000	
Federal Government	6,000,000	100%
Puntland State	4,000,000	
Contingency Costs (unallocated)	2,000,000	
Total for Federal Government	2,000,000	100%
Total for Puntland State	24,000,000	
	14,000,000	
Total Financing Required	40,000,000	100%

Disbursement Arrangements

75. Disbursement procedures for the project are set forth in the Disbursement Guidelines in the Disbursement Letter dated May 1, 2006 of the World Bank. These procedures must be strictly followed in withdrawing funds from the IDA grant for the purpose of project expenditures.

76. The disbursement deadline is 4 months after the project closing date. Any changes to this date will be notified by the World Bank

77. Disbursement Methods

The following disbursement methods may be used withdraw funds from the Grant

- Reimbursement

- Advance
- Direct Payment
- Special Commitment

Reimbursement: For example expenditures eligible for IDA financing that were incurred from FGS/ Government of Puntland sources will be on reimbursed basis.

Reimbursement requests should include;

- a. Records evidencing eligible expenditures (e.g., copies of receipts, supplier invoices) for payments against contracts requiring the Bank's prior review as well as all contracts exceeding USD 500,000 for works and goods, USD 100,000 for consulting firms and USD 50,000 for individual consultants, and training, grants and operating costs.
- b. Statement of Expenditure in the form attached for all expenditures; and
- c. List of payments against contracts that are subject to the Association's prior review, in the form attached

Advance: At the start of the project, the project may apply for an advance equivalent to the projected expenditures eligible for IDA financing for the next 3 months to be deposited in a Designated Account. Subsequent withdrawal applications will be based on Statement of Expenditures (SOEs) reviewed and cleared through a mechanism agreed between the Governments and the World Bank

Direct payment: Upon request of the project, through withdrawal application for direct Payment, the World Bank may make payments directly to a third party (e.g. supplier, contractor, and consultant) for eligible expenditures. Request for payment should include records evidencing eligible expenditures, e.g., copies of the contract, receipts, supplier invoices and documentary evidence of delivery of contracted goods or services. The following are the steps for application:

- Assemble payment request and supporting documentation including invoices, receipts, payment certification and shipping documents.
- Review the payment request for the following:
 - (a) Expenditure Eligibility
 - (b) Expenditure Category
 - (c) Sample contract
 - (d) World Bank 'No objection' for the expenditure
- Raise Withdrawal Application
- Raise Expenditure Summary Sheet for each category of expenditure (if multiple)
- Obtain authenticated signatories from the authorized persons

Special commitment: Upon request of the project, through a Withdrawal Application, for special commitment, the World Bank may pay amounts to a third party for eligible expenditures under special commitments. The following procedure maybe adopted:

Obtain Supply Contract/Award Letter and Suppliers invoice.

- Apply to a bank for opening Letter of Credit in favor of the payee's bank.
- Raise Special Commitment Application for payment to supplier on the terms stated in Contract or Award Letter and Letter of Credit.
- Submit Special Commitment Application, supporting documents including Supply Contract or Award Letter, a copy of the Letter of Credit to the payee's bank for onward transmission to the World Bank

Designated Account

78. A Designated Account (DA) will be established by the respective Federal and Puntland Ministries of Finance in USD in the name of the project. The DA for the FGS will be opened at the Central Bank of Somalia (CBS) which has been assessed and accepted by the World Bank. In Puntland, an account will be opened with Kenya First Community Bank Ltd (FCB).

The signatories to the DAs shall be duly authorized signatories appointed by the respective Federal and Puntland Ministries of Finance. The DA is a kind of revolving fund that can be used either for reimbursing to the governments of FGS and Puntland on account of the expenditure incurred under the project against IDA share or for making direct payment to the supplier or consultants for services provided by them under the project.

79. The currency will be in USD. Only the amount disbursed from IDA Grant account can be deposited in the Designated Account.

80. The Ministries of Finance at Federal and Puntland will furnish the World Bank with the names and officials authorized to sign applications for withdrawal and their authenticated specimen signatures.

81. The ceiling of the DA for FGS and Puntland State Government will be based, initially on a 3month forecast derived from the approved project work plan net of amounts to be disbursed as direct payments. Subsequent withdrawal applications will be based on Statement of Expenditures (SOEs) reviewed and cleared by the Bank. Any ineligible expenditures identified will be deducted from subsequent withdrawal applications.

82. Applications for withdrawal will be submitted by the Director of EAFS / FMS

83. Each disbursement from the DA will be initiated by an official request from PCU through EAFS (Federal); in Puntland from the PMU (FMS)

84. Applications for withdrawal will be submitted by EAFS/FMS electronically via the World Bank Client connection web-based portal. Applications need to be signed by the persons authorized

Figure 4: FGS Banking and Funds Flow Arrangements

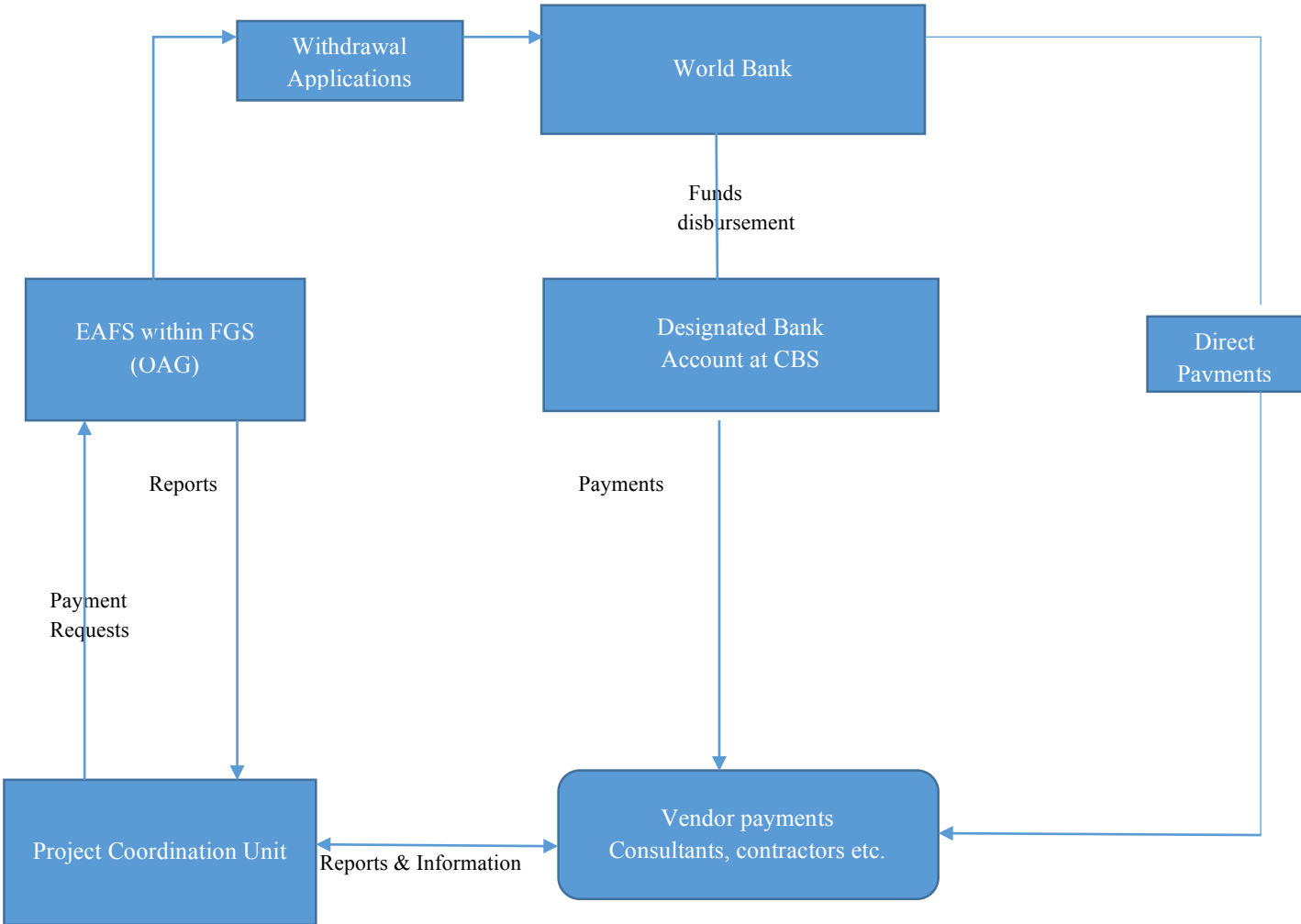
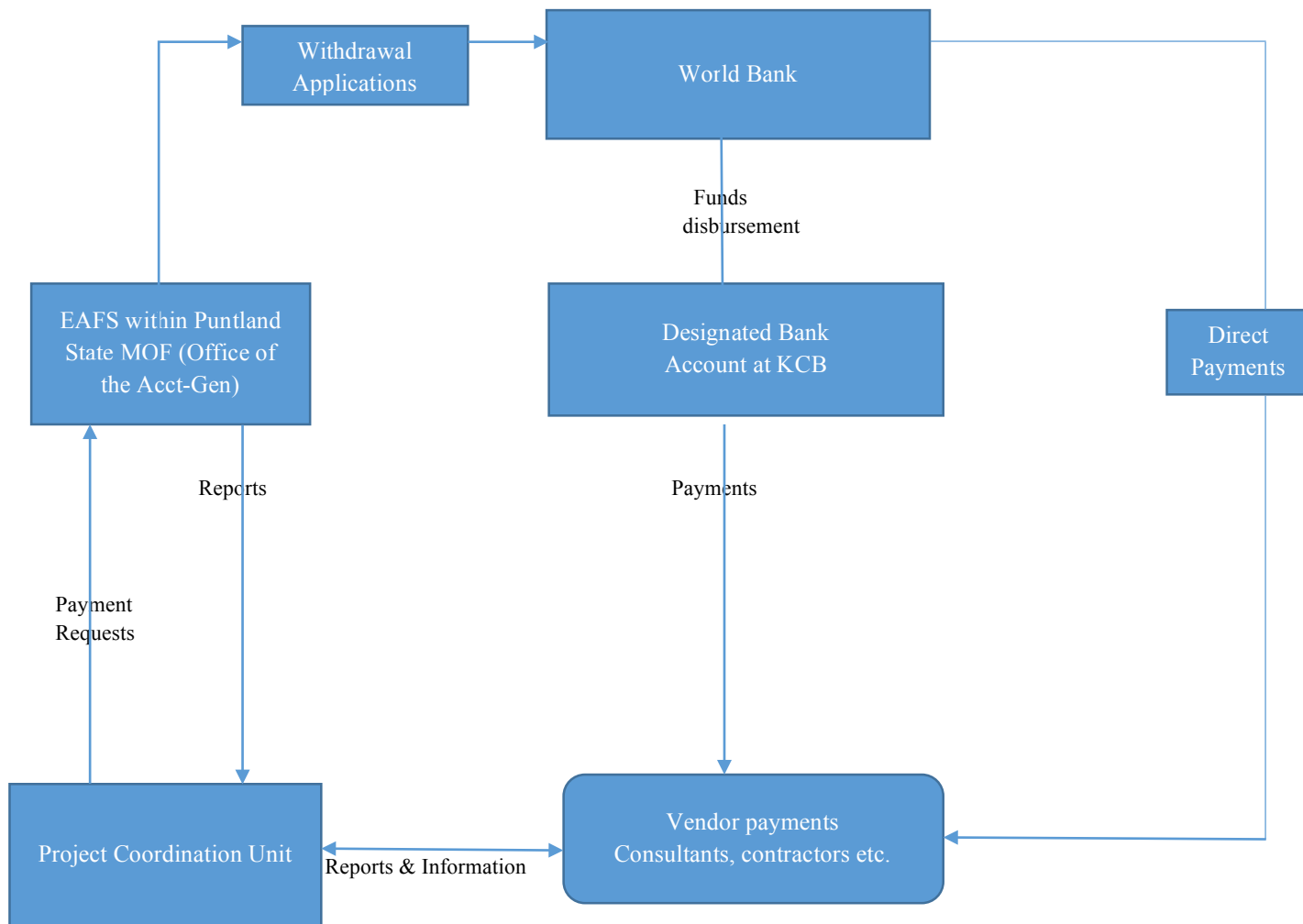


Figure 5: Puntland Banking and Funds Flow Arrangements



Internal Audit Arrangement

85. The Government Internal Audit Unit within the Ministry of Finance at FGS and Puntland are responsible for the audit function on the project

86. The Internal Audit unit will conduct risk based systems audit and support the respective offices of the Accountant General in identification and strengthening the project internal control systems.

