



FEDERAL GOVERNMENT OF SOMALIA
OFFICE OF THE PRIME MINISTER

SOMALIA - PUBLIC SECTOR CAPACITY INJECTION PROJECT (CIP)
(P149971)

PROJECT ANNUAL REPORT

December, 2018

General information of the project	
Project Name:	Public Sector Capacity Injection Project
Project ID:	P149971
Implementing Agency:	Federal Government of Somalia,
Project Duration:	5 years: September 2015 – June 2020
Closing Date of the Project:	June 30 th 2020
Report type:	Project Annual Report (Mid-Term)
Reporting Date:	December 30, 2018
Report Submitted by:	Hassan A. Dirie CIP Coordinator Project Coordination Unit (PCU) Office of the Prime Minister, FGS.

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I. BACKGROUND/EXECUTIVE SUMMARY

This is a quarterly project activities status report that covers the reporting period between October to December, 2018. The report outlines the main activities progress made, challenges and opportunities faced in this period were in line with the working draft work plan of the project for 2018.

The Project coordination Unit has organized the Technical implementation committee meeting of the beneficiary Institutions and the meeting were discussed the project implementation progress and challenges and exchanged the recommendations and way forward

The project coordination Unit (PCU) of the Capacity Injection Project (CIP) has conducted short assessment regarding the adaptation of the developed organizational structures with the defined departmental functions by project's beneficiary institutions and the contributions by the merit-based recruited CIM staff to institutions in terms of capacity improvement, performance and delivery.

PCU with collaboration of National Civil Service Commission (NCSC) has also organized 9 days validation workshop for the finalize the restructuring and modernization assignment and to bring together all 39 MDAs and 4 consultants to discuss the final touching issues, and to cross-check the overlapping mandates and functions of the assessed MDAs. The senior civil servants' participants from the various 39 MDAs contributed positively to the discussions to determine the most important issues of the MDAs restructuring and modernization reports

1. Introduction: Project Description and its objectives

In reference to the Somali Compact in 2013, the FGS had requested World Bank and UNDP to re-build he government institutions in the areas of public sector capacity developments. Under this Somali Compact, World Bank and UNDP in collaboration with the FGS had developed an initiative to address the dare needs of institutional capacity development for the FGS. The initiative is called Somali Capacity Injection Project (CIP) and was officially launched in October 2013. The higher level objectives of the project, responds to the strategic objective of the New Deal Compact “ to strengthen basic sectorial and core government functions in support of the establishment of a responsive, inclusive and accountable public sector’ at the federal level.



- 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. 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.

1.2 Project Beneficiary Institutions/MDAs

The primary beneficiaries are the institutions of the Federal Government performing core government functions. For this initial stage, the project will directly benefit to the following ten Federal Government Institutions:

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

2. Project Components

2.1 Component 1: Developing capacity for key cross-cutting Government functions

Sub-component 1.1: Supporting harmonized and Government-led capacity injection in priority institutions

I. Activity - Recruitment, placement, and management of qualified Somalis for critical functions in targeted institutions:

After the re-structuring of all the 10 beneficiary institutions were completed and the initial common function positions were filled; the beneficiary institutions had identified the gaps and the critical technical positions of their new structures that needed to be filled with



mechanism (CIM) unit at National Civil Service Commission that is responsible for the recruitment activities had made good progress.

Therefore, the total CIM recruitment of the CIM staff in 2018 are the following:-

- The total recruited and placed CIM staff to date (from late **2015 – 2018**) is **158** of which **36 (22%)** are female.
- The total number of the recruited and placed CIM staff (for technical positions) for the Beneficiary Institutions in **2018** is **66** staff of which **14 (21%)** is female.
- The total number of CIM staff turnover as of December **2018** is **25** of which **21** are stream **A** (CSs) and **4** are stream **B** (advisers).
- The total CIM staff currently in service is **133** of which **117** are stream **A** (CSs) and **16** are stream **B** (advisers).

According to the project's result framework documents, the project has been targeting 210 to be employed through the Capacity Injection Mechanism process at the national Civil Service Commission of which now a total number of **158** CIM staff had been recruited for the project beneficiary institutions in the period between late 2015 to end of 2018. Out of the **158** recruited staff, **22%** are female employees.

Currently, the CIM recruitment has been suspended due to constrains in its financial support from the World Bank's Recurrent Cost and Reform Financing (RCRF) project that id the funding window for the CIM recruited staff that has been paying 100% the salaries and allowances of the CIM recruited Stream A (civil servants) and Stream B (advisers) staff for the

I.

