



CAPACITY INJECTION PROJECT (CIP) Monthly Bulletin

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COMPLETION OF THE HR AUDIT & BIOMETRIC REGISTRATION PROGRESS REPORTS

The FGS strategic agenda on the civil service HR audit exercise called for accountability and transparency on the government's payroll and wage bill control. Despite various setbacks to kicking off (resulting in a delay of 3 months), once launched, the HR Audit headcount and Biometric Registration was well orchestrated, and smoothly executed after several weeks of field work. The draft reports are now in, which include a comprehensive analysis of intricate payroll data that make up the civil servants in around 50 government institutions.

The primary objective is to get correct employee HR and payroll data. The audit will help evaluate the state of the FGS civil service HR practices and policies to

determine the overall effectiveness of people management practices in the government. It will provide the government with an objective means to measure the effectiveness of HR functions with respect to civil servant productivity, efficiency, payroll and morale, among others.

The audit seeks to focus on ensuring identification of strengths and weaknesses of systems and processes to determine whether they align with the HR requirements of the FGS' development aspirations contained in the national development plans and strategic policies. It will also prove to be a competitive advantage by strategically benchmarking and maintaining HR practices with international best practice.

The reports covered;

1. A headcount of all existing civil servants
2. An evaluation of operational HR policies, practices and processes (including retention, compensation, employee benefits, performance management, employee relations, training and development, records management, etc.)
3. Review of current HR indicators such as number of unfilled positions, absenteeism rates, and staff personal profiles such as gender, age, etc.
4. Stock taking of biometric data of all eligible civil servants
5. Production, printing and distributing ID cards with biometric data and unique ID numbers.

Various sets of data collection instruments were used: The use of 'ONA' Mobile data collection technology loaded on mobile de-

vices made it extremely easy, secure and efficient to verify civil servants in the system electronically and securely capture their responses from the interview.

Through the Biometric verification, civil servants were uniquely identified using fingerprints.

The key findings in this part of the report involves biometric data of all eligible Civil Servants of the FGS whom will have been identified through an ongoing HR Audit. Verification of these data will then lead to production of ID cards with unique numbers for all Civil Servants whose data has been authenticated. On successful completion of the Human Resource Audit and Biometric Registration exercise, capacity-building activities shall be undertaken for relevant government officials and HR Officers to learn how to conduct and apply the biometric registration equipment.



Figure 1: Biometric Registration Process Using Payroll Number

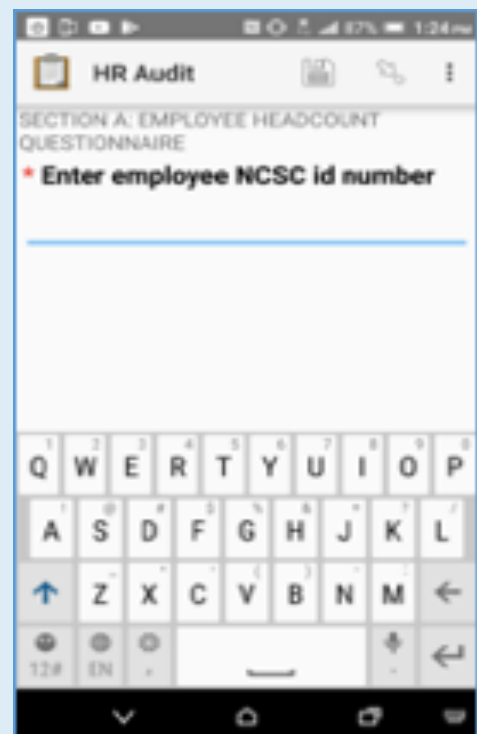


Figure 2: HR Audit: 'ONA' Mobile data collection



BRIEFING THE HR AUDIT OVERSIGHT COMMITTEE

The Project Coordination Unit called for a meeting with the members of the Government oversight¹ and technical committees to present the key findings in the reports submitted by the consultants.

The team provided key findings in the draft HR Audit, Biometric and HR Business Process reports. The Project Coordinator explained that although the two firms hired to form an overall picture of the civil service, both assessed different areas which calls for the government teams to reconcile any discrepancies in the various sets of data. From the report, it was evident that the figures provided by the two firms closely matched each other as well as with those kept in the records of the National Civil Service Commission, however different terminologies and ways of screening were used.

Part of the verification process that proved to be

¹ This committee is composed of the following six (6) members- Minister of Labor & Social Affairs (MOLSA), Auditor General, Accountant General, Chair of the National Civil Service Commission (NCSC) and Permanent Secretary of the OPM.

a challenge was that certain employees failed to present their National Civil Service ID cards but were found to be registered and in the MDA (2) payroll database.²

The Technical Committee will review the report and any discrepancies by providing their comments over the course of this quarter. The oversight committee would like to see in the report clear recommendations on:

1. Strengthening Payroll internal control environment.
2. Payroll Management/Risks- Accountability for Salary release.
3. Payroll reporting, monitoring and review.
4. Recommendation for the establishment of a HRMIS for the civil servants.

² Ministry, Department & Agencies (MDAs)



KNOWLEDGE TRANSFER TRAINING WORKSHOP FOR HR HEADS

During this month, a knowledge transfer workshop was held for senior Government official with HR Directors being the specific target group from across all MDAs pertaining to the HR audit assignment.

This activity has been split in two as the initial training on HR Audit processes was incorporated in the consultation workshop attended by DGs and HR Directors during the inception phase. This second part of the activity ensured complete participation at the MDA level on HR Business Processes and lessons learnt from the headcount to establish a dynamic and effective HR function. Recommendations were presented for updating accurate employee and payroll data using a new and improved Human Resource Management Information System (HRMIS) appropriate for the FGS.

After capturing biometric data of all eligible Civil Servants whom will have been identified through the HR Audit, cleaned-up payroll data was obtained to be uploaded to the new HRMIS. This will strengthen and automate the management of human resource records in the FGS. The aim is to have a fully fledged HR system with a component on Personnel Information Management being used

for purposes of the biometric exercise to store biometric and bio-data.

The current government system used to identify employees on FGS Payroll is the Somalia Financial Management Information System (SFMIS). It computes the monthly pay for civil servants as well as it being a means for budgeting, expenditures and revenue collection etc. Although this system commandingly has improved reporting capabilities in the past an integration of HRMIS and existing SFMIS is now needed. It is for this reason that the FGS is looking into sourcing a fully-fledged HRMIS system that covers the process of HR from; Interviewing, Shortlisting, On-boarding, Probation, Enrolment, Payroll, Leave, Discipline, Performance Management, Statutory Management, and Termination Processing.

Development of the HRMIS unified standards is of key significance for improvement of HR management effectiveness and transparency in certain departments, as well as in the public sector, in general. In addition, it will be the significant step in introducing a unified e-governance system in the country.



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