



CAPACITY INJECTION PROJECT (CIP) Monthly Bulletin

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QUARTERLY CIP PROJECT STEERING COMMITTEE MEETING

The PCU organised a steering committee meeting on 22nd July chaired by the deputy prime minister, H.E Mahdi Mohamed Guled as the chair of the committee with fellow members in attendance¹. The sole purpose of these quarterly meetings are to strategically guide the project to be in line with the government's vision to the public sector and civil service reform initiative.

The chair iterated this is an opportunity to address issues related to the project's implementation and consequently provide resolutions in case of any bottlenecks.

PS Ahmed Nur, Office of the PM, along with the project team had briefed the committee about the key progress made by the project for the 1st and 2nd quarter of this year (January - June 2018). The project's annual work plan together with a

¹ State minister as well as the permanent secretary of the Office of the Prime Minister, minister of Planning, minister of Labor, deputy minister of Finance and the chairman of the national civil service commission.

summary presentation on the project activities progress report was presented to the committee.

The chairman of the National Civil Service Commission (NCSC) and the Capacity Injection Mechanism (CIM) coordinator had explained the issues related to the implementation and sustainability of the proposed organizational structures and how changing it affects the recruitment of the civil service.

The steering committee members acknowledged that an organizational structure that has put in a lot of work, time and resources to develop clear functional departments of the institution's mandate and job descriptions should not be easily changed. It has been agreed that all the on-going re-structuring of the 39 MDA's² are to be completed within this quarter before the steering committee will present it to the cabinet.

² Ministries, Departments & Agencies

TECHNICAL IMPLEMENTATION COMMITTEE (TIC)

According to the project implementation arrangement and structure, the project's beneficiary institutions have established a Technical Implementation Committee (TIC) led by the Director General or Permanent Secretary of the institution. Recognising the importance of the TIC to play a change management role at their respective institutions, top management of each beneficiary institution should be informed of existing challenges and the important role of the TIC for the institution's implementation of the reform initiatives and its change management plan.

COORDINATION WITH THE DONORS AND STAKEHOLDERS

The coordination among the stakeholders is very important particularly the capacity development initiatives. Lack of coordination may cause lack of prioritization for the capacity development working groups, possible overlaps and confusion as well as waste of resources. It has been discussed that partners working on capacity development programs supported by the same donors could be better coordinated particularly, the capacity development initiatives on the civil service management and reforms that UNDP and PREMIS are doing in the country – at FGS level and federal members states level respectively.



The CIP project is a recipient-executed project with the use of the country systems, hence its activities are more clear which creates an impact on reshaping and reforming the public sector. To strengthen the close coordination between the FGS and the capacity development working groups and donors, the committee proposed for the office of the Prime Minister, the Ministry of Labour & Social Affairs and the National Civil Service Commission to jointly map out the implementing partners and supporting donors working on the public sector and civil service reform initiatives by organizing an introduction meeting to the next steering committee meeting.

In addition, the project implementing lead agencies such as the Ministry of Labor and the NCSC highlighted that the approval processes of the Bank often takes too long causing immense delays which otherwise are pertinent in achieving progress towards the PDO. This is due to the World Bank's procedure and standards set out and this requires the Steering Committee and the Bank to address and find out a better way of easing such bureaucracy.

THE GAPS IN POLICIES AND REGULATIONS FOR THE FOR CIVIL SERVICE LAW NO. 11

The UNDP (SIP) and the World Bank (CIP) projects were working in silos, where certain civil service policies done by the World Bank and others were expected to be carried out by the UNDP.

Therefore, the Minister of Labour & social Affairs and the chairman of the NCSC suggested that since the CIP project has completed a good number of draft policies already and proposed to extend their mandate to include all remaining policies and regulations that are needed for approved Civil Service Law No. 11

PROPOSED NEW MDAs TO BENEFIT FROM THE PROJECT

The committee members acknowledged the need to include additional beneficiary institutions to benefit from the project and the selection should reflect the needs and the priorities of the FGS in terms of the government's agenda for institutional capacity building.