II. Activity – The establishment of credible database (HRMIS) for the civil service (CS) employees through the use of biometric system

The biometric registration of the civil service employees is part of the HR Audit exercise therefore, After the ongoing biometric registration is completed, HRM database system will be established.

II. Activity - Conducting regular performance monitoring of CIM staff:

In December, 2018, The project coordination Unit (PCU) of the Capacity Injection Project (CIP) at the office of the Prime Minister (OPM) has conducted short assessment regarding the adaptation of the developed organizational structures with the defined departmental functions by project's beneficiary institutions and the contributions by the merit-based recruited CIM staff to institutions in terms of capacity improvement, performance and delivery. Therefore, the survey focused on the following key questions:

- institutions in terms of its chain of command and communication.
2. The Improvement of Institution's capacity gaps and development of change management plans
3. The capacity contributions by the merit-based recruited CIM staff to the beneficiary institutions and their overall performance and delivery.

The CIM/ recruited staff are provided work plans templates along with monthly and quarterly performance templates. The CIM/NCSC has been doing regularly monitoring and tracking the performance records of the CIM staff at beneficiary Ministries, Departments and Agencies (MDAs) and shared with the World Bank as well.

Also, The CIP project coordination Unit (PCU) has been playing a role in the CIM staff monthly salary payment process by providing approval letter to office of the Accountant General after receiving monthly salary approval letters of each beneficiary CIM staff along with timesheet and filled monthly performance report by each CIM staff.

Survey Result Analysis

SN	Description	Yes	No	Remarks
1	Adaptation of developed structure	70%	30%	70% are adopted the newly developed structure while 30% of BIs didn't apply the developed structure due to the change of the institutions Management (Ministry or DG ...)
2	Change Management Plan	67%	33%	67% of the MDAs have their CMP, while 33% of BIs did not have any change management plan due to their capacity to plan their change management in order to adopt the organizational restructure
3	CIM staff overall Performance Delivery	90%	10%	The performance of the merit based CIM staff of the BIs is averaged 90% which means



				their performance is very high while 10% of the BIs believes the CIM staff didn't benefit their institution
4	Strategic Plan or Operational Overall Plan	78%	22%	78% of BIs developed their strategic plan while 22% did not have any strategic at their institution and they request CIP support for the development of Strategic Plan in 2019 in order to contribute to the reform objectives.
5	Training Received	68%	32%	Majority of the BIs has received specific training related to their jobs for enhancing the capacity of common function of BIs staff.
6	Archive and Record management system	73%	27%	73% of Beneficiary institution have an archive and Record Management System for Their Institution while 27% needs to develop their Archive and Record management system for the support of CIP project.
7	FM and HR monthly and Quarterly Report	78%	22%	Some of BIs has prepared their FM and HR Monthly and Quarterly reports while few of them didn't publish their FM and HR Reports

Sub-component 1.2: Providing specialized training and coaching support for new recruits and their teams.

- I. **Activity - Development and implementation training modules for short-term training for senior advisors and managers of the civil service:**



Somalia and the Kenya School of Government (KSG) on the technical proposal for the implementation framework of the MoU between the parties in terms of training programming modalities, the selection of the courses, the accreditation and certification of the courses, the proposal budget and the work plan as well as the full collaboration and support of KSG to the newly established school of management & public administration at Somali national University in Mogadishu, Somalia.

An implementation framework agreement between FGS and Kenya School of government has been drafted to guide the contract and terms of agreement on the development of training programming for the civil service of Somalia.

Despite that a concept implementation framework between Federal Government of Somalia (FGS) and Kenya School of Government (KSG) was developed, negotiated and agreed, yet there has been a setback on the completion of the final contractual agreement between the parties, due to procurement process that needs to be completed urgently.

II. Activity - Provision of specialized short-term training courses for staff performing common functions in FM, Procurement, HRM, and policy management:

The second phase of the short term training on the **common functions in FM, Procurement, HRM, and policy management** courses had been conducted and advanced training on those subjected were given to over 120 civil servants of the government. Hence, Mainly these trainees were those who initially benefited the previous short training on those subjects in the 1st phase of 2017.

(i) Activity - Development and implementation of a young graduate scheme:

The HR firm that has been embedded to the National Civil Service Commission (NCSC) and the Capacity Injection Mechanism (CIM) unit has been technically supporting for the development of the recruitment tools, job descriptions, young graduate program, the strategic plan of the NCSC, and were providing technical advices on issues requested by NCSC and CIM unit as well.

