



CAPACITY INJECTION PROJECT (CIP)

Quarterly Bulletin

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Development of a Public Sector Reform Strategy

Whilst the government reform agenda is undoubtedly ambitious, steady progress is being made in critical areas of public administration. There is, however, no strategic framework to guide the design and systematic programming and implementation of the reforms. There is still a lack of clarity on the mandates and functions across federal government institutions and between the federal and subnational levels of Government. In many cases, legal frameworks and policy or strategic frameworks to guide ministries' work are absent or at their early stage of development.

A nominated government committee led by the Ministry of Labour and Social Affairs has selected a consultant to develop a national strategic framework to

guide its public-sector transformation agenda.

The main objective of this assignment is to develop a National Public-Sector Renewal Strategy that provides the framework for medium to long-term public administration transformation and programming, and systematic implementation of interventions by both Government and Development Partners. The process will need a thorough analysis to establish public sector capacity gaps at an institutional/policy, organizational and individual level. A review of the current institutional arrangements for public administration reform and recommendations of an appropriate structure for reform implementation in Somalia will be needed.



HR Audit Status & Way Forward

The Ministry of Labour & Social Affairs (MoLSA) shared some key outputs of the HR Audit head count report with the project teams in the last World Bank mission meeting and shared that an additional exercise was conducted to further screen and crosscheck by use of a biometric registration system across the government's security sector (military and police) as well as the employees of the Banadir Regional Administration. This was to compare such data with the civil service employees already recorded in order to detect possible double payments made to any of the government employees.

This exercise was being finalized and led by the Ministry of Finance in collaboration with the Ministry of Labour and the National Civil Service Commission. Due to this exercise, the ministry would like to release a final and authenticated HR Audit head count report that can better

guide both the government and the other interested stakeholders. The World Bank would then receive the way forward derived from the consolidated outcome figures in regard to the HR Audit exercise in terms of the absenteeism numbers, 'ghost workers' that have no justifications, the number of retired civil servants as well as the different statistical representations of the civil service in terms of percentages of; current grade, educational backgrounds and gender etc.

This highlighted that there's an immediate need of getting a reliable Human Resources Management Information System (HRMIS) to digitally manage the government civil service database by having different control protocols which could be used by all MDA's (*Ministries Departments and Agencies*).



CIP Restructuring Mission

During the joint restructuring mission, the overall CIP project status, the implementation gaps, challenges and the emerging priorities at both FGS and Puntland level and also to plan for the project restructuring beyond its closing date of June 2020.

The CIP Project Coordinators Mohamed Abdullahi and Hassan Dirie both presented the Project's Key Milestones Achievements from 2015/2016 to 2018 as well as the key challenges.

The PS of the Office of the Prime Minister (OPM) Ahmednur Mohamed praised the gains made so far and highlighted some of the visual impacts such as the achievement of the long awaited and first ever HR Audit headcount for the civil service. In addition, mentioned that all government institutions were now re-organized and restructured with clear mandates and functional descriptions.

Implementation and institutionalization of the systems established by the project

The government teams expressed that their priority is to continue to implementation of the remaining activities to maintain the foundations laid by the project. This is however believed to require additional time beyond the project's closing date as well as possible additional funding. The Task team leader urged the government to complete the

already invested activities by enacting the policies that were drafted and create reform impacts intended by the project.

Priority areas and ongoing Milestones & activities for 2019 and beyond;

- Implementation of the HR Audit outcome recommendations;
- Development of administrative rules & regulations for the civil service management;
- Development of Pay & Grade structure and Pay and Grade Policy
- Development of Pension Policy and draft of Pension Bill together with past service liability compensation (*severance*)
- The development FGS Public Sector Reform Strategy.
- The establishment and development of long-term training programming curriculum and training materials for the through the existing public institution in partnership with external public training institutions.
- Strengthening the FGS cabinet businesses, policy coordination and delivery at the centre of government.
- Strengthening the capacity of M&E, statistics and planning of MoPIED;
- Supporting the implementation of the change management plans for the re-structured core MDAs if not all.

Joint FGS / Puntland State & World Bank Troika governance projects



The first joint ‘Troika’ governance projects meeting took place for the CIP/PFM & RCRF projects during the World Bank Mission. Participants were higher level government officials from both the FGS/Puntland¹ and a World Bank task team led by the Somalia Country Representative. The purpose was to strengthen the coordination among the projects particularly the inter-related project activities that are complementary to each other as well as outlining the overall status of the projects’ progress and achievements, their implementation challenges and their future plans. The participants acknowledged that these projects are crucial for the ongoing financial and public administration reforms in the country which the government credits the World Bank for its support in supporting the legal frameworks and technological systems that the Troika projects had developed for the public administration and public financial management reforms.