87. The Internal Audit unit will undertake, at least, quarterly audits on the project. The Audit Report will be issued to the Steering Committee and the World Bank.

88. The Prime Minister/President, who is the Chair, must convene a Steering Committee meeting to discuss issues raised in the report. The Steering Committee will direct the PCU/PMU to take the necessary action to address issues raised in the report.
89. Copies of the internal audit reports, together with action plans to address issues raised must be sent to the World Bank FMS.
90. In the event of the Government Internal Audit Unit not capable of undertaking the function, the internal audit function may be outsourced. The selected firm must meet World Bank specifications, and will remain in service until the Government unit is ready to take on the internal audit function.

External Audit Arrangement

91. The annual financial statements and a summary statement of Designated Account will be audited by the Office of the Auditor General (OAG) at the Federal, and Office of the Auditor General at Puntland State Office. The audit of the financial statements includes; (a) an assessment of the adequacy of accounting and internal control systems to monitor expenditures and other financial transactions and ensure safe custody of project-financed assets; (b) verification that the expenditures submitted to the Bank are eligible for Bank financing, and identification of any ineligible expenditures; and (c) verification that the annual financial statements can be reconciled with the relevant year to date.
92. The audited financial statement should be submitted to IDA within 6 months after the end of the preceding fiscal year.
93. Where capacity constrains the Office of the Auditor-General to undertake the audit, the Office with 'No Objection' from the World Bank may sub contract the audit to a qualified Private Audit Firm.
94. The Auditor will express an opinion on the financial statements in compliance with International Standards on Auditing (ISA). The audited financial statement and report will be sent to the PCU/PMU, Steering Committee, and the World Bank.
95. The external auditor will issue a management letter with observations and recommendation for improvement in accounting, recording, systems and compliance with the financial covenants in the grant agreement. This report must be issued to the Steering Committee. The Committee will direct the PCU/PMU to address issues raised in the report and adopt the necessary recommendations.

SECTION VII: PROCUREMENT GUIDELINES&PROCEDURES

96. Procurement for the project will be carried out in accordance with the latest revision of the World Bank’s “Guidelines: Procurement of Goods, Works and Non Consulting Services under IBRD Loans and IDA Credits & Grant by the World Bank Borrowers” dated January 2011 (revised July 2014); and “Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers” dated January 2011(revised July 2014), that facilitates dealing with emergency and fragile situations in Bank-financed projects and Recipients-Executed Trust Funds “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, (the Anti-Corruption Guidelines)” dated October 15, 2006 and revised in January 2011, and the provisions stipulated in the Legal Agreement will be applied. Somalia being a FCS country, Procurement under the projects will be processed under special procurement arrangements referred to in paragraph 20 of OP 11.) These procedures are designed to ensure transparency, fairness, accountability and economy in the procurement process.

Management of Procurement

97. At FGS, the procurement of the project will be carried out by the PCU in the Office of The Prime Minister. In Puntland, the procurement of the project will be carried out by the Project Management Unit (PMU) in the office of the President. A Technical Support Team (TST) will be formed, headed by the Procurement Specialist, at the PCU/PMU which will collect the procurement requirements from the beneficiary institutions

Procurement Management Structure

98. For the purpose of the Project, the Office of the Prime Minister (FGS) /President (Puntland) will be responsible for the overall oversight of all procurement activities, while the TST shall be responsible for coordination of all project activities.

The Director General in the Office of the Prime Minister (FGS/President (Puntland) shall have the overall responsibility for the execution procurement process for the project, and will be responsible for:

- (a) Establishing a Procurement Committee
- (b) Establishing an Evaluation Committee
- (c) Facilitating the establishment of a Procurement and Disposal Unit.
- (d) Certifying the availability of funds to support the procurement activities;
- (e) Investigating complaints;

- (f) Submitting a copy of any complaints and reports of the findings to the Prime Minister/Office of the President and;
- (g) Ensuring that the implementation of the awarded contract is in accordance with the terms and conditions of the award.

Procurement Process

99. (a) Procurement planning

A detailed procurement plan will be prepared by the TST, which will be used to monitor procurement activities. Standard procurement documents will be used for the procurement activities. The simplified PP is attached as Annex 5 below.

(b) Procurement packaging

Procurement packaging will be applied to benefit from price reductions for larger quantities of goods purchased and bulk orders. Procurement packaging will need to take into consideration the needs for timely distribution of goods purchased to their final destination.

100. Procurement Committee (PC)

The Procurement Committee shall perform its oversight functions at every key procurement stage. The Director-General shall nominate members of the Procurement Committee. The Procurement Committee shall co-opt the Procurement Specialist from the TST to guide the Committee. Members of the committee shall be appointed with regard to their technical competences and skills required to perform their tasks.

The Procurement Committee shall consist of:

- (a) A Chairperson
- (b) A Secretary; and
- (c) a maximum of three members appointed by the Director-General

Functions of the Procurement Committee

The Procurement Committee (PC) shall be responsible for:

- (a) Consideration of recommendations from the Evaluation Committee and award;
- (b) Approving the bidding and contracts documents;
- (c) Approving procurement and disposal procedures;
- (d) Ensuring that best practices in relation to procurement are strictly adhered to by the Project components and TST; and
- (e) Ensuring compliance with the World Bank Procurement Guidelines;

In addition to the above functions the Procurement Committee shall:

- (a) Authorize;
 - The method of procurement and procedure

- Solicitation documents before issue
- Technical, financial or combined evaluation
- Contract documentation in line with the authorized evaluation report
- Any amendment to an awarded contract

- (b) Recommend for the delegation of a procurement function by the Director General Whenever the necessity arises; and
- (c) Award contracts in accordance with the approved procurement procedure.

101. Procurement and Disposal Unit

The Technical Support Team (TST) shall function as the Procurement and Disposal Unit, of the Project.

The TST will have the responsibility to:

- (a) Recommend the composition of the Evaluation Committee for the approval by the Procurement Committee;
- (b) Manage bid proposals and pre-qualification submissions and make recommendations on them to the Procurement Committee;
- (c) Receive bids and provide bid clarifications; and
- (d) Ensure compliance with the World Bank procurement guidelines and best practices.

Evaluation Committee (EC)

102. The Director General in the office of Prime Minister (FGS)/ President (Puntland) shall Institute an Evaluation Committee (EC) that shall conduct all evaluations and report to the TST. Membership of the EC will be recommended by the Director-General and approved by the Procurement Committee (PC). The members of the EC shall depend on the value and complexity of the procurement requirement, but shall in all cases be a minimum of three members. The EC members shall be of an appropriate level of seniority, experience depending on the value and complexity of the procurement requirement.

Members of the EC may be external to the OPM/President where the experience and technical skills relevant to the subject of procurement, financial or technical expertise are not available within the Office of the Prime Minister/President, or where members are indisposed or have a conflict of interest.

103. A member of the Procurement Committee shall not be a member of an Evaluation Committee. Members shall select a chairperson from among their membership, who shall supervise and coordinate the team members during the evaluation process, but shall not direct members in decision relating to the evaluation or canvas them on any issue for a specific outcome.

Role of TST in Procurement

The TST has the following responsibilities regarding procurement, which will be supported by the Procurement & Disposal Unit:

104. The TST has the following responsibilities regarding procurement which will be supported by the Procurement & Disposal Unit:

- Prepare and update Procurement Plans.
- Prepare Bid/RFP Documents.
- Prepare and Publish procurement Opportunities.
- Handle Bid Opening.
- Prepare Evaluation Reports.
- Prepare Contract Documents.
- Respond to Bidder complaints.
- Ensure that contract awards are published.
- Monitor and Contracts Management.
- Secure the requisite approvals from RSS/OPM and IDA
- Compile all procurement data
- Any other procurement related activity.

Procurement of Goods, Works and Non-Consulting Services

105. Procurement of Goods and Non-Consulting services as listed in the Procurement Plan (see

Simplified Procurement Plan (Annex 5 below) shall be the responsibility of the TST. The TST will prepare a document that contains a full complete description of the requirement for goods to be procured namely:

- Delivery and completion schedule;
- List of supplies/goods and quantities, including services incidental to the provisions of those goods; and
- Specifications -the specifications should contain a complete, precise and unambiguous description of the goods required and if possible-
 - a clear definition of the scope of the proposed purchase;
 - the purpose and objectives of the proposed purchase;

Bidding Documents for Goods and Non-Consulting

106. The Bank's Standard Bidding Documents (SBD) will be used for procurement of goods under International Competitive Bidding (ICB), and National Competitive Bidding (NCB), with appropriate modifications. The goods required, bidding procedures, and

contract terms shall be prescribed in the bidding documents. The bidding documents vary depending on the size of the contract, but where necessary these shall include the following:

- *Instructions to Bidders (ITB)*; -provides information to bidders regarding the form, procedure and timing of bidding.
- *Bid Data Sheet (BDS)*; - specifies the parameters of the Instructions to Bidders for the particular procurement including source of funds, eligibility requirements, procedure for clarification, bid preparation form, number of copies to be submitted, language of the bids, pricing and currencies and currency conversion mechanism, instructions on modification and withdrawal of bids, bid submission procedures, closing date, bid validity period, opening and evaluation of bids, and award of contract procedures, procedure for correction of mathematical discrepancies in bids, purchaser's right to accept any bid and reject any or all bids; award criteria; notification of award and procedures for signing of contract.
- *General Conditions of Contract*; sets out the general provisions of the contract between the OPM/Project and the bidder awarded the contract;
- *Special Conditions of Contract*; complements the General Conditions of Contract for the particular procurement;
- *Schedule of Requirements*; -specifies the quantities, delivery dates and locations for the items/goods required by the purchaser;
- *Technical Specifications*; - provides details on the characteristics of the technologies and technical services required (and for goods/equipment specify the common format in which bidders must present their materials, including a technical responsiveness cross-reference form);
- *Bidding Form and Price Schedule*; these comprise forms for Bid Submission and Price Schedules;
- Bid Security and Contract Form;
- Performance Security;
- Bank Guarantee Form for Advanced Payment.

Procurement Methods for Goods, Works and Non-Consulting Services

107. The choice on procurement method will be determined by the TST and approved by the Procurement Committee. The procurement methods shall be approved by the World Bank in line with World Bank's Procurement Guidelines on selection and employment of consulting services and as outlined in the project documents.

The procurement method shall depend on:

- Nature of the Goods to be procured;
- Value of the procurement (Procurement Thresholds);
- Likelihood of interest by foreign bidders, which is a function of the local availability and cost of goods;
- Critical dates for delivery; and
- Transparency of procedures to be adopted.

Procurement Methods for Goods and Non-Consulting Services

108. The paragraphs below provide a description of the procurement methods for Goods and Non-Consulting Services:

- (a) International Competitive Bidding (ICB),
- (b) National Competitive Bidding (NCB),
- (c) Shopping, and
- (d) Direct Contracting.

(a) International Competitive Bidding

International Competitive Bidding (ICB) is open to participation on equal terms by all providers, through worldwide advertisement and seeking to attract foreign providers. The purpose of International Competitive Bidding is to give all eligible and qualified prospective bidders adequate and timely notification of TST requirements and to give all providers equal access and a fair opportunity to compete for contracts. ICB shall be the preferred method for procurement to obtain maximum possible competition and value for money where national providers may not make the activity achievable. However, in circumstances in which it can be demonstrated that ICB is not appropriate TST may, with the approval of the World Bank, use other methods of procurement.