The HR firm (Geopolocity) that has been technically assisting the National Civil Service Commission has developed a Young Graduate & talent management Guideline Manual and Waiting for Approval. Similarly, the HR Firm (Geopolocity) has fully upgraded the website of the civil service commission and has concluded its consultancy services.

a. Results achieved – include tabulations on CIM positions that have been filled (including gender disaggregation); requested positions for MDAs

In this component 1, the following are the key result achieved:

the recruitment of 50 staff to the beneficiary institutions of which 27 (54%) are women

- Over 120 civil service employees from across the federal government institutions including the ten project beneficiary institutions were provided specialized short-term training on core function professions such as human resource management, public financial management, procurement, policy planning and monitoring and evaluation courses.
- An implementation framework agreement between FGS and Kenya School of government has developed to guide the contract and terms of agreement on the development of training programming for the civil service of Somalia.
- A Young Graduate & talent management Guideline Manual has developed and Waiting for Approval.
- the HR Firm (Geopolocity) has fully upgraded the website of the civil service commission and has concluded its consultancy services.
- Conducted regular performance monitoring of CIM staff

b. Results not achieved; Reasons for non-achievement; and proposed plan for achievement:

- The external audit for the CIM recruitment process assessment was not yet conducted.
- Coaching and mentoring are not conducted.
- The curricula of long-term training programs are not yet developed.
- The young graduate scheme program has not been implemented yet.

c. Challenges, Implementation Risks and Potential Mitigation Measures:

- The limited market job opportunities in the country contribute versus Merit-based recruitment implementation was a challenging task.
- Delays of the recruitment and approval processes.
- Delays of the office furniture and ICT equipment supplies to the CIM recruited staff.
- Resistant to change and institutional environment is not there whereby the newly hired staff is supported and utilized.
- Negative perception towards the CIM recruited staff that are considered as 'project staff' as opposed to FGS staff.
- The salary disparities between the existing civil servants and the newly recruited CIM civil servants which had created negative impression among the employees at the same institution.
- The sustainability of the CIM recruited civil servants at their current salary scale.
- Lack of: strategic plan and annual operational plan for the most of the MDAs (BIs) to contribute to the reform objectives.
- Lack of a high-level technical organizational development or public administrator expert at MDAs (BIs) level to guide the change management of the BI.



2.2 Component 2: Strengthening the policies and procedures for civil service management

Sub-component 2.1: Supporting priority ministries in re-organization and change management

(i) Activity - Reorganization and Modernization of other 39 MDAs in FGS with development of implementation change management plans.

In 2018, Four international consultants were hired by the project to conduct the second round of the organizational assessment and modernization of 39 MDAs of the Federal Government of Somalia (including the remaining 20 ministries and 19 departments and agencies) and spearheaded by the National Civil Service Commission (NCSC) and the Project Coordination Unit (PCU) of the Office of the Prime Minister.

The 9 days validation workshop was organized to finalize the restructuring and modernization assignment and to bring together all 39 MDAs and 4 consultants to discuss the final touching issues, and to cross-check the overlapping mandates and functions of the assessed MDAs. The senior civil servants' participants from the various 39 MDAs contributed positively to the discussions to determine the most important issues of the MDAs restructuring and modernization reports that requires implementation once adopted such as:

- a. Proposed organizational structures with key departmental functions and units in line with organization's mandate, and their job descriptions;
- b. Proposed staffing matrix and technical expertise;
- c. Priority interventions/capacity development in governance & leadership, systems & processes, policy frameworks, and training & development;
- d. And Change management plan.

The project is also supporting the development of establishment control guideline for the civil service that has been drafted and awaiting the validated reports on the re-structuring of the 39 MDAs in order to get staff ceiling of each MDAs.

Sub-component 2.2: Strengthening Basic Policies for Civil Service Management

(i) Activity - The following civil service frameworks and draft policies have been developed and are waiting for approval;

1. Recruitment, Selection & Appointment Policy
2. Code of Conduct policy
3. Staff retention policy
4. Competency framework
5. Performance management policy
6. Career management & scheme of service policy



8. Archive & records management policy

(ii) Activity - Development of a public sector pay and grading policy and an implementation plan:

The development of pay & grading policy and its implementation plan is not yet developed. The Bank had approved the evaluation reports of the technical Request for Proposals (RFPs) submitted by the government evaluation committee. The final stage of the procurement process for this assignment, which is financial, bid by the qualified consultancy firms are still not completed and will be completed soon.