As part of the civil service reforms, both FGS and PL had completed HR Audit headcounts and new biometric registrations of the civil service employees. The ministries of Labour and civil service Commissions of FGS/ PL recommended for the civil service employees to have a comprehensive HRMIS system as part of the post-HR audit head count exercise that was conducted both at FGS and Puntland.

On HRMIS vs SFMIS: It was agreed that the relevant projects teams working on this (PFM and CIP project and the governments’ relevant institutions such as civil service commissions, Ministries of Labour and Ministries of Finances) at both FGS and PL should technically discuss these systems and come up with the best way forward.

The government teams found that there are operational issues due to bureaucracy causing unnecessary delays requests that the bank improves on this making this a priority. Therefore, the client had proposed to the Bank to agree to making a *post-review project procurement process* with agreed limitations of threshold so that implementing small activities can be accelerated.

RCRF Project Coordinator explained that the RCRF is the CIM cost centre funding-wise, under the overall implementation policy guidance of the Ministry of Finance. According to the 2018 annual review, the allocated CIM budget for the FGS has been confirmed until the project’s closing date (mid 2020). Accordingly, the FGS has halted further CIM employment. Participants at all levels believed that this important meeting was fruitful and strongly recommended to be held on a bi-annual basis. The next Troika meeting is scheduled for December 2019.



The Development of a Pension Policy

The pension steering committee together with the consultant held several consultative meetings to review the second draft of the development of the Pension policy & Pension Bill. The meeting focused on the proposed changes in the pension policy and also the provisions in the old Civil Service Law no. 5 of 31st Dec 1969 as well as the justification for the proposed pension bill.

The consultant has also prepared a 'past service liability compensation' report (severance package) with recommendations.

The main aim of this policy is to provide for suitable pension policy options through which all public service employees of the FGS including those on contracts will be eligible for the pension benefits and to provide for financial freedom for the staff who have attained the retirement age but are still in office.

The government team emphasized that in the absence of a pension policy, the unwritten law in Somalia in this post-conflict era, means that it has become the norm for the offspring of the deceased to automatically be employed.

The two groups that would benefit from incentives or promotions are:

- 1) Senior people (lacking an exit strategy), and
- 2) Young dynamic graduates (lacking incentives).

Members discussed the key deliverables of the pension assignment and the committee noted the specific changes and recommendations to the pension policy which the consultant is currently incorporating. The completion and validation of the draft pension policy and pension bill assignment is anticipated in the next quarter.



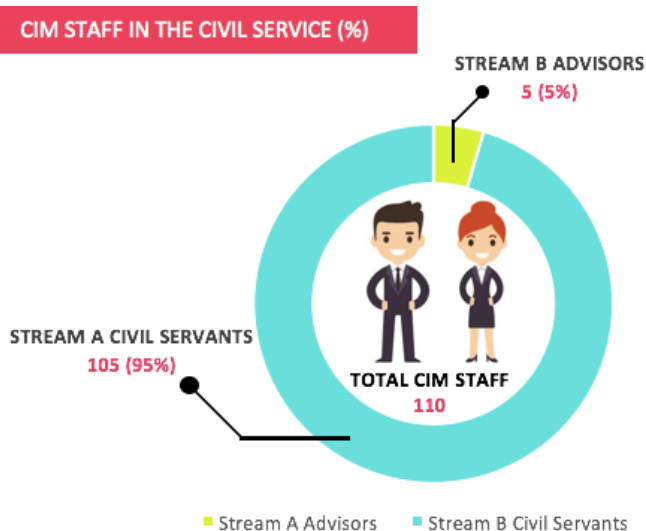
Policy & Legal drafting workshop

The Project Coordination Unit facilitated a two-day legal drafting workshop requested by the Office of the Prime Minister which in collaboration with the Ministry of Justice and the Solicitor General held the training on the 10th and 11th of April - on preparing policies and legal drafting. This benefited over 30 participants from 26 ministries and MDAs. * The objective of the training was to contribute to the amelioration of policy preparation and legal drafting works by government institutions. This would hopefully lay the ground work in the establishment of a forum in which participants can continue exchanging their views and learn from one another in a sustainable manner.

**Ministries, Departments & Agencies*

Current CIM staff in service

Due to RCRF's recent funding restraints to the CIP project, some CIM staff (particularly 'Stream B' advisors) were consequently released. Below is an overview of the CIM staff hired under the project: Total successfully placed staff to date: **159** (of which 22% are female, 78% male). Total turnover since project inception: **49**. Total CIM staff currently in service: **110** (**105** are 'Stream A' and **5** 'Stream B'):





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