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WHAT'S IN THIS EDITION?

- Page 2 Validation workshops on the restructuring & modernization of 38 government institutions
- Page 4 Development of a Pension Policy for the civil service
- Page 6 CIP Survey and Institutional Work Plans
- Page 7 Sustainability of CIM recruited staff
- Page 8 This month in photos





VALIDATION WORKSHOPS ON THE RESTRUCTURING AND MODERNIZATION OF 38 GOVERNMENT INSTITUTIONS

The second round of restructuring and modernization of 38 MDAs of the Federal Government of Somalia (FGS) was conducted during the whole year of 2018 (where 10 MDAs were already restructured in early 2017) supported by the CIP and spearheaded by the National Civil Service Commission (NCSC).*

A 9-day validation workshop was organized to finalize the restructuring and modernization assignment and to bring together all 38 MDAs and the four international consultants to discuss the final touches of the work, and to cross-check the overlapping mandates and functions of the assessed MDAs. The senior civil servants' participants from the various MDAs displayed real buy-in to the change management process by

contributing positively to the discussions. The final reports were validated over the course of these workshops and included change management and implementation plans.

The objective of this assignment was to provide technical assistance to support the organizational assessment of the 38 MDAs in the Federal Government of Somalia with the aim of reviewing their mandates, functions, organizational structures, and staffing needs. The consultants identified, described and categorized key functions and responsibilities of each MDA and distinguished them to ensure clarity and reduce duplication. After an in-depth organizational functional review, the consultants proposed a new and improved organizational structure and

organogram complete with optimised function clusters of the expertise mix as well as job descriptions for the various positions to ensure efficient delivery of services.

The process

The FGS has requested consultants to approach this assignment as a team and harmonize their efforts to achieve standardized information and critical policy documents. In the preparatory stage, the relevant baseline information from the selected MDAs was gathered and a wide range of tools such as questionnaires, interviews, data analysis, observation and

consultative group meetings were employed.

Participation of key staff at all levels at the institutions themselves was of high importance for management of change inertia and adoption of the recommended changes in the government. The focal persons supported the consultants to contextualize the information to an FGS and Somali perspective for acceptability and implementation as well as support in translation of the information where necessary. This ensured that the reports held adequate data and had the necessary information directly from the institutions.

** Figure 1. The below ministries and agencies were targeted for modernisation and reorganisation*

MINISTRY / AGENCY	
Somali civil Aviation Meteorology Authority	Independent Commission of Boundaries and federalism
Ministry of Transport and civil Aviation	Independent Reconciliation Commission
Ministry of Women and Human Rights	National Commission for Refugees and IDPs
Office of the Attorney of General	Ministry of Constitutional Affairs
Ministry of information and Public Awareness	Independent Constitution Review and Implementation Commission
Ministry of Petroleum and Mineral Resource	Ministry of Defence
Ministry of Justice	Ministry of Health
Office of the Solicitor General	House of the People
Ministry of Foreign Affairs and International Cooperation	Ministry of Interior and Federalism
Somali Airlines Agency	Ministry of Internal Security
Accountants General Office	National Independent Electoral Commission
Somali Marine Resource and Research Organization	Ministry of Humanitarian Affairs and Disaster Management
Ministry of Livestock, Forestry and Range	Ministry of Commerce and Industry
Somali Academy of Science and Arts	Ministry of Endowment and Religious Affairs
Somali National University	Auditors General Office 37
Ministry of Education	Ministry of Youth and Sport
Ministry of Fisheries and Marine Resource	Upper House
Ministry of Ports and Marine Transport	Ministry of posts & Telecommunication
Coastal and Fisheries Development Project	Directorate of the Environment



DEVELOPMENT OF A PENSION POLICY FOR THE CIVIL SERVICE

It is clear that the absence of a public sector pension policy continues to have a negative impact on reforms in the civil service, particularly where staff beyond the retirement age continue to occupy their positions but do not report to work despite being paid their full wages and even when they do, are unable to satisfactorily perform their functions. This prevents young graduates from being recruited into the service, further distorting the

dynamics of the labor market. It is in this regard, that the FGS has awarded a contract to a suitably qualified pension specialist to assist in developing a Public Sector Pensions Policy, schemes and related legal framework. The aim to develop this policy is two fold; to secure decent retirement benefits for civil servants as well as facilitate the creation of a financially sustainable means of paying pensioners and their survivors. This will

ensure a verifiable planned exit of old age employees from civil service and eliminate the risk that the employee will outlive his/her resources.