(iii) Activity - Development of a public sector pension policy and implementation plan:

The Development of a public sector pension policy has begun in December, 2018. The consultant had submitted an inception report including the work plan. The Ministry of Labor and Social affairs (MoLSA) has established a government team composed of relevant line ministries to oversee this assignment consultant. Moreover, the Pension policy Consultant came to Mogadishu on 17th December and had consultative meetings with the Ministry team and the FGS committee in between 18th and 19th December. The FGS committee members shared information needed to the consultant. The CIP/PCU role is to ensure that this assignment for the government to be completed in time by means of facilitation and providing the support needed; while technically the lead implementing institutions is the Ministry of Labor with established FGS committee from other relevant institutions who are required to fully engage with the consultant for the development of pension policy.

Sub-component 2.3: Civil Service Work Force management

(i) Activity - Conducting a HR audit across the civil service to identify gaps in critical and strategic positions that are vacant or filled temporary by unqualified and absentee staff that may need to be redeployed, retired or removed from the payroll:

The ground preparations for the HR Audit exercise have taken first two months of the year. The inception report with the tools and work plan was completed end of February and circulated to the World Bank. CIP -PCU had established oversight committee for the FGS HR Audit exercise that is composed of: **ministry of labor & social affairs, national civil service commission, Auditor General, Accountant General, ministry of Finance and the Office of the Prime Minister**. The minister of labor & social affairs leads the oversight committee.

In addition to this oversight committee, the CIP coordination also established technical team or task force for the facilitation of the implementation of the HR Audit headcount exercise. The CIP coordination had organized several mobilization and awareness raising workshops for the all FGS MDAs to prepare their civil service employee to be ready for the



MDAs.

A launching ceremony for the HR Audit exercise was organized CIP in collaboration with ministry of labor & social affairs, the national civil service commission, and the office of the prime minister. The launching event was opened by the Prime Minister of the federal government of Somalia H.E. Hassan A. Kheyre who made the remarkable announcement on the importance of the HR Audit headcount for the government.

The HR Audit headcount and the biometric registration exercises were officially started on 23rd of April 2018, and the Office of the Prime Minister being the first MDA that had gone through the civil servants headcount exercise. The Federal Government of Somalia, the World Bank and other stakeholders had reviewed the HR Audit reports and gave intensive comments on the reports to the HR Audit firm.

The HR Audit firm had submitted revised reports which still have got discrepancies in terms of facts and figures of the head counted civil service employees and other gathered data. The ministry of labor and social affairs (MoLSA) being the lead agency of this assignment in consultation with the HR Audit Firm is now finalizing the reports and will submit the final products of the HR Audit exercise

(ii) Activity – The development of civil service framework policies and implementation plans:

The ToRs for the development of the administrative rules and regulations for the civil service have been drafted; but, the Minister of Labor has not cleared the ToRs due to not having clear understanding of the expected deliverables. The Ministry of Labor has been also proposing to get a policy team to lead the policy related assignments at the Ministry in order to materialize the drafted civil service policies and frameworks by external consultants through the CIP project.

A. Results achieved:

- All FGS remaining MDAs organizational assessments and re-structuring of 39 institutions has completed and validation workshops of the reports has completed on Dec, 2018
- The development of pay & grading policy and its implementation plan is not yet developed. The Bank had approved the evaluation reports of the technical Request for Proposals (RFPs) submitted by the government evaluation committee.
- The Development of a public sector pension policy has begun in December,2018. The consultant had submitted an inception report including the work plan. The



composed of relevant line ministries to oversee this assignment consultant.

- Conducting HR Audit (headcount) and biometric registration of FGS civil service employees has concluded.

2. Results not achieved; Reasons for non-achievement; and proposed plan for achievement:

- Skill and personnel mix assessment and the development of staffing needs plans were not developed yet for those assessed beneficiary institutions.
- Change management plans of the assessed institutions were not developed yet that could better guide the beneficiary institutions to face the intended reforms.
- Pay & Grading and the pension policies for the civil service employees of the federal government of Somalia are not yet developed.
- The head counting of the civil service employees are not yet conducted and the payroll of the FGS is not yet cleaned.
- The biometric data of the civil service employees of the federal government of Somalia are not yet created.
- Severance policy for the civil service of the government has not yet been developed.
- The drafted civil service framework policies are not yet passed to the cabinet.

3. Challenges, Implementation Risks and Potential Mitigation Measures:

- The proposed structures of the assessed institutions are not stable and required political commitment to ensure institutional stability in terms of its defined functional departments and its defined job descriptions.
- The frequency changes of the institution' management affects the stability of these emerging institutions of context environment like Somalia.

2.3 Component 3 - Strengthening policy management, coordination and monitoring capabilities at the center of Government

The draft ToR for the development of strategic plans for the project BIs has been now approved.