(b) National Competitive Bidding (NCB)

National Competitive Bidding (NCB) is the competitive bidding procedure normally used for public procurement in the country of the Recipient, and may be the most appropriate way of procuring goods for which, by their nature or scope, are unlikely to attract foreign competition e.g. (a) the contract values are small, (b) the goods or works are available locally at prices below the international market and (c) where the advantages of ICB are clearly outweighed by the administrative or financial burden involved.

To be acceptable for use in Bank-financed procurement, these procedures shall be reviewed and modified as necessary to assure economy, efficiency, transparency, and broad consistency with the provisions included the Guidelines.

The following features of ICB distinguish it from National Competitive Bidding:

- (i) There shall be no restriction on the bidding currency. Bidders shall be free to bid in any currency.
- (ii) The IFB/ SPN shall be advertised internationally in the UN Development Business (UNDB) and the dg market. In addition to the local and regional newspapers.

- (iii) The procurements shall be subject to the Bank's prior review.
- (iv) The World Bank standard Bidding Documents shall be adopted and used,
- (v) The contract award shall be published in the UN Development Business (UNDB) and the dg market within two weeks period of Bank's No Objection.

c) Shopping

Shopping will be employed for procuring readily available off-the-shelf goods or standard goods in quantities of small value. This method shall not require formal bidding documents, and will be carried out by requesting written quotations from several local or contractors, usually, at least, three sources including taxes to ensure competitive prices. Requests for quotations shall include:

- a) the description and quantity of the goods; and
- b) desired delivery (or completion) date, time and place.

In evaluating quotations submitted by bidders under Shopping method, price and ability to meet required delivery requirements shall be the main selection considerations for these simple purchases. The terms of the accepted offer should be incorporated in the Local Purchase Order (L.P.O).

The following conditions will apply:

- a) A minimum of three firms with sufficient capability to supply the goods required.
- b) Invitation to bid will include:
 - Clear specifications of goods required
 - Quantity of goods
 - Delivery place and time within a maximum of 14 days
 - Warranty, installation or service as needed
 - Conditions of payment
- c) Request to bid distributed to each of the short listed firms.
- d) Bids will be evaluated based on a brief evaluation report
- e) Bidders will not change their offers or interfere with the evaluation process.
- f) The award shall be made to the responsive bidder with the best rated through a combination of technical and financial evaluation.
- g) All documentation will be kept on file for post review purposes.
- h) Telephone or verbal quotations shall not be acceptable, but on-line or email quotations are acceptable.

d) Direct Contracting (DC)

Direct Contracting is a procurement method (Single Source), without competition and this shall be used under exceptional circumstances, and the TST must demonstrate that it would not be feasible to apply a competitive bidding method.

Direct Contracting may be used where:

- a) An existing contract may be extended for additional supply of goods or non-consulting services of a similar nature awarded. The TST shall be satisfied in such cases that no advantage could be obtained by further competition and that the prices on the extended contract are reasonable;
- b) Standardization of equipment or Spare parts, to be compatible with existing equipment, may justify additional purchases from the original Supplier;
- c) The required equipment /goods is proprietary and obtainable only from one source;
- d) In exceptional cases, such as, but not limited to, in response to natural disasters and emergency situations declared by the Recipient (RSS) and recognized by the World Bank

The contractors or suppliers hired by direct contracting must be qualified to supply the goods or non-consulting services on time, meeting specifications and fulfilling the special requirements of the sole source contract. They should also be required to meet any performance security and warranty conditions that would normally apply in a competitive bidding situation.

Procurement of Consultancy and Services and selection methods

109. The project will require extensive use of technical assistance to support TST in managing the project as well as in technical and administrative tasks. Project funds will be used to finance Technical Assistance using “*Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers*” dated January 2011 and revised July 2014. For the purpose of the Project, the term “*Consultants*” shall include private and public entities, including consulting firms, financial auditors and individuals.

The selection methods are as described below:

- (i) *Quality-and Cost-Based Selection* (QCBS) in accordance to section II of the consultants Guidelines will be used in general for all major contracts under the project.
- (ii) *Least Cost Selection* (LCS) may be used for assignments of a standard and routine nature for auditing and engineering services of no complex nature.
- (iii) *Consultants Qualifications (CQ)* may be used for assignments estimated to cost less than US\$500,000.00 and for which the need for proposing and evaluating competitive proposals would not be justified.
- (iv) *Single-Source* Selection may be used for contracts only for emergency situations in accordance with paragraphs 3.9 to 3.11 of the Guidelines for the Selection and Employment of Consultants in the case of firms; and with section (V) Selection of Individual Consultants in accordance with paragraphs 5.1 to 5.3 of the Guidelines.
- (v) *Individual Consultants*. Services for assignments that meet the requirements set forth in the first sentence of paragraph 5.1 of the Consultant Guidelines may be procured

under contracts awarded to individual consultants in accordance with the provisions of paragraphs 5.2 through 5.3 of the Consultant Guidelines. Under the circumstances described in paragraph 5.4 of the Consultant Guidelines, such contracts may be awarded to individual consultants on a sole-source basis.

Evaluation of bids/proposals/quotations

110. For bids, the Evaluation Committee must open them immediately after the deadline date and time. Late bids must be returned unopened. Bid evaluation commences immediately after bid opening so that it can be completed within the bid validity period. The evaluation is expected to secure goods/services/works at the most economical cost and at the same time evaluate bids in accordance with the criteria contained in bidding document. When procuring consultants, the team appraises technical bids before financial ones and only opens financial bids of bidders who have met the technical criteria and requirements.

Workshops, conference attendance and Study Tours

111. These will be carried out based on the approved annual work plans that would identify the general framework of training or similar activities, including the nature of training/study tours/workshops, number of participants, and estimated cost.
112. **Operating Costs, excluding salaries, bonuses, and fees** for government civil servants would be incurred using procedures acceptable to the Bank and described in the Operation manual

Short list comprising entirely of national consultants

113. Short lists of consultants for Engineering and Contract Supervision assignment estimated to cost equal or less than US\$200,000 equivalent and for all other consultancy assignments estimated to cost equal or less than US\$100,000 equivalent per contract may comprise entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultants Guidelines.

Component Specific Procurement

114. **a) Component 1, Developing capacity for key-cutting government functions**
- NCB and Shopping methods of procurement will be used to procure goods like office furniture and equipment, IT equipment depending on the threshold.
 - Direct Contracting will be used to procure vehicles from a UN Agency namely UNOPS,
 - Individual Consultants Selection will be used to procure Technical Assistants.

- Consultants Qualification Selection will be used to procure service providers for developing and implementing training programs, HR policies and recruitment procedures etc.

b) Component 2-Strengthening the policies and procedures for civil service management

- NCB and Shopping methods of procurement will be used to procure goods like office furniture and equipment, IT equipment depending on the threshold.
- Direct Contracting will be used to procure vehicles from a UN Agency namely UNOPS,
- Individual Consultants Selection will be used to procure technical assistants.
- Consultants Qualification Selection will be used to procure service providers for designing and developing policy framework for the civil service of Somali including pay and grading policy, pension policy, and civil service staff rationalization policy; conduct human resource audit; create human resource data management system; develop and implement severance policy; develop civil service code of ethics; prepare Pay/Salary Administration Handbook; and develop and implement communication strategy for the civil service;

(c) Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government.

- NCB and Shopping methods of procurement will be used to procure goods like office furniture and equipment, IT equipment depending on the threshold.
- Direct Contracting will be used to procure vehicles from a UN Agency namely UNOPS,
- Individual Consultants Selection will be used to procure Technical Assistants.
- Consultants Qualification Selection will be used to procure service providers to design and implement multi-sectorial coordination mechanisms; design and implement a leadership development training and networking program for Permanent Secretaries/Director Generals

(d). Component 4: Project Management, Coordination, Impact Evaluation and demonstrating results

- NCB and Shopping methods of procurement will be used to procure goods like office furniture and equipment, IT equipment depending on the threshold.
- Direct Contracting will be used to procure vehicles from a UN Agency namely UNOPS,
- Individual Consultants Selection will be used to procure Technical Assistants (i.e. PCU/PMU Members)

- Consultants Qualification Selection will be used to procure an M & E firm to support monitoring of the FGS public sector flagship program and the project.

Threshold for each method of Procurement /Selection and Prior Review:

115. Below are recommended method of Procurement/Selection and the Prior review threshold requirements. Guidance to the Bank prior review requirements is found in Appendix 1 to the Guidelines for procurement and Appendix 1 to Guidelines for Selection and Employment of the Consultants. All terms of reference (TORS) regardless of the contract amount shall be subjected to the Bank’s Prior review. All other contracts shall be subject to post review by the Bank.

The following contracts will be subject to Bank’s prior review:

- Each contract for goods estimated to cost the equivalent of \$100,000 or more, and all contracts awarded under Direct Contracting; and the first two contracts awarded under National Competitive Bidding.
- All Terms of Reference (TORS) for consultants’ services and training regardless of amount;
- Each contract with a consulting firm estimated to cost the equivalent of \$100,000 or more and each contract with individual consultants estimated to cost the equivalent of \$50,000 or more; and
- All contracts awarded under the Single Source Selection method.
- The first two contracts based on Consultants’ Qualifications.

Table4. Procurement methods and Thresholds for Goods, Works and non-consulting Services

	Procurement Method	Threshold(USD)	Comment
1	ICB (Works)	5,000,000	Equivalent or More
2	ICB (Goods and non-consulting services)	500,000	Equivalent or More
3	NCB (Works)	5,000,000	Less than
4	NCB (Goods and non-consulting services)	500,000	Less than
5	Shopping (Works)	300,000	Equivalent or less
6	Shopping (Goods and non-consulting services)	100,000	Equivalent or less
7	Direct Contracting	Any value	
8	UN Agencies	Any value	

Table 5. Prior review Thresholds for Goods and non-consulting services

	Procurement Method	Prior Review Threshold(USD)	Comment
1	ICB (Goods, works and non-consulting services)	All contracts	
2	NCB (Goods, and non-consulting Services)	500,000	Equivalent or more (The first NCB under each category will be under prior review)
3	NCB (Works)	5,000,000	Equivalent or More (The first NCB will be under prior review)
4	Direct Contracting (Goods, works and non-consulting services)	All contracts	
5	UN Agencies	All contracts	
6	Shopping (Goods and Works and non-consultancy services)	None (See comment)	The First shopping under each category will be under prior review.

Table 6. Selection Methods and Thresholds for Consultants:

	Selection Method	Threshold(USD)	Comment
1	QCBS, QBS, FBS and LCS	Any value	Selection method shall depend on nature and complexity of assignment.
2	CQS	300,000	Equivalent or less generally, however, may be permitted for higher value in appropriate cases as identified in Procurement Plan
3	Individual Consultant	Any value	
4	SSS (for individual/ firm)	Any value	

Table 7. Prior Review Threshold for Consultants:

	Selection Method	Threshold(USD)	Comment
1	Competitive Methods (Firms)	200,000	Equivalent or More
2	Individual Consultant Selection	100,000	Equivalent or more
3	Single Source Selection (Firms/Individuals)	100,000	Equivalent or more

Procurement Contract Register

116. The TST shall maintain a Contract (Procurement) Register for the Project to show all contracts entered into with all Suppliers/Contractors. At the end of each quarter, a Procurement Report shall be prepared from this register showing outstanding commitments at the end of that quarter. The Contract Register will contain the description of the contract, the Bank approval (No Objection) reference number and date, where applicable, the name of Supplier/Consultant, Contract document reference/LPO number, total contract value, details of revisions and variations, if any; the amount paid to date, and other remarks, like the status.

Publishing Procurement Notices

117. The TST shall ensure that a Procurement notice is published or displayed:
- (a) Using the prescribed format
 - (b) In the appropriate media
 - (c) At the prescribed time and for the prescribed period of time

General Procurement Notice (GPN)

118. For procurement under IDA, there shall be a requirement for General Procurement Notice (GPN), which contains advance information on major procurement packages in a project being considered or approved for financing by the World Bank. The GPN is intended to alert suppliers, contractors and consultants of procurement opportunities under the project.