Although the Civil Service Law No. 11 (2006) has provisions for civil servants to retire at age 65 and 60 for men and women respectively, this is not being enforced. The government is currently reviewing its Civil Service Law as the law also provides for a generous but inconsistent retirement benefit package for some category of civil servants. Information received from a recent HR audit, indicates that out of around 5000 civil servants a significant percentage of them are over 60 years old and eligible for pension benefit.

The pension policy is therefore expected to resolve the aforementioned challenges facing the FGS civil service while the assignment will be carried out in two stages. Stage 1 will focus on the development of the pension

policy and its validation. Stage 2 will focus on development of the pension fund and the pension committee, and the action plan and roadmap for implementation.

The Ministry of Labor and Social Affairs (MoLSA) has mobilized and established a government supervisory committee composed of relevant line ministries to oversee this assignment. As the lead agency, it is to provide leadership and close supervision for the successful implementation of this assignment in the period between December 2018 to June 30th 2019. The independent consultant arrived to Mogadishu this month and met with the committee as to get clarity on some of the issues and shared the inception report with a draft work plan for their input before validation with the larger group of stakeholders and starting the fieldwork.



CIP SURVEY AND INSTITUTIONAL WORK PLANS

The Project Coordination Unit has conducted a monitoring and evaluation assessment with the beneficiary institutions (BI's) that are part of the ongoing public reform to measure the performance and contribution of the CIM staff placed at their institutions. A CIP work plan for 2019 has been drafted with the institutions that highlights specific deliverables and any common needs or gaps they might have. This is in preparation of the upcoming World Bank Mission meeting to see if the institutions had a strategic plan in place and where this was not the case the PCU would be able to assist with this.

The planned activities were categorised in the following areas;

1. Development of Institutional policies, strategic plans, guidelines and manual procedures, etc.
2. Organizational system and capacity improvement needs
3. Build capacity of the MDA-based reform team to implement rapid initiatives to advance organizational change process and delivery of short-term results
4. Organizational management and employee's capacity improvement needs.

5. Supplies of office equipment (furniture, computers etc.)

The PCU was able to gather a comprehensive needs assessment from the BI's as well as their challenges. The survey would also reveal whether or not the organisational structures developed under the project were fully adopted and operational.

Some of the many challenges that emerged were to do with the need to receive specific job-related training or record management. Other challenges that the BI's face include the lack of work space and equipment as well as contractual issues due to the RCRF funding deficit. The staff not only requested for this budget issue to be resolved, but to in fact increase the CIM staff hired in order to see further improvements in the institution's capacity. The main focus behind this was to find out both the perceived as well as the actual capacity contributions of the merit-based recruited CIM staff to the BI's and their overall performance and delivery. The project team endeavors to regularly evaluate how the project is being executed and will share the results of the survey in the following month.



SUSTAINABILITY OF CIM RECRUITED STAFF

The recruitment of the CIM staff came to a complete halt in the second quarter of 2018 which meant that several key BI's did not get the technical staff that would have been recruited for them due to the CIM budget deficit notification from the RCRF project. The recruitment component was intended to support the CIM staff in the period between 2015 up until 2020.

One immense and reoccurring concern for the project as of late was that of the sustainability of the salaries of the CIM staff in the last half of the year. This effected the morale of those that were still working but were unpaid since August 2018 where some contracts are due to expire. While on the contrary, a large number of other CIM staff were in fact paid in the months of October, November and December of 2018 with no justifiable expla-

nation given as to why these distinctions were made between the CIM staff.

The current remaining number of CIM staff now in service is 133 of which 117 are 'stream A' civil servants while 16 are 'stream B' (advisers).

The project has already seen a high turnover where 25 people recently resigned and this number may increase if this is not sustained as losing hard working staff is not in the best interest of the stakeholders. A cloud is hanging over their heads as the CIM recruited staff are asking what the near future will look. The FGS and the World Bank need to address this issue urgently as their efforts made in the reform process so far will be impacted if this is not covered by the RCRF project.

THIS MONTH IN PHOTOS





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