The Office of the Prime Minister (OPM) is now reviewing these ToRs and will advise accordingly since the OPM had developed four major roadmaps that all the ministries are tasked to have deliverables.



officials to participate in the annual UN Public Administration Award conference that was held in Kingdom of Morocco between 21st to 23rd of June 2018.

The project has facilitated and supported the ministry of labor and the FGS delegate to participate in the annual ILO Genève Conference in 2018.

The project facilitated and supported the ministry of labor & social affairs to send its staff to participate in Social Protection Training Program that was organized and held in Washinton Dc.

The project facilitated the costs of training for the cabinet secretariat staff of the Office of the Prime Minister for participating in an International Training Program: “evidence informed policy proposals for cabinet” that was organized and held in Nairobi by Africa Cabinet Government Network (ACGN). The project had also covered the annual subscription fee of the Somalia government with the ACGN for 2018.

Therefore, there have not been many activities that were done and it is one of the areas that have been lagging behind. The project coordination unit had been trying to consultant with the relevant and lead institutions for this component such as the Office of the Prime Minister and Ministry of Planning. As per the plan of 2019, there will be many activities planned under this component which were planned together with the lead implementing agencies and agreed to be implemented in 2019.

2.4 Component - Project Management and Coordination

Sub-component 4.1: Demonstrating results

(i) Activity - Develop capacity for regular monitoring and evaluation at different implementation levels of the project, including writing and disseminating reports on progress of implementation:

The PCU has been organizing monthly meetings for the technical implementation committees of the beneficiary institutions where project implementation progress and challenges are exchanged and recommendations and feedback are provided. In addition to this, The project coordination Unit has been organizing coordination meetings for the project stakeholders both at institutional level (MDAs) and at project’s steering committee level.



the project's management and (ii) been preparing and presenting quarterly narrative and financial reports of the project activities to the government, the Bank and to the stakeholders. The CIP coordination office has been also regularly developing monthly bulletins of the project's activities and events and sharing widely with the project's stakeholders.

(ii) Activity - Provide procurement of limited office equipment, furniture and essential logistics for managing the project:

The PCU had procured office furniture (office desks, task chairs, visitor chairs and cabinet files) for 70 staff that had been recruited for the project's 10 beneficiary institutions through the Capacity Injection Mechanism (CIM) process. The project has procured and handed over 2 vehicles (1 bus with the capacity of 24 people and 1 Toyota SUV vehicle for the management of the schools) to the Management of the SNU and the government's training school.

Sub-component 4.2: Project Management

1. Procurement

During the year of 2018, there were no much procurement activities done. Among the few procurement plans and activities initiated include:

- A. The opening/vacant of the project's procurement specialist position that was advertised on December 6th, 2018 and the applications were closed on December 22nd, 2018.
- B. Re-organizing the procurement documentations for improving the record keeping of the project documents;
- C. Completion of previous ongoing assignments such as:
 - The HR Audit headcount exercise;
 - The assessment and restructuring of 38 MDAs of the FGS;
- D. The PCU had procured office furniture (office desks, task chairs, visitor chairs and cabinet files) for 70 staff that had been recruited for the project's 10 beneficiary institutions through the Capacity Injection Mechanism (CIM) process.
- E. The project has procured and handed over 2 vehicles (1 bus with the capacity of 24 people and 1 Toyota SUV vehicle for the management of the schools) to the Management of the SNU and the government's training school

• Progress update on Procurement - Summary

Description	Estimated Value	Procurement Method	Current Status	Next Step / Comments
Goods				
ICT for CIM Secretariat	\$79700	RFQ	Complete	Complete



&Records managers				
ICT for SNU	\$105,700	RFQ	Bidding Documents	Delivery & Installation
Furniture for CIM staff	\$41,300	RFQ	Complete	Complete
ICT for Media/OPM	\$21,0760	RFQ	Bidding Documents	Delivery and installation
2 Vehicles for SNU	\$109,750	RFQ	Complete	Complete
Biometrics Equipment	\$59,600	RFQ	Complete	Complete
Consultancy Services				
HR Firm Services	\$746,840	QCBS	Contract Extension	STEPS/NOL
HR Audit Services	\$347,032.5	RFP	Complete	Complete
Pay & Grading Services	\$200,000	RFP	EOI Evaluation	NOL/RFP
Biometric Services	\$200,000	QCS	EOI Evaluation	NOL/Selection
Record Management	\$66,000	INDV	Upload in STEPS /approval	NOL/Contract
Pension Policy	\$	INDV	Stage 1	Development of Pension Policy
Performance Management	\$66,000	INDV	Addendum	NOL/Contract
Reorganization Cluster-1	\$108,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-2	\$90,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-3	\$90,000	INDV	Upload in STEPS /approval	NOL/Contract
Reorganization Cluster-4	\$81,000	INDV	Upload in STEPS /approval	NOL/Contract
CIP Overview Assignment	\$32,000	INDV	Complete	Complete
CIP Website Assignment	\$30,000	INDV	Upload in STEPS /approval	NOL/Contract
CIP-Coordinator	\$92,000	INDV	Upload in STEPS /approval	NOL/Contract
Procurement Specialist	\$83,988	INDV	Upload in STEPS /approval	NOL/Contract
5 Short Training Consultants	\$210,000	INDV	Upload in STEPS /approval	NOL/Contract
Non-Consulting Services:				
Internet Services for	\$12,000	RFQ		