Prior to issuing the GPN, it should be forwarded to the Bank for review and insertion in *UNDB online*, not later than 8 weeks prior to the earliest date of availability to the public of any prequalification or tender documents for ICB contracts under the project.

The GPN should be updated whenever there are significant changes in the project. The GPN will provide a description of the Project and an indication of contracts for the works and goods that will be procured under ICB, and consultants' services estimated at more than US\$100,000. *(Refer to Appendix 8: GPN Template)*

The General Procurement Notice (GPN) will be published online in dgMarket and UN-Development Business and in at least two Local /Regional newspapers of wide circulation.

A GPN for Expressions of Interest (EOI) for suppliers, contractors and Consultants will be published in at least two Local /Regional newspapers of wide circulation. EOI for consulting services above US\$100,000 will in addition be advertised online in dgMarket online.

Copies of the publications shall be kept on procurement files and shall be annexed to evaluation reports

Specific Procurement Notices (SPNs)

119. A Specific Procurement Notice (SPN), is issued either as a public invitation for Pre-qualification or in the absence of pre-qualification, as an Invitation for Bids.

SPNs should provide adequate notification of specific contract opportunities or Invitation for Bids (IFB) under the project regardless of what procurement method is used.

The SPN if used shall be published in the following ways:

- as an advertisement in at least two national papers in Somali or as Regional newspapers of wide circulation;
- on the website of the OPM or FGS (federal), if any / Office of the President (Puntland)

The SPN should contain the following information:

- a) name of the Recipient/Agency in charge of procurement;
- b) name of the project and the title of the contract;
- c) items to be procured;
- d) contact information for obtaining tendering documents;
- e) cost of the tendering documents;
- f) place and deadline for tender delivery;
- g) required tender security amount and form;
- h) place, date and time of tender opening;
- i) Minimum qualifications that bidders must meet. An invitation for prequalification includes similar information including the place and deadline for submission of the Application to Prequalify; and

- j) Information on award of contracts (on lot-by-lot basis, one contract package etc.) if supplies are divided into lots.

Post Procurement Review

120. In accordance with the Grant Agreement, the World Bank will carry out a Procurement Post Review (PPR) of contracts on a regular basis at least once in a year. The PPR will cover all contracts below prior review threshold, which shall have been entered since the date of project effectiveness. During these reviews about 20% sample contracts will be reviewed. The main objective of the review is to assess the procurement performance of the project and to make recommendation, if any, for the improvement of procurement practice in the implementing agencies. The following documents (as applicable for a particular type of contract(s) in the review samples must be made available in TST or entity's office:

- Copies of Invitation for Bids/Quotations/EOI;
- No Objections for TOR (Consulting Services);
- No Objections for use of less competitive method;
- Bidding Documents/RFQ/RFP;
- Clarifications by firm requested and issued;
- Addenda to bidding documents RFP/RFP issued;
- Minutes of Bid/quotation/proposal opening;
- Bids/quotations/proposals received;
- Clarifications from firm requested and received;
- Bid/quotation/proposal Evaluation Report;
- Complaints received and responses;
- Notification of Award/Letter of Acceptance/LPO;
- Signed Contract;
- Securities (Mobilization/Performance);
- Payment certificates/Invoices;
- Goods received note/Delivery notes;
- Inspection Certificates/Acceptance Certificates/Certification of Completion;
- Progress Reports; and
- Publication of contract award (for NCB and consultants) if applicable
- Withdrawal Applications /(SoEs);

Fraud and Corruption

121. All procurement should be carried out in accordance with the World Bank's guidelines on preventing Fraud and Corruption: *"Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans."*

Record Keeping

122. The Procurement & Disposal Unit under the supervisor of the Project Coordinator will be

Responsible for record keeping. For each of the contract(s) entered into a dossier shall be maintained as a record of all procurement activities. The file will contain all the documents on the procurement processes in accordance with World Bank requirements and kept at the ministry's premises.

Contract Management

123. Formal contracts shall be prepared for all goods, works and services in the Procurement Plan and authorized representatives of both the parties shall sign contracts. The contract shall clearly stipulate the duties and obligations on the part of each party

Discharge of Duties

124. The supplier/consultant / Implementing Partner(IP) shall, with due care and diligence to the extent specified in the contract document, execute and complete the contract in accordance with provision of the contract. The IP shall take full responsibility for adequacy, stability and safety of all site operations and methods of construction especially for the small works contract. The TST in collaboration with the user departments:

- Shall regularly and in accordance with agreement terms and conditions check the quality compliance;
- Shall check and ensure quantity required is delivered within the right price as specified in the contract;
- Shall timely inform in writing the supplier/consultant/IP of any deviation from the contract obligations;
- Shall assess the performance of the supplier/ consultant/IP and be able to negotiate within the contract terms and conditions solutions to an emerging problem. All this shall be done in writing and as specified in the contract;
- Shall link with the users technical departments specialized in the item or works in question during the time of monitoring and evaluation;
- Shall ensure all the procedures and schedules for monitoring and evaluation are contained in the tender dossier and are parts of the tender contract documents;
- Shall evaluate the performance through quarterly procurement reviews and compare actual with specified standards so that corrective action may be taken as need arises to curb visible deviations.

Contract Completion

125. The contract shall be deemed complete after TST:
- (a) Has received all the goods /services as specified in the contract document.

- (b) Has received final reports duly approved by the respective technical monitoring teams after actual services/training or works have been inspected and found to conform to the contract specifications.
- (c) In all cases a satisfactory contract completion certificate shall be issued.

Complaints

- 126. Complaints logged by bidders related to procurement process and decisions are first addressed to the PCU/PMU. The PCU/PMU responds to the complaints within reasonable period of time (within 14 calendar days). If still not satisfied, he/she may appeal to the Independent Procurement Review Panel (IPRP) within 10 days of the decision by the PCU/PMU. The IPRP, as an independent panel, is expected to review the case with due diligence and provide ruling to the case within 30 calendar days after receiving the complaint. If the complainant is not yet satisfied with the decision made by the IPRP the case can be taken to the court system.

Procurement Plan

- 127. As part of the Annual Work Plan, the PCU/PMU (Procurement Specialist) prepares a procurement plan and monitors the procurement plan bi-annually, if needed. PCU/PMU will carry out procurements based on the annual procurement plan agreed with the World Bank.
- 128. Initially, the project will prepare a procurement plan before negotiation which will be reviewed by the World Bank and will be part of the PAD indicating procurements to be carried out over the period of the project. The procurement plan will be updated at least annually or bi-annually when required. The procurement plan and any subsequent updates or changes will be subject to World Bank review and 'no objection'.
- 129. The procurement plan preparation exercise starts with identification of needs and the method of acquiring the inputs (contracts) required for the project. Preparation of Procurement plan is a very interactive and consultative exercise where different experts and technical as well as project management team has to discuss clearly and map the detail project delivery strategy thereby the contracts to be procured for acquiring the inputs for the realization of the project.
- 130. The procurement plan and subsequent updates and changes should consist of a minimum of the following details for each activity:
 - A serial number
 - An indication as to the Project component activity relates to;
 - A title/ brief description of required goods, works, non-consulting and consulting

services;

- Estimated cost of the activity;
- Proposed method of procurement to be used;
- A proposed timeline indicating the necessary steps to be completed for Procurement of the activity

SECTION VIII: COMPLAINTS HANDLING

131. At its constituting session, the Steering Committee will form a Complaints Committee that will consist of at least, three of its members or may select members from other sources such as the Technical Support Boards to constitute a Complaints Committee if the need arises. The Committee will receive and act on complaints from citizens or organizations in relation to any occurrences for which Capacity Injection Project is directly responsible.
132. For the purposes of the project, a complaint is a notification (in written, verbal or electronic form) regarding project activities and/or conduct of staff, consultants, partners and/or sub-contractors, directly or indirectly supporting the project or associated with its implementation, which the complainant believes is wrong, either under the law or on grounds of unacceptable behavior.
133. The complainant (s) need not be personally aggrieved or impacted, and may be acting merely in accordance with a sense of civic duty in bringing an occurrence to the attention of project activities. All complaints, whether notified by persons who feel personally aggrieved orating out of a sense of civic duty will be acknowledged and acted upon by project authorities.
134. The Committee will receive submissions directly from stakeholders, through the project's website, and in written or verbal form.
135. The Committee will directly focus on and seek to resolve those complaints that pertain to outputs, activities and processes undertaken by the project i.e. those which (I) are described in this PIM; (ii) are funded through the project (including Bank-executed evaluation component); and (iii) are carried out by staff or consultants of Capital Injection Project, or by their partners and sub-contractors, who are directly or indirectly supporting the project.
136. It is envisaged that such cases would fall under (but are not limited to) the following categories:
- Request for information, comment or suggestion;
 - Violation of rights or non-performance of obligations;
 - Grievances or offenses involving a violation of law, e.g., allegations of corruption; and
 - Complaints against project staff, members of project committees, consultants, and sub-contractors involved in project implementation, e.g. allegation of bias in the award of contracts.

137. The Complaints Committee will ensure fairness, oversee due diligence, and coordinate as needed in the handling of complaints. For any allegations concerning corruption, the Complaints Committee will also invite the Internal Auditor. Consideration of valid complaints by the Complaints Committee will occur within 30 working days, giving time for collection and examination of evidence if required. Additional time may be required for negotiation with aggrieved parties, but resolution should not exceed 45 working days. The PCU/PMU will keep record of all complaints, including their outcomes, and details of time taken to consider and resolve the complaints. Citizens submitting complaints may request anonymity, in which case their names will not be made public. Confidentiality will also be observed during the period in which the Complaints Committee is considering a case (e.g. the source and any person, company or entity accused of wrong doing should be protected).

Minor complaints will be resolved where possible through formal and informal mechanisms of dispute resolution. Major complaints and complaints that cannot be resolved by the Implementing Committees, Technical Teams and the PCU/PMU will be sent to the Complaints Committee for consideration. For all cases which are to be sent to the Complaints Committee, the PCU/PMU will prepare a brief report summarizing the origin and nature of the complaint, the proposed action to be taken, and the scope of response to be provided. This report will be presented to the Complaints Committee, along with the original complaint.

Reports on complaints will be reviewed by the Complaints Committee, observing the principles of neutrality and responsiveness.

Right of Appeal and Alternative Mechanisms

138. In the event that a positive resolution of a complaint cannot be reached within 45 days and no explanation is provided by the Complaints Committee as to why further time is needed to adequately consider the case, or if the aggrieved party is unsatisfied with a decision of the Complaints Committee, the matter may be referred to the next meeting of the Steering Committee for consideration, or the Complaints Committee may call for additional Steering Committee meeting. At any time, a complaint retains the right to use the Somali Federal/Puntland court system.

Informing the World Bank

139. In cases where a complaint might, if unsubstantiated, involve a breach of IDA legal agreements, the Bank's Task Team Leader will be notified and be kept informed of the

investigation process and its outcome.

SECTION IX: ENVIRONMENTAL AND SOCIAL SAFEGUARDS

Environmental Safeguard

140. The primary objective of the environmental management and monitoring is to record environmental impacts resulting from sub-project activities and to ensure implementation of the 'mitigation measures 'in order to reduce adverse impacts and enhance positive impacts from specific sub-project activities. The next step will be to identify and develop the measures aimed at eliminating, offsetting and/or reducing impacts to the levels that are environmentally acceptable during implementation.
141. The project Category is C and no environmental safeguards policies are triggered. The project activities will not include any civil works or utilization of materials that pose any environmental risk. All Bank advice and guidance will promote inclusion of all safeguard measures.

Social Safeguard

142. The project will focus on providing the software, i.e. activities of capacity development and advisory services to public institutions. Therefore, there is no social safeguards related risk that may result from the implementation of this project. Considering, however, the fragile nature of the state, challenges may arise from group dynamics between staff hired under the project and those already existing in the civil service. To that end, measures to address such challenges such as continuous team building activities will be included in the project. Additionally, the project will conduct analytical comparative study on pensions as a basis to developing an evidence-based pension policy for Somalia in the second phase of the project with intentions of promoting equity among government staff irrespective of age or gender.