It was therefore agreed to develop technical criteria that could assist in the decision-making.

The committee also acknowledged the Mid-Term Review proposal for the CIP to support civil service and public sector reform programs in the federal member states particularly where there are gaps not covered by the other partners.

The 10 current Beneficiary Institutions

are:

1. Ministry of Finance
2. Ministry of Planning and International Cooperation
3. Ministry of Labour and Social Affairs
4. Ministry of Agriculture
5. Ministry of Energy and Water Resources
6. Ministry of Public Works and Reconstruction
7. National Civil Service Commission
8. Office of the Prime Minister
9. Office of the President
10. Central Bank of Somalia

THE ESTABLISHMENT OF A COMPLAINTS HANDLING MECHANISM

For the purposes of the project, a complaint mechanism is very critical. As the project is client-executed and governed by the client, according to the project implementation manual (PIM), the Steering Committee is to establish a Complaints Committee that will consist of at least, three of its members.

The Committee will receive and act on complaints from citizens or organizations in relation to any occurrences for which the Capacity Injection Project is directly responsible.



THE DEVELOPMENT OF A PUBLIC SECTOR REFORM STRATEGY

H.E Minister Salah, had expressed the main objective is to provide a strategic framework for medium to long-term public administration transformation and programming, and systematic implementation of interventions at federal government and federal member state and development partners.

As the project Mid-Term Review captured as one of the key recommendation, the CIP project team is to hire an expert consultant to develop this strategy by way of consulting with all stakeholders.

GENDER PERCENTAGE IN RECRUITMENT INCREASING FROM 20% TO 30%

It has been expressed that the project had met and exceeded the initial aimed % of the female recruitment for the first two years of the project and this was commended in the MTR mission. The steering committee had acknowledged this further increase of 30%.

H.E. Abdullahi Sheikh, the deputy minister of finance had emphasized that women are often times more hardworking than their male counterparts and thus deserve to be considered and encouraged.



RE-STRUCTURING OF 39 INSTITUTIONS

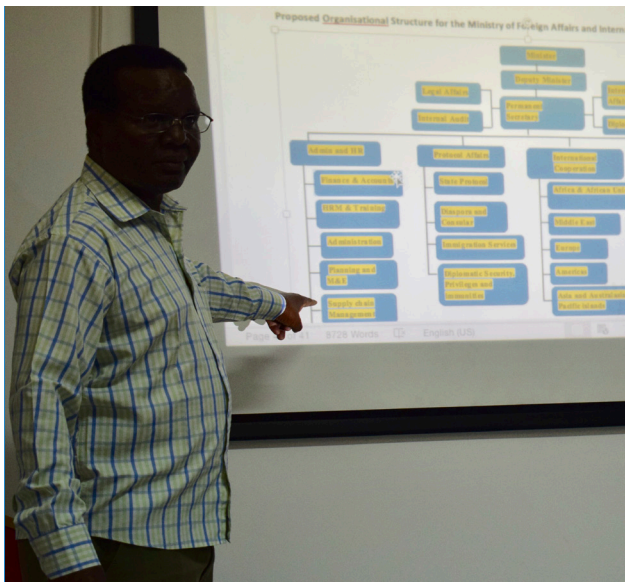
The National Civil Service Commission has been an instrumental leading agency in contracting and supervising a team of 4 external consultants to carry out organizational assessments and develop modern organizational structures of the remaining 39 MDAs in two phases.

Previously, the 1st phase draft reports were reviewed through consultations between the client (FGS-MDAs) and the consultants who conducted the field visits.

The project teams met several times regarding this assignment in the month of July to discuss the overall challenges and shortcomings of the submitted reports and provided feedback as a way forward for the consultants. In a 3-day consultative workshop, the consultants were asked to resubmit their reports with the following list of requirements;

- Clear definitions of institutional vision, mission and values and mandates
- The existing organisational structures
- The newly proposed structure with clearly defined functions, departments and units as well as job descriptions
- The number of staff at each MDA with their functional titles
- A draft change management plan attached to each report

THIS MONTH IN PHOTOS





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