2. Financial Management

(Financial Analysis (template has been provided separately):

Progress update on Financial Management:

The financial specialist of the project had strongly addressed all comments provided by the bank in the previous quarter three Interim Financial Reports (IFRa), including fixed asset registrar directly generated from SFMIS and to make ensure that

IFRs and all other related supporting documents related to the project activities and financial transaction are maintained at the EAFS office in line with the grant agreements.

On the other hand, the most pressing issue which worth to mention is payment delays and one of the recommendations to mitigate such delays is to use or to adapt quarter warrant requisitions which is not yet in place. similarly we prepared and shared with world bank quarterly interim financial report for every quarter and yearly financial statements at the end of the year.

Status update on disbursements per component:

SOURCES AND USES OF FUNDS STATEMENT BY SUB - COMPONENTS (ACTIVITIES)					
Sources of Funds	Year 2015	Year 2016	Year 2017	Year 2018	Cumulative to Dec 2018
	US\$ (a)	US\$ (b)	US\$ (C)	US\$ (e)	(a) + (b)+(c)+(e)= F
Somalia Multi-Partner Fund (MPF)) – World Bank	500,000.0 0	1,059,598.7 1	2,459,500.85	\$3,545,146.7 4	\$ 7,564,246.30
Total Sources of Funds (A)	500.000.0 0	1,059,598.7 1	2,459,500.85	\$3,545,146.7 4	\$ 7,564,246.30
Expenditure By Sub - Component (Activities)					
Dev. capacity for key cross-cutting gov. functions		85,509.00	761,156.16	824,149.77	1,670,814.93
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev		132,708.50	391,490.00	2,065,142.52	2,589,341.02

Strengthening Policy Management Capabilities		129,743.80	36,000.00		165,743.80
Project Management	108,115.68	797,305.68	1,452,548.71	623,124.35	2,979,294.42
Total Expenditure By Sub - Comp.(B)	108,115.68	1,145,266.98	2,641,194.87	3,512,416.64	7,406,994.17
Fund Source (A - B)	391,884.32	(85,668.27)	(181,694.02)	32,730.10	
Opening balance	0.00	391,884.32	306,216.05	124,522.03	
Cash balance on December 31	391,884.32	306,216.05	124,522.03	157,252.13	157,252.13

3. Communications

- **WHAT'S WORKING:**

Monthly Bulletins:

For the past two years, the stakeholders of the project; donors, beneficiary institutions and as well as the World Bank continue to receive the monthly bulletins which document all the activities undertaken in a particular month in line with each of the four project components. Pertinent topics are shared ranging from issues concerning the CIM staff hired to the decisions made between the Government and the World Bank.

CIP Website:

The website has since been actively working whereby the activities and any other related information regarding the project is uploaded and viewed by a wide audience. Website: (<https://cip.opm.gov.so/>)

Social Media Presence:

Followers of the project can engage with the project communication specialist on the project's Twitter @CIPSomalia and Facebook page: CIPSOMALIA/ and receive up to date information.

Camera Equipment:

The Communication Specialist is now in possession of a digital camera to take professional photographs of the meetings that take place which is part of portraying better quality materials to the wider community.

Mailing List:



consisting of all the major stakeholders that are regularly updated.

▪ **WHAT'S NOT WORKING:**

The monthly project bulletins are produced with the help of a graphic designer on a voluntary basis which has done previous work for the PCU. The Communication Specialist requires training in design to work on this independently to ensure the image of the project is maintained. In the meantime, a graphic designer should be able to be outsourced as it is vital that the materials produced for events or the data that is shared on the website/reports to the stakeholder has the right info graphics and design work. This requires software knowledge and expertise.

The Communication Specialist requires specific equipment such as a laptop due to currently using a personal computer, which should not be the case. A computer with the right specifications as well as the right software should be provided to perform the work that goes into the role.