SECTION X: PROJECT MONITORING, EVALUATION & REPORTING

143. The purpose of monitoring and evaluation (M & E) is to collect quantitative and qualitative information to assess whether the development objectives of the project are being achieved or not, identification of gap, and providing the evidence for taking remedial actions. The M & E system will allow for on-going learning and feedback throughout the design, planning, and implementation stages of all the project components and sub-components, and aligns with broader national efforts to monitor implementation of the Somali Compact.

Results Framework and Monitoring Arrangements

144. Project M & E will be guided by the Results Framework that has been developed for the project. This framework specifies the indicators that will be monitored, their base-line and target values, frequency of monitoring, sources of data and instruments through which data will be collected. Result framework and monitoring arrangements of the project is presented in Annex 1. The Project M & E system is designed to be part of the broader M&E system that will track the performance of the overall flagship program objective, and lessons learned from the system could strengthen the M&E systems across the country.

The Results Framework and the monitoring Arrangement in Table 8 below presents the indicators used to monitor implementation progress and outcomes of the project.

Table8: Project result framework

Project Development Objective	Project Outcome Indicators	Use of Project Information
The project development objective is to strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions	<ul style="list-style-type: none"> Developed capacity of civil servant to perform key cross-cutting government functions Strengthened civil service management through the establishment of clear frameworks and procedures Improved policy coordination and monitoring capabilities at the center of government 	Indicates along with the intermediate outcomes and output indicators whether the project is on track in the achievement of the PDO
<i>Intermediate Outcomes</i>	<i>Results Monitoring Indicators</i>	<i>Use of Monitoring Indicator</i>
Component 1:		
Sub-Component 1: 1: Supporting harmonized and government-led capacity injection in priority institutions	<ul style="list-style-type: none"> Guidelines for recruitment and appraisal developed and approved by Steering Committee Proportion of injected staff with 	Indicates existence of authorized Guidelines and pay structure that ensures Consistency and predictability in recruitment and pay structure

	salaries compliant with harmonized pay scale	
Sub-Component 1.2: Providing specialized training and coaching support for new recruits and their teams	<ul style="list-style-type: none"> • Number of staff who have used training received on the job • Number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline 	Indicates the extent to which quality staff Achieved
Component 2:		
<p>Sub component 2.1: Supporting priority measures in re-organization and change management</p> <p>Sub component 2.2: Strengthening basic frameworks for civil service management</p> <p>Subcomponent 2.3: Civil Service Management</p>	<ul style="list-style-type: none"> • Percent of senior staff in supported institutions with job descriptions • Development and submission for cabinet approval Civil Service Pay Policy and phased plan for implementation • Development and submission for cabinet approval pension policy and phased plan for implementation. • Percent of civil servants with complete electronic personal records 	Indicates the extent to which roles and responsibilities are clarified, and civil servant's personal records computerized; and the structured manner in which civil service pension and pay polices are developed, approved, and implemented.
Component 3:		
<p>Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact;</p> <p>Sub-Component 3.2: Developing Basic Policy Management Capabilities</p>	<ul style="list-style-type: none"> • Annual publishing of aid data by ACU • Number of participants in Executive Leadership Program; % of women in participation • Development and approval of guidelines by the OPM / OOP for policy submissions to the Cabinet • Number of Government priority initiatives for which OPM/ OOP have received bi-annual progress reports by line ministries and provided feedback 	Indicates availability of quality in aid; the extent to which executives are motivated to develop their skills; how mechanism for policy approval and submission by government is strengthened and the extent to which frequency of feedback on government initiative is enhanced.

The progress and achievement of project development objectives will be monitored and assessed through the following monitoring and evaluation activities:

145. Routine monitoring by the PCU/PMU: At the overall project level, the PCU/PMU will undertake M&E activities relying on reports from Technical Implementation Committees, Technical Support Board, and independent verifiers. The M&E Specialist will regularly review and report on progress made, and will flag any issues requiring attention. Progress will be measured through indicators outlined in the results monitoring framework. On regular basis, M&E will be conducted to assess the achievement of project objectives,

including improvements in performance of ministries and agencies on data collection on results indicators. Results will be fed into recalibrating further implementation efforts, including necessary mid-course corrections. Consolidated M&E reports submitted by the PCU/PMU to the Steering Committee will be validated by the Steering Committee and directives issued for corrective action will be implemented.

146. Apart from the outcome level indicators, a set of specific, relevant, and measurable intermediate outcome indicators will also be monitored. Information will be collected on the performance of all participating institutions as per the results framework.
147. At the component level, Technical Implementation Committees will be responsible for monitoring and evaluation of specific component activities being implemented in their ministries and agencies. The Implementation Committee will submit reports to the Project M&E Specialist. The PCU (Project Coordinator) will consolidate these reports and submit them to the Steering Committee. To ensure that all entities participating in the project will be able to carry out their designated M & E tasks, orientation and capacity building workshops will be arranged early for them.
148. The PCU/PMU will organize an annual Public Sector and Institutional Capacity Development forum to deliberate on progress and impact of the project and other capacity development initiatives on the reconstruction and development of Somalia.
149. ***Third party monitoring:*** Periodically, the PCU/PMU will assign independent and External third-party monitors for sample based monitoring, feedback, verification and assessment of the implementation of all project components. The third-party monitors may include representatives of other development partners, academics and experts in related fields, individual and organizational consultants with the requisite capacity.
150. The World Bank will also monitor the project through the supervision and implementation support missions and third parties contracted to perform specific supervision, monitoring and evaluation activities on its behalf.

ANNEXES

Annex 1: Results Framework

Annex 1: 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				
<i>Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories)</i>	<input type="checkbox"/>	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)	<i>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.</i>
			Puntland	0	25 (20% women)	50 (20% women)	70 (20% women)	90 (20% women)	110 (20% women)			CSC/CIM Unit (Puntland)	
<i>Proportion of injected staff remaining in service more than 12 months</i>	<input type="checkbox"/>	Percent	Federal	0	N/A	70%	70%	70% (more than 24 months)	70% (more than 24 months)	annual	Personnel and payroll data	CSC/CIM Unit (FGS)	<i>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.</i>
			Puntland	0	N/A	70%	70%	70%	70%			CSC/CIM Unit (Puntland)	
<i>Change management plans developed and at least partially implemented</i>	<input type="checkbox"/>	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative assessment	OPM/PCU & target ministries (FGS)	<i>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.</i>
			Puntland	0	0	1	3	5	7			PCU & target ministries (Puntland)	
<i>Ministries / agencies with operational HR and FM functions</i>	<input type="checkbox"/>	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative	OPM/PCU & target ministries (FGS)	<i>A ministry/agency is considered to have an operational HR and FM function in place when at least three of the four criteria below</i>

			Puntland	0	0	1	3	5	7		assessment	PCU & target ministries (Puntland)	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.
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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

Guidelines for recruitment and performance appraisal developed and approved by Steering Committee	<input type="checkbox"/>	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	<input type="checkbox"/>	Percent	Federal	N/A	80%	80%	80%	90%	90%	annual	Appointment records (CIM – HR Firm)	CSC/CIM Unit & MoF (FGS)	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.
			Puntland	N/A	80%	80%	80%	90%	90%			CSC/CIM Unit & MoF (Puntland)	
The number of staff who state that they have used the training that they received on the job.	<input checked="" type="checkbox"/>	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 who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)	<input checked="" type="checkbox"/>	Number & %	Federal	N/A	30 70% pass rate	60 70% pass rate	90 70% pass rate	120 70% pass rate	150 70% pass rate	annual	Training records (pre-training baseline and test results)	Implementing agency	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.
			Puntland	N/A	20 70% pass rate	40 70% pass rate	60 70% pass rate	80 70% pass rate	100 70% pass rate			Implementing agency	

Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management														
<ul style="list-style-type: none"> 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	<input type="checkbox"/>	Percent	Federal	10%	20%	30%	50%	70%	90%	annual	CSC job description documents	CSC (FGS)	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.	
			Puntland	10%	20%	30%	50%	70%	90%			CSC (Puntland)		
Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval	<input type="checkbox"/>	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 implementation developed and submitted for Cabinet approval	<input type="checkbox"/>	Yes / No	Federal	No	No	No	Yes	Yes	Yes	annual	CSC Pension Policy document	MoLSA (FGS)		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).
			Puntland	No	No	No	Yes	Yes	Yes			MoLSA (Puntland)		
Civil servants with complete electronic personal records (participating ministries)	<input type="checkbox"/>	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													
<ul style="list-style-type: none"> 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 aid data by ACU	<input type="checkbox"/>	Yes / No	Federal	No	Yes	Yes	Yes	Yes	Yes	annual	ACU aid data platform and/or annual reports	MoF/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)
			Puntland	N / A	Federal level only - aid data covers Puntland							--	
Participants in Executive Leadership Program	<input type="checkbox"/>	Number &	Federal	N/A	10 (20% women)	20 (20% women)	30 (20% women)	40 (20% women)	50 (20% women)	annual	Attendance records and qualitative	Implementing agency	Number of politicians and senior civil servants who have participated in the executive leadership program.

<i>(disaggregated by gender)</i>		% women	Puntland	N/A	5 (20% women)	10 (20% women)	15 (20% women)	20 (20% women)	25 (20% women)		assessment	Implementing agency	<i>Minimum levels of engagement (e.g. # of sessions) will be set based on program design.</i>
<i>Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet</i>	<input type="checkbox"/>	Yes / No	Federal	No	No	Yes	Yes	Yes	Yes	annual	OPM records	OPM/Policy and Oversight Department & Cabinet Secretariat	<i>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.</i>
			Puntland	No	No	Yes	Yes	Yes	Yes			OOP	
<i>Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback</i>	<input type="checkbox"/>	Number	Federal	0	0	2	4	6	8	annual	Progress updates/reports	OPM/Policy and Oversight Department	<i>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</i>
			Puntland	0	0	2	4	6	8			OOP	

Annex 2: Terms of Reference of Key Staff of the Project

A. Project Coordinator

Duties and Responsibilities

The Project Coordinator shall do everything necessary to meet the above objectives, including but not limited to carrying out the following tasks:

- 1.1** Oversee the implementation of CIP preparatory activities including preparation of the Project Implementation Manual (PIM), work plans, etc.
- 1.2** Oversee and coordinate all activities related to the implementation of project activities by the OPM/OOP and different Ministries, Departments and Agencies under the project and support project implementation of selected activities;
- 1.3** Liaise and coordinate with the staff of the Department responsible for national strategic capacity development coordination in the OPM and with project focal points from other government institutions for the smooth execution of the project activities;
- 1.4** Set the standards and timetables for the preparation of annual work programs and quarterly review of these and review work programs for quality assurance;
- 1.5** Manage the Project Coordination team and co-ordinate the day-to-day activities of the Project Coordination Unit;
- 1.6** Assist with the identification of training needs in the PCU/PMU and propose on-the-job training and formal training programs to meet those needs;
- 1.7** Apply appropriate administrative, financial and technical management methods, to oversee the use of project resources and of project procurement activities, working closely with the Project Financial Management and Procurement Specialists;
- 1.8** Ensure that all necessary documentation related to financial management and procurement are in place and accounts are maintained providing regular expenditure reports related to the CIP project;
- 1.9** Oversee the planning, organization and coordination of regular monitoring and evaluation, including periodic review meetings and end of project evaluation, ensuring adequate documentation of lessons learned, working closely with the M&E Officer
- 1.10** Establish the format and schedule of project reporting and prepare regular progress reports to be submitted for the review by the Office of the Prime Minister, the Project Steering Committee and the World Bank;
- 1.11** Develop and strengthen collaboration with government counterparts, development partners and all other stakeholders to facilitate their understanding and support to the CIP;

- 1.12 Oversee development and implementation of a project information and communication strategy and dissemination of information on activities of the project, working closely with the Communications Officer;
- 1.13 Liaise and coordinate with the World Bank Task Team Leader, Co-Task Team Leader and the Team for the project for the smooth execution of the project activities;
- 1.14 Help design and maintain a record-keeping system for all project correspondence between the PCU and implementing agencies and the World Bank;
- 1.15 Responsible for establishing effective management systems including procedures for maintenance and security of equipment and other assets;
- 1.16 Provide support to the organization of Project Steering Committee meetings, including preparation of technical papers and information, recording of proceedings, follow-up actions and communication.

Key Deliverables

- Set performance targets of Technical Implementation Committees
- Overall project implementation plan
- Project management policies and procedures including administrative policies on attendance and discipline
- Report on discipline of project staff
- Performance reports on project staff
- Consolidated annual and quarterly project performance reports
- Reports on the proceedings of the Steering Committee
- Annual and Quarterly work plans of position

Qualifications and experience

Qualifications

The Project Coordinator should have the following minimum Qualifications:

- a) Post-graduate degree in Economics, Public Administration, Management or other relevant fields

Experience

- a) Minimum of ten years (10) of relevant experience in the public or private sector in the area of institutional development, economic governance or program management, with particular weight given to experience in Somalia;
- b) At least three years of work experience in project management as a senior manager, with demonstrated ability to build and manage a multi-disciplinary team with a positive evaluation of performance;

- c) Experience in developing, monitoring and managing projects funded by development partners; experience in managing projects funded by the World Bank or other international financial institutions highly desirable;
- d) Ability to deal with multiple stakeholders, including government agencies, development partners and non-governmental actors;
- e) Fluency in spoken and written English and Somali, and excellent communication skills;
- f) Excellent computer skills for Microsoft Office tools (Word, Excel, and PowerPoint) and Internet use;
- g) Strong interpersonal and relationship-building skills.

Reporting and Other Deliverables

The Project Coordinator will report to the Chief of Staff, and work under the overall guidance of the Project Steering Committee.

Language

Reports and other documents shall be submitted in English.

B. Procurement Specialist

Duties and Responsibilities

The Project Procurement Specialist shall do everything necessary to meet the above objectives, including but not limited to carrying out the following tasks:

- 1.17** Provide advice and ensure that all the procurement activities of the project conform and are compliant with the Project Implementation Manual and World Bank Procurement Guidelines;
- 1.18** Initiate, coordinate and prepare Procurement Plans (PPs) for procurement under the project;
- 1.19** Establish a simplified Procurement Tracking System for OPM/OOP for monitoring of the project procurement activities;
- 1.20** Update the General Procurement Notices (GPN) annually, and Specific Procurement Notices (SPN), and Expression of Interests (EOI) when required;
- 1.21** Provide procurement advice to the PCU on all aspects of Terms of Reference (TOR) and Request for Proposals (RFPs), evaluation of Expression of Interest (EOI) and Technical and Financial Proposals for selection of Consultants for Technical Assistance;
- 1.22** Prepare Bidding Documents for the procurement of goods and services in accordance with activities defined in the Procurement Plan for the project using the World Bank's Standard Bidding Documents, prepare Project customized Bidding Documents and

- Request for Proposals (RFP). This should include customized NCB documents and standardized Forms to be used for Shopping Methods;
- 1.23 Handle communications relating to procurement within the project with all the agencies of government and sector ministries under the project and with outside agencies, as well as with the World Bank team working on the PSCIIP;
 - 1.24 Ensure that complete documentation is maintained on all procurement cases;
 - 1.25 Coordinate and respond to procurement queries, disputes, and complaints;
 - 1.26 Prepare Bid/Proposal Evaluation Reports and Award Recommendations for approval by the Procurement Committee or appropriate approving body;
 - 1.27 Prepare Requests for No-objection for the World Bank for stages of procurement activities as required by Bank Guidelines;
 - 1.28 Provide contract management oversight for Works and Consultancy Services Contracts;
 - 1.29 Establish a performance monitoring database for all suppliers and consultants, and ensure timely updates of the system;
 - 1.30 Establish a central procurement filing system, and ensure all related documents are included in the respective files;
 - 1.31 Coordinate preparation of post procurement reviews by the Bank and in Bank supervision missions;
 - 1.32 Liaise with EAFS and the State Tender Board (once established) on project procurement and any issues affecting procurement in the project;
 - 1.33 Carry out any other periodic duties that may be assigned by the Project Coordinator;
 - 1.34 Build procurement management capacity in the Office of the Prime Minister(FGS)/Office of the President (Puntland) and implementing agencies through training, on the job coaching and mentoring of procurement staff and technical staff involved in procurement processes;
 - 1.35 Develop training plans and deliver short training sessions to staff from the President's Office and implementing agencies;
 - 1.36 Provide guidance and technical support to the EAFS on reporting requirements for the CIP Project;
 - 1.37 Provide any other procurement supporting duties as may be required by the Coordinator in the President's office.

Key Deliverables

- Procurement Management system of the project
- Annual procurement plan
- Set procurement targets of beneficiary institutions
- Reports on procurement training of staff responsible for procurement activities in beneficiary institutions

- Quarterly consolidated performance report on procurement
- Monthly procurement reports
- Annual and quarterly work plans of position

Qualifications and experience

Qualifications

The Project Procurement Specialist should have the following minimum Qualifications:

- b) Bachelor's Degree in one of the following: Procurement, Business Administration, Accounting, Finance, Engineering etc.
- c) An advanced degree with a major in a relevant discipline is an added advantage

Experience

- a) A minimum of at least 7 years of direct relevant experience including broad expertise in the management of procurement in the public sector.
- b) Minimum of at least 3 years of experience in implementing procurement actions according to international organizations guidelines such as the World Bank, African Development Bank etc. for procurement of goods, services, and works.
- c) Proven work experience on country procurement systems and procedures
- d) Experience working in Somalia is desirable.
- e) Excellent computer skills for Microsoft Office tools (Word, Excel, and PowerPoint) and Internet use.
- f) Fluency in English and Somali; excellent written and oral communication skills.
- g) High level interpersonal and relationship-building skills.

Reporting and Other Deliverables

The Procurement Specialist will report to the Project Coordinator. He/she will be the team leader for the project procurement function and will work closely with Procurement Officers from implementing agencies, the line ministries and other technical officers responsible for project activities. He/she will also work closely with the EAFS unit under the Accountant General (once established).

It is expected that, by working closely with procurement staff in the Office of the Prime Minister and line ministries, departments and agencies and the State Tender Board, the consultant transfers his/her skills, and ultimately ensures that counterparts are fully capacitated to perform procurement activities

Language

Reports and other documents shall be submitted in English and Somali when required.

C. Monitoring and Evaluation (M & E) Specialist

Duties and Responsibilities

Under the overall supervision of the Project Coordinator the M&E Specialist will be responsible for the following:

- 1.1** Develop and implement a M&E system for the project, articulating clearly all the sub-systems and M&E arrangements consistent with the Project Appraisal Document agreed between the Government and the World Bank
- 1.2** Provide technical inputs on monitoring and evaluation parameters to improve planning, programming and implementation of project
- 1.3** Develop in-depth knowledge of monitoring and evaluation system of capacity development operations to guide performance tracking activities of staff with M&E responsibilities in project beneficiary institutions and key stakeholders
- 1.4** Assist in defining monitoring and evaluation requirements at the different levels of project implementation
- 1.5** Assist in developing monitoring tools and formats and coordinate data collection activities of participating ministries, departments and agencies, conduct preliminary analysis of monitoring data and submit performance progress and consolidated reports to the Coordinator
- 1.6** Support the training of participating institutions to understand the M&E system of the project and to particularly appreciate issues relating to performance indicators, evaluation criteria, assessment and scoring methods, etc.
- 1.7** Conduct analysis of monitoring data, documents findings from monitoring and evaluation activities and submits monitoring reports to the Coordinator
- 1.8** Work closely with both beneficiary and non-beneficiary ministries, departments and agencies to ensure that data collected for purposes of performance evaluation is credible and of high quality

Key Deliverables

- Project M&E system and implementation plan
- Set M&E performance targets of beneficiary institutions

- Quarterly consolidated project performance in monitoring and evaluation reports
- Monthly implementation/progress monitoring reports
- Updated M&E tools
- Annual and quarterly work plans of position

Qualifications and experience

Qualifications

Post Graduate Qualification in M&E, Project Management, Planning, Business Management, Economics, Statistics or relevant field

Experience

The Project Communications Specialist should have demonstrable experience in activities as follows:

- A minimum of 5-year professional experience in M&E related function.
- Strong analytical skills
- Monitoring and evaluation of plans and programs
- Strong orientation and knowledge in benchmarking
- Good report writing and presentation skills
- Ability to communicate effectively
- Ability to see and manage risks and consequences
- Functions effectively in a team of professionals
- Experience in working in development projects within the Civil Service, and good knowledge of Public Sector issues.
- Project management experience.
- Experience working in a fragile environment will be an advantage
- The ability to draft reader-friendly documents by simplifying research reports for different target audiences, including the general public.
- Excellent English language both written and oral with great attention to detail
- Excellent organizational and administrative skills, including the ability to manage priorities, work under pressure and meet tight deadlines with minimal supervision
- The ability to work in a proactive and autonomous way.

- Ability to adapt priorities in order to respond to changing demands innovatively.
- Proactive and use of initiative to achieve desired results
- Ability to facilitate learning and knowledge management between staff working on the Project and among other stakeholders
- Well-developed skills in managing websites, ensuring high-quality content and using them as a way to promote external and internal communications.
- Proven ability to manage the design, printing and distribution of high-quality publications.
- Strong IT skills (Word, Excel, Access)

Reporting and Other Deliverables

The Project M&E Specialist will report to the Project Coordinator.

Language

Reports and other documents shall be submitted in English and in Somali when required.

D. Communication Specialist

Duties and Responsibilities

Under the overall supervision of the Project Coordinator the incumbent will be responsible for the following:

- Monitors and manages Media & Public Relations activities relevant to the project
- Act as first point of contact for communication enquiries about the project
- Ensures full protection of the image of the project and related capacity development activities of government
- Conduct stakeholder analysis to define communication roles of major stakeholders of the project
- Develop and implement a communication strategy to improve internal and external communication and public relations
- Develop enhanced ways of ensuring effective information flow between different ministries, departments and agencies, and between Puntland State and the Federal Government and other regional administrations
- Develop and sustain a two-way communication channel between the project and international development partners and also between the project and civil society
- Support the Project to gather and communicate success stories for wider use through the appropriate channels
- Develop innovative ways of communication and learning about capacity development policies and programs, including through the use of digital media.
- Contribute to the conceptualization and production of communications materials for various activities and events of the work Program of the project.

- Assist operational colleagues to integrate communication methods and tools in all focal areas of the project's work.
- Lead in the planning and development of the project's publications including drafting and editing for printed publications, the Internet and audio-visual productions
- Support management and colleagues in drafting targeted messages, media releases and general communications for key stakeholders.
- Support colleagues in effective analysis of information and communication needs, with a view to channel them to appropriate media.
- Ensure high quality documents and files (substance and presentation) by reviewing publication.
- Provide creative/innovative solutions for managing and communicating negative feedback on the project from stakeholders
- Ensure quality control of communications material and messages on the Project
- Implement knowledge management by commissioning, writing, editing and distributing publications to inform external audience. These include websites, brochures, the annual report and other communication materials as required.
- Carry out ongoing communications capacity building/ coaching for staff across the civil service and other identified stakeholders
- Manage translation of key documents where needed

Key Deliverables

- Communications strategy and implementation plan
- Set communications performance targets/benchmarks of beneficiary institutions
- Quarterly consolidated project performance reports in Communications
- Special reports on public education and communication with international partners on the project
- Monthly implementation progress reports in communications
- Annual and quarterly work plans of position

Qualifications and experience

Qualifications

The Project Communications Specialist should have the following minimum Qualifications:

- A post-graduate qualification in Communication, Journalism, Social sciences, Sciences of Education, Marketing, Business Administration or related fields.