▪ **Proposals regarding Communications:**

- There is a need to sometimes use a professional graphic designer for things such as infographics and design work that can be outsourced when there is a need.
- A new computer that is not privately owned for the Communication Specialist with the right specifications and software.
- Training for the Communication Specialist in design and other communication skills.

4. Monitoring and Evaluation

Monitoring and Evaluation of Project Coordination Unit has been accomplished during the reporting period for the below tasks:

- A. Developed Questionnaire tools for the assessment of the BIs organizational structure as well as the performance delivery of the CIM recruited staff.
- B. Updated the CIP result Framework activities of 2018.
- C. conducted a short 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
- D. Prepared Draft CIP Quarterly and Annual Reports of 2018.
- E. Took part the consultation meetings of the CIP -2019 Work Plan for the Beneficiary Institutions in order to identify the priority capacity needs.



Please update with current values. Please also confirm that previous year values are accurate, if not, please make corrections



PDO Level Results Indicators	Unit of Measure	Level of Government	Cumulative Target Values			Target Achieved at Mid-Point			Actual Value as of December, 2018	Descriptions	Project to provide comments on Status update
			YR 1	YR 2	YR 3	YR 1	YR 2	YR 3			
<i>Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories)</i>	Number & % women	Federal	50 (20% women)	90 (20% women)	130 (20% women)	52 (18% women)	97 (24% women)	158 (22%)	<p><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></p> <ul style="list-style-type: none"> The total recruited and placed CIM staff to date (from late 2015 – 2018) is 158 of which 36 (22%) are female. The total number of the recruited and placed CIM staff (for technical positions) for the Beneficiary Institutions 	<ul style="list-style-type: none"> The overall project target of the CIM Recruitment to the beneficiary institutions in the period between 2015 - 2020 is 210 staff. 158 CIM staff out of 210 has been recruited and 52 staff remaining from the target. Currently, the CIM recruitment is on hold due to budget constrains 	

									<p>in 2018 is 66 staff of which 14 (21%) is female.</p> <ul style="list-style-type: none"> • The total number of CIM staff turnover as of December 2018 is 25 of which 21 are stream A (CSs) and 4 are stream B (advisers). • The total CIM staff currently in service is 133 of which 117 are stream A (CSs) and 16 are stream B (advisers). 	<p>in the RCRF-II project.</p>
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									<ul style="list-style-type: none"> • 11 CBS Staff have an offer letter but still did not sign their contracts. 		
		Puntland	45 (20% women)	50 (20% women)	70 (20% women)	60 (28.5% women)	78 (24% women)	112 (34 positions recruitment is ongoing) Women TBC			
<i>Proportion of injected staff remaining in service more than 12 months</i>	Percent	Federal	N/A	70%	70%	N/A	85%	94%	94 %	<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>	<ul style="list-style-type: none"> ▪ 133 of the recruited CIM staff remained in service. ▪ Only 25 of the CIM recruited staff made turnover.
		Puntland	N/A	70%	70%	100%	99%	99%			
<i>Change management plans developed and</i>	Number	Federal	0	1	3	7	7	10	10	<i>A ministry is considered to have partially implemented a</i>	<ul style="list-style-type: none"> ▪ The structures of the 10 beneficiary



<i>at least partially implemented</i>										<i>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>	<i>MDAs were completed and adopted, job descriptions of the most common functions, departments and units were defined and staffed</i>
	Puntland	0	1	3	9	9	9				
<i>Ministries / agencies with operational HR and FM functions</i>	Number	Federal	0	1	3	0	1	4	6	<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>	<i>▪ 7 out of the 10 of the project beneficiary MDAs are now having fully structured</i>



											<i>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</i>	<i>units of HR and FM with staff.</i>
		Puntland	0	1	3	0	9	9				

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*

<i>Guidelines for recruitment and performance appraisal developed and approved by Steering Committee</i>	Yes / No	Federal	No	Yes	Yes	No	Yes	Yes	Yes	<i>Whether or not guidelines have been established and approved for recruitment and performance appraisal.</i>	▪ Recruitment and performance appraisal guidelines have been established and adopted.
		Puntland	No	Yes	Yes	Yes	Yes	Yes			
<i>Proportion of injected staff</i>	Percent	Federal	80%	80%	80%	100%	100%	100%	100%	<i>Proportion of injected staff with</i>	▪ Harmonized Pay Scale