Experience

The Project Communications Specialist should have demonstrable experience in activities as follows:

- A minimum of 5-year professional experience in communications function.
- Experience in working in development projects within the Civil Service, and good knowledge of Public Sector issues.
- Project management experience.
- Experience in electronically archiving information and documentation
- Experience working in a fragile environment will be an advantage
- Proven experience in information, communications and campaigning tasks.
- The ability to use modern audio-visual techniques and communications tools
- Good Team work, communication and presentation skills
- The ability to draft reader-friendly documents by simplifying research reports for different target audiences, including the general public.
- Excellent English language both written and oral with great attention to detail
- Excellent organizational and administrative skills, including the ability to manage priorities, work under pressure and meet tight deadlines with minimal supervision
- The ability to work in a proactive and autonomous way.
- Ability to adapt priorities in order to respond to changing demands innovatively.
- Proactive and use of initiative to achieve desired results
- Ability to facilitate learning and knowledge management between staff working in the Project and among other stakeholders
- Well-developed skills in managing websites, ensuring high-quality content and using them as a way to promote external and internal communications.
- Proven ability to manage the design, printing and distribution of high-quality publications.
- Strong IT skills (Word, Excel, Access)

Reporting and Other Deliverables

The Project Communications Specialist will report to the Project Coordinator.

Language

Reports and other documents shall be submitted in English and in Somali when required.

E. Financial Management Specialist

Duties and Responsibilities

The Project Financial Management Specialist shall undertake the following tasks in collaboration with EAFS and the Head of the PCU/PMU and implementing entities:

- Maintain all accounting records in line with approved accounting standards and in line with the Bank's and Government's regulations;

- Render periodic reports, (i.e. monthly/quarterly/annually) in the formats approved by the Bank and Federal Government of Somalia and in line with the project documents and financing agreement;
- Ensure that disbursement are made in accordance with approved annual budgets and work plans together with the Project management;
- Ensure that all payments are done in accordance with good accounting practices and in line with the project objectives and financing agreement;
- Where applicable ensure that the required the Bank No Objection letter relating to an expenditure is available before effecting payment;
- Ensure prompt release of funds, once approved, to beneficiaries;
- Ensure that required accounting and submissions of returns by beneficiaries who receive advances are done on timely basis;
- Maintain relevant books and records for the Project that reflects the components and activities;
- Ensure that the filing system of the accounting records are satisfactory at all times and they are easily retrievable for reviews and audit purposes;
- Ensure that all accounting records are updated promptly;
- Prepare monthly bank reconciliations for the project bank accounts, including designated and project accounts (if any);
- Prepare quarterly financial reports in accordance with agreed formats and in line with the financing agreement;
- Prepare annual financial statements of the project and liaise with the auditors to carry out the annual audits of the project;
- Together with the Project Coordinator, maintain, develop and update the financial procedures manual on a regular basis;
- Together with the implementing agencies ensure strict adherence to installed internal control systems for all areas of project operation;
- Liaise with the internal/external auditors to get project financial statements audited and follow up any audit queries/management letters;
- Follow up on “No Objection” from the Procurement Specialist where not available and ensure they are properly filed as part of the accounting records;
- Ensure that no project category/component is overspent without proper authorization from the World Bank;
- Review all aspects of the Project work plan and budget based on the results of operations and changing economic conditions and recommend corrective measures to the management;
- Working with other project staff, prepare annual work plans and budgets;

- Initiate corrective measures to address internal financial shortcomings and irregularities as the need arises;
- Establish and enhance as appropriate, systems of internal control (goods, works, services, fixed assets, civil works);
- Prepare, monitor and interpret cash flow forecasts in consultation with the Head of the PCU, the Procurement Officer and implementing entities;
- Analyze changes in the forecast and advise the project management accordingly;
- Prepare monthly returns to the PCU, implementing entities and Ministry of Finance Office of Accountant General (EAFS) in compliance with Government accounting reporting requirements;
- Prepare Unaudited Quarterly Financial Reports (IFRs) and Annual Financial Statements for all Project Funds analyzed according to the categories and project components as appropriate, and provide timely reporting of any material variances to the PCU;
- Ensure compliance with operating procedures of Government and the World Bank, e.g. Procurement, Disbursements, Designated Accounts, SOEs, IFRs, Special Commitments etc.;
- Liaise with the internal/external auditors and follow up any audit queries/management letters;
- Monitor, in conjunction with the Procurement Specialist and the PCU and implementing agencies, the financial management aspects of consulting services and other procurement;
- Support the establishment of a financial management unit in the OPM and build the capacity of financial management staff in the unit and of financial management staff in implementing entities;
- Brief the Project Coordinator on capacity development progress being achieved;
- In conjunction with the Project Coordinator, and the Procurement Officer, monitor performance against agreed Financial Performance Indicators - these will need to be prepared in consultation with the Steering Committee;
- Write a report at the end of the contract period outlining achievements and challenges pertaining to the financial management function;
- Keep abreast of changes in financial regulations and legislations and ensure the accounting staff are updated on new developments.

Key Deliverables

- Financial management system of the project
- Set financial management performance targets of beneficiary institutions
- Financial statements
- Periodic financial reports including financial returns monitoring reports
- Reports on FM training and coaching of staff responsible for FM project activities in

- beneficiary institutions
- Quarterly consolidated FM performance report
- Annual and quarterly work plans of position

Qualifications and experience

Qualifications

The Project Financial Management Specialist should have the following minimum Qualifications:

- d) Degree in accounting, finance or business administration (accounting);
- e) Professional qualification in financial management, registered by and attained final qualification of any financial management related recognized professional body e.g. ACCA, CPA etc.;

Experience

The Project Financial Management Specialist should have demonstrable experience in Public Financial Management related activities as follows:

- a) At least 5 years of experience in audit or financial management;
- b) At least three years of post-qualification experience directly relevant to public sector and/or World Bank Projects' financial management;
- c) Experience of project financial management in a developing country; experience in Somalia is preferable;
- d) Excellent written and oral communication skills in English, to deliver technical financial documents, and reports; candidates familiar with Somali language will have an added advantage;
- e) Excellent computer skills in Microsoft Office tools (Word, Excel, and PowerPoint) and Internet use, including database use is required.

Reporting and Other Deliverables

The Project Financial Management Specialist will report to the Project Coordinator. The key deliverables of the Project Financial Management Specialist will be as follows:

- a) Within the first two weeks of the contract and in full consultation with the Project Coordinator, prepare a clear work plan on financial management and disbursements and share with the implementing entities and the World Bank;

- b) Report regularly to the PCU/PMU, implementing entities and to the Bank on key issues affecting the operations of the project financial activities;
- c) Prepare monthly and quarterly Interim unaudited Financial Reports (IFRs) which will be submitted to the PCU and the World Bank not later than 45 days after the end of the month or quarter to which the report relates;
- d) Prepare Annual Financial Statements for financed projects, within two (2) months after the end of the fiscal year to which they relate. These Annual Financial Statements to be submitted must be ready for audit.

Language

Reports and other documents shall be submitted in English and in Somali when required.

Annex 3: Process for developing and approving work plan:

The process for developing and approving the work plan may follow the following steps:

- At the component level, Technical Implementation Committees of beneficiary institutions will propose their project activities with the help of EAFS, FMS, Technical Support Board. The proposed work plan of the institution will be submitted to the PCU/PMU
- The PCU/PMU will consolidate work plans from all the institutions, together with their cash flows, and budgets with EAFS and FMS
- The PCU/PMU will submit a consolidated work plan to the Project Steering Committee for review and final approval
- During meeting of the Project Steering Committee members may ask questions for clarifications.
- Afterwards members will vote on work plan submitted of which 2/3 of members present in the meeting must approve.
- The approved work plan, budgets, and cash flows will be sent to the World Bank for formal clearance, and to UNDP
- Through PCU/PMU, Technical Implementation Committees will be informed accordingly of the Project Steering Committee's decision.
- The Project Steering Committee may delegate the function of approving the work plan to the Technical Support Board. In this case, the PCU/PMU will submit the consolidated work plan to the Technical Support Board for an in-depth deliberation and approval. The recommendation of the Technical Support Board will be sent to the Project Steering Committee for endorsement.

At the Component level, each proposed activity from beneficiary institution must include;

- The title and brief description of the proposed activity

- The type on the proposed activity
- An indication of how and where the proposed activity fits into the eligible set of activities of the Project
- An approximate timeframe
- The approximate cost of the requested activity
- The parties involved in the proposed activity
- An indication about how the activities are expected to contribute to the objectives and intended results of the project and the overall aim of strengthening the public sector in Somali
- An indication about expected wider social, economic and/or environmental gains created by the activity

Annex 4:Accounting Procedures

Bank Reconciliation

- Monthly Bank Reconciliation Statement is prepared by the accountant on the project, checked and approved by the Head of EAFS and FMS, and finally approved by the Accountant General.

Bank Reconciliation is an important instrument for internal control of the financial management and it is prepared to compare the outstanding balance of the Bank Control Book and the Bank Statement.

- All reconciled items should be properly identified, explained and approved by an authorized person.
- Bank Reconciliation Statement and respective bank statement should be properly filed.
- In addition, at the end of every month, the FMS provides the Project Coordinator with a schedule which specifies all transfers from the project designated account. The Project Coordinator is also supplied with copies of bank and the bank reconciliation statements
- Any unreconciled differences shall be promptly investigated and resolved promptly and the Accountant General notified accordingly.

Petty Cash Procedures

- The Accountant General will approve the authorized limit for petty cash for minor expenses such as supplies, transport, and emergency payments.
- Petty cash must be kept in a safety box/vault under the custody of the Accountant. The safety box should be locked in the safe vault every evening.
- On production of an original receipt or invoice, a Petty Cash Voucher is prepared by the Accountant in the system and verified by the Head of EAFS (Federal) or FMS (Puntland)
- All Petty Cash Vouchers will be sequentially numbered
- Petty Cash Voucher must be approved by an authorized officer – Head of EAFS/FMS

- The approved voucher will then be returned to Accountant
- Upon settlement of claims, the recipient will sign on the voucher as confirmation for receipt of cash payment. The voucher and the supporting documents will be stamped 'PAID' to avoid duplicable payment
- Details will then be entered by the Accountant into the Petty Cash Book
- Petty Cash Book indicates transaction date, voucher reference number, brief description of transaction and amount withdrawn or deposited, and the balance
- Petty Cash Vouchers, together with supporting documents, should be filed by the Accountant in a Petty Cash file by monthly number order.

Petty Cash Replenishment

- Replenishment of petty cash advance should be made when balance of petty cash balance falls 1/5th of the initial advance ceiling; or at least at the end of each month. Replenishment of advanced petty cash must be made by the Project Accountant.
- The Bank Payment Voucher is approved by the Head of EAFS/FMS and a cheque drawn or the replenishment amount.
- Petty cash replenishment Bank Payment Voucher should be used to post petty cash expenses to the relevant general ledger accounts.

Petty Cash Reconciliation

At every month-end, petty cash advance must be regularly reconciled with petty cash account balance. A Cash Count Sheet should be prepared by the Accountant at the end of each month.

- The Accountant is responsible for conducting the cash count which should be observed by the Head of EAFS/FMS.
- External Auditors and/or Internal Auditors may conduct surprise cash counts
- The cash count sheet should be reconciled with the balance on the Petty Cash Book
- Any discrepancy between cash balance counted and balance per Petty Cash Book must be investigated immediately and reported to the FMS.
- The FMS/Head of EAFS may also conduct a surprise cash count. At least one surprise cash count should be carried out semi-annually.
- In addition to the periodic petty cash count reconciliation which is prepared to support replenishment request, month-end petty cash reconciliation should also be prepared by the accountant and filed together with Petty Cash Book in the Month-End Reports.

Cash Advances

Cash advance shall be authorized for the purpose of travel and training workshops, study tours, seminars, public forums and that cash advances are liquidated within a limited time period. The following guidelines apply to all cash advances:

- Cash advances must be approved by properly delegated officers
- A Cash Advance Register must be maintained for all cash advances
- Cash advance application must indicate completion date of activity (travel, seminar or workshop)
- All advances must be liquidated within a specified date of activity completion date
- Cash advances must not be made to project personnel who have previously nucleated cash advance.
- Under no circumstances multiple advances be made to the same person.

Cash Advance Request

- The person seeking cash prepares a Request for Advance Form; this must be approved by Project Coordinator, then submit it to the Head of EAFS/FMS for review and execute the payment.
- Bank Payment Voucher or Petty Cash Voucher must be cleared by Head of EAFS/FMS and approved by the Accountant General
- Cash advance may be provided by either cashing a check or petty cash (for advances under \$100)
- The Requester signs *Bank Payment Voucher* (for advances of more than \$100 and over) or *Petty Cash Voucher* (for advances less up to \$100) upon receipt of cash
- Payment is recorded in the computerized accounting system/Bank Control Book/ Petty cash Book. A subsidiary ledger account should be opened for each individual.
- The total advance to each individual is recorded in the Advance Register in order to control all advances
- Request for Advance Form and Bank Payment Vouchers/Petty cash Vouchers are filed in the Bank Payment File/Petty cash Payment File.
- A copy of the Request for Advance Form and BPV should be filed separately in the Outstanding Advance File

Liquidation of Advance

- Advance shall be liquidated within 7 working days of completion of travel or 7 working days of completion on workshops, training, study tours, seminars, or public forums
- The recipient of an advance provides a statement of expenditures detailing all payments made, supported by original invoices or expenses receipts.
- The Accountant prepares *Liquidation of Amount Advanced Form* and ensures that all payments are supported by original and valid documents; then submit them for approval of the Head of EAFS/FMS. After this approval, the following activities should be carried out:

- If the amount expenditure is equal to the cash advance, Journal Voucher should be prepared to clear the amount advanced to the related expenditures, attached by supporting documents
- If the amount advanced is different of the total expenditure incurred, the following procedure will be applied:
 - (i) If the total expense is greater than the advance, additional Bank Payment Voucher/Petty Cash Voucher should be prepared for reimbursing the Recipient, then she/he should sign on the Voucher to confirm that cash has been received. BPV with all supporting documents will be passed on to record the general ledger. Petty Cash Voucher will be recorded in Petty Cash Book;
 - (ii) If total expenses are less than the advance, Receipt Voucher should be prepared to return remaining cash back to the Project. Cash Receipt Voucher will be passed on to record General Ledger or Petty Cash Book.
 - (iii) Advance Register or Advance Control Book should be updated; and
 - (iv) All related transactions entered into the Computerized Accounting System and Bank Control Book/Petty Cash Book
- When advance is cleared, the copy of the Request for Advance Form and appropriate vouchers will be pulled out from the Outstanding Advance file to be attached with the Reconciliation of Amount Advanced Form.

Monthly Reconciliation

- At the end of each month, the balance in the advance clearing account should be reconciled with Advance Register or Advance Control Book. The total amount on the Advance Register or Advance Control Book can be cross-checked with the Request for Advance Form in the Outstanding Advance File.
- List of advances outstanding for more than 7 working days after completion of activities should be reported to the FMS/EAFS
- At the end of every month, the FMS/EAFS shall review the total outstanding advance in the Advance register or Advance Control Book. The FMS should immediately take necessary actions to recover advances outstanding over 7 days.

Fixed Assets Management and Supporting Documents

A comprehensive Fixed Assets Register of all Project fixed assets will be maintained by the PMU/PCU. This will include the type of assets, date of purchase, cost of purchase, details on disposal, etc. The fixed assets register must be regularly updated; and physical verification /count of assets will be conducted periodically. All fixed assets of the project must be properly marked for identification purposes.

Any instances of malfunctioning of these assets—such as cars, printers, and computers must be reported to the PCU/PMU and the PCU/PMU will seek to take remedial action jointly with the Implementing Agency if the asset is at their disposal. Implementing agencies are expected to budget for regular maintenance and usage (such as paper, ink, gasoline) but can request assistance from the project for repairs.

Supporting documents

Supporting documents for recording should be in original, classified in order of recording, and properly and orderly filed. All documents supporting payments should be stamped 'Paid' to avoid being used to support another payment

Accounting for Goods, Works and Services Procured

Prior to making any payments, the Project Accountant/FMS must ensure that goods, works and/or services, have been appropriately procured and delivered by contractors/suppliers. To this effect, the Project Accountant must ensure that:

- Quotations and contracts negotiated with contractors/services provider have been fully approved
- Purchase Orders (POs) have been generated and issued to suppliers of goods
- Details of quotations and contracts have been entered onto the project's accounting system
- Amounts totaling the quotations and contracts have been committed.

Delivery of works

Payments for works will normally be made in stages, unless the work is very small such as minor repairs etc. The contract plan will clearly stipulate various stages at which payments can be made. This could, for instance, be a certain percentage of the works item being complete. The contractor will, also, issue a certificate of works at each interval. The FMS/EAFS must carefully compare the certificate of works with the contract. In addition, physical inspection of the works item must be carried out in order to establish its genuine status. The PMU/PCU must be satisfied with all these conditions before they request the contractor to provide an invoice/certificate of payment relating to the completed stage of the works activity.

Delivery of goods

Payment of goods are normally made only after all goods have been delivered according to specifications. On receiving goods from suppliers, they must be verified by the PC/PMU. The PMU/PCU must immediately notify the supplier of any irregularities (e.g. defects). If there are no irregularities, the receiving officer must sign the Goods Received Notes (GRN) or the Delivery Note (DN) and retain one copy. Additionally, the supplier's invoice must be carefully compared to the PO and the GRN/DN to verify that; the amount is correct; and goods received match with the description on the documents.

Delivery of services

Payments for services are also phased, and is linked to indications in the services contract which state stages at which payments can be effected. This is normally linked to the delivery of specific outputs such as reports, training and installation of systems etc.

Accounting for expenditure

Payments for works, goods and services procured using the IDA financing are made either by the FGS/ Government of Puntland (reimbursed as described above) or directly by the World Bank

Payment made by PMU/PCU

Payments are made on the basis of properly and fully supported Payment Vouchers (PVs). Project Coordinator and/or other authorized member of the PCU/PMU must authorize suppliers/contractors' invoices by signing them. Authorized invoices signify that; (i) works, goods and services have been accurately delivered; and (ii) details on the invoice such as the amount and payment conditions are accurately reflected. In addition, signed invoice acts as authority for payment.

On receiving an authorized invoiced from the Project Coordinator, the FMS prepares a PV against funds committed during procurement. The FMS signs the PV and the PC counter signs. Depending on the value of the invoice, the FMS takes one of the following steps:

- Instructs the bank (where the designated account is held) to make a telegraphic transfer directly into the supplier's/contractor bank account
- Prepares a cheque in favor of the supplier/contractor. The cheque is drawn on the bank where the designated is maintained, and given to the supplier/contractor must sign the register as evidence of receipt of payment
- Prepares a petty-cash voucher for very minor value purchases, and pays the supplier in cash. Official receipts must be obtained for all payments made in cash.

Good financial management practice demands segregation of duties. To that end, the FMS must ensure that there is clear segregation of duties amongst staff with regards to:

- Withdrawals and deposits
- Reviewing/receiving bank statements and reconciling bank statements with cashbooks
- Approving purchases/payments and issuance of cheques

In addition to adhering to the principles of good financial management practice, segregation of duties:

- Helps prevent errors and the misuse of project funds
- Helps limit the management of burdens carried by any one individual in the project

- Prompts projects to build the capacity of their members
- Complies with audit requirements-auditors look for appropriate segregation of duties during an audit.

The FMS must maintain a separate file for each project activity, and file all payment vouchers together with all supporting documents in a sequential

Direct Payments Made by the World Bank

Authorization procedures are exactly as described above for direct payments made by the World Bank. However, the EAFS/FMS submits the authorized invoice and supporting documentation (such as purchase orders and goods received notes and contracts) together with the Withdrawal Application Form to the World Bank. The World Bank makes payment directly to the consultant/supplier. The World Bank notifies MOFEP of payments made on their behalf by issuing a 'Payment Advance'. A Payment Advance provides the following information:

- IDA Grant number
- Application number
- Value date of payment
- Withdrawal authorization number (assigned by the World Bank)
- Category charged
- Currency and amount of payments
- Exchange rate used and the equivalent amount charged to the IDA Grant in the currency committed
- Undisbursed balance of the Grant account

Annex 5: Simplified Procurement Plan

Annex 6: Statement of Expenditures

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Category No. *	Name of Supplier Cont.-ractor or Consult-ant	Brief Descripti on of Goods, Works Or Services	Total Amt of Contract (Include All currencies)	Currency of Expenditure	Total invoice amount covered by this application (net of retention)	Eligible % of Grant	Currency and eligible amount paid (7)x(8)	US\$ Equiv. Paid from Special Account* *	Date of Payment	Exchange Rate**	Remarks or Invoice references, including no-objection telex date
TOTALS									\$			

Annex 7: Payments against Contracts Subject to WB Prior Review

Contract Number	Supplier	Contract Date	Contract Amount	Date of Bank's No Objection to contract	Amount Paid to Supplier during Period	Bank's Share of Amount Paid to Supplier during Period

Annex 8: Designated Account Reconciliation Statement

CREDIT NUMBER _____

ACCOUNT NUMBER _____ WITH (BANK) _____

- 1. TOTAL ADVANCED BY WORLD BANK (OR COFINANCIER) \$ _____
- 2. LESS: TOTAL AMOUNT RECOVERED BY WORLD BANK -\$ _____
- 3. EQUALS PRESENT OUTSTANDING AMOUNT ADVANCED TO THE DESIGNATED ACCOUNT (NUMBER 1 LESS NUMBER 2)=\$ _____

=====

4. BALANCE OF DESIGNATED ACCOUNT PER ATTACHED BANK STATEMENT AS OF DATE _____ \$ _____

5. PLUS: TOTAL AMOUNT CLAIMED IN THIS APPLICATION NO. _____ + \$ _____ *

6. PLUS: TOTAL AMOUNT WITHDRAWN AND NOT YET CLAIMED REASON: _____ + \$ _____ *

7. PLUS: AMOUNTS CLAIMED IN PREVIOUS APPLICATIONS NOT YET CREDITED AT DATE OF BANK STATEMENTS

APPLICATION NO. _____ AMOUNT * _____

SUBTOTAL OF PREVIOUS APPLICATIONS NOT YET CREDITED + \$ _____

8. MINUS: INTEREST EARNED - \$ _____ *

9. TOTAL ADVANCE ACCOUNTED FOR (NO. 4 THROUGH NO. 9) =\$ _____

10. EXPLANATION OF ANY DIFFERENCE BETWEEN THE TOTALS APPEARING ON LINES 3 AND 9:

11. DATE: _____ SIGNATURE: _____

TITLE: _____

* ALL ITEMS SHOULD BE INDICATED ON THE BANK STATEMENT

Annex 9: Technical Support Board System

As part of the project management arrangement a Technical Support Board will be set up to provide technical and managerial guidance to all the three components. This board may consist of 9/11 members drawn from Government, Development Partners, Implementing Institutions, Professional Groups, Academia, and the Civil Society who are experts in the key areas that the various project components seek to provide support. To that end, the Board will include experts in; talent and performance management, people management, recruitment, harmonized pay system, recruitment strategies, and civil service administration to serve the interests of Component 1; civil service pay, grading, and incentive systems, civil service severance, pension, staff rationalization policies, designing ethical codes, and change management, to serve in the interests of component 2; and aid coordination, monitoring & evaluation, leadership, policy development, centre of government to serve the interests of component 3.

Within the Technical Support Board, three subcommittees will be formed to serve, in detail, the interests of the three components. These sub-committees will report to the main board.

It is expected that members on the Board could effectively coordinate project issues of the three components to enhance synergistic effect. That is, although the Technical Support Board sub-committee for each component may perform the same function as an independent component technical board, since the subcommittees report to the same board, strong co-ordination of project activities is likely to be achieved than in the case of an independent component technical boards. Additionally, the single Technical support Board has the tendency of promoting strong informal consultations among members on issues referred to them for advice since they work in small groups; this facilitates strong internal communication and timely decision-making

Figure 6: Structure of Technical Support Board