<i>with salaries compliant with harmonized pay scale</i>										<i>salaries compliant with harmonized pay scale. The Government is expected to approve a harmonized pay scale before hiring for injected capacity commences</i>	manual was adopted.
	Puntland	80%	80%	80%	100%	100%	100%				
<i>The number of staff who state that they have used the training that they received on the job</i>	Number & %	Federal	24 (80%)	48 (80%)	72 (80%)	0	0	90 (75%)	90 (75%)	<i>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</i>	
		Puntland	16 80%	32 80%	48 80%	0	136	136 77% of all trainees			
<i>The number of staff who have achieved improvements</i>	Number & %	Federal	30 (70% pass rate)	60 (70% pass rate)	90 (70% pass rate)	0	90 (75%)	90 (75%)	90 (75%)	<i>Measured by demonstrated improvement in test results,</i>	



<i>in skill/knowledge compared to a pre-training baseline (measured by test results)</i>		Puntland	20 70% pass rate	40 70% pass rate	60 70% pass rate	0	180	180		<i>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</i>	
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Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management

- *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*

<i>% of senior staff in supported institutions with job descriptions</i>	Percent	Federal	10%	20%	30%	100%	100%	100%	100%	<i>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</i>	▪ Job descriptions of the senior staff of the BI are defined.
		Puntland	10%	20%	30%	100%	100%	100%			



										<i>assessment is conducted</i>	
<i>Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval</i>	Yes / No	Federal	No	No	Yes	No	No	No	No	<i>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).</i>	<ul style="list-style-type: none"> <i>The procurement process for hiring a consultancy to develop Pay & Grade policy for the FGS Civil Service is at its final stage and is expected to be finalized its contract within this 4th quarter.</i>
		Puntland	No	No	Yes	No	No	Yes			
<i>Pension Policy and phased plan for implementation developed and submitted for Cabinet approval</i>	Yes / No	Federal	No	No	Yes	No	No	No	No	<i>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</i>	<ul style="list-style-type: none"> <i>The consultant had submitted an inception report including the work plan. The (MoLSA) has established a government</i>



										<i>has submitted it to the Cabinet for approval (step 2).</i> <i>Assess Step 2 for Puntland</i>	team composed of relevant line ministries to oversee this assignment consultant
		Puntland	No	No	Yes	No	Yes, for Step 1 No, for Step 2	Yes, for Step 1 No, for Step 2			
<i>Civil servants with complete electronic personal records (participating ministries)</i>	Percent	Federal	0	40%	60%	0	80%	80%	90%	<i>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</i>	<ul style="list-style-type: none"> ▪ <i>NCSC manages all the civil service personnel records electronically.</i> ▪ <i>Most of the MDAs keep employees records electronically.</i>
		Puntland	0	40%	60%	0	80%	80%			
Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of Government											



- *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*

<i>Annual publishing of aid data by ACU</i>	Yes / No	Federal	Yes	Yes	Yes	Yes	Yes	Yes	Yes	<i>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)</i>	
		Puntland	Federal level only – aid data covers Puntland			N/A	N/A	N/A			
<i>Participants in Executive Leadership Program (disaggregated by gender)</i>	Number & % women	Federal	10 20% women	20 20% women	30 20% women	0	0	0	0	<i>Number of politicians and senior civil servants who have participated in the executive leadership program. Minimum levels of engagement (e.g., # of sessions) will be set based on program design</i>	
		Puntland	5 20% women	10 20% women	15 20% women	0	0	0			
<i>Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet</i>	Yes / No	Federal	No	Yes	Yes	No	No	No	No	<i>Assesses the extent to which the OPM and OOP have provided clear guidance to facilitate the development and Cabinet approval of policy</i>	▪ <i>This is on the pipeline and the OPM senior relevant department is now having consultation</i>



										<i>submissions. Once approved, the extent of adherence to guidelines could be monitored in a second phase of the project</i>	<i>s regarding.</i>
		Puntland	No	Yes	Yes	Yes	Yes	Yes			
<i>Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback</i>	Number	Federal	0	2	4	0	0	0	0	<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>	<ul style="list-style-type: none"> <i>The OPM has recently established four major clusters of the ministries with operational plans and targets of which they will soon start producing periodic reports: quarterly, bi-annual and annual as well.</i>
		Puntland	0	2	4	0	0	0			



Annex D: Project Phasing And Sequencing

Component		Phase 1		Phase 2		
		yr 1	yr 2	yr 3	yr 4	yr 5
Component 1: Developing civil service capacity for key cross-cutting government functions						
1.1	Support establishment and capacity development of capacity injection unit	*	*	*		
	Support recruitment, placement and performance monitoring of staff under the capacity injection mechanism	*	*	*	*	*
1.2	Design and delivery of training package, including induction training, senior management training and specialized technical training courses (in core institutions with gradual support to line ministries)		*	*	*	*
	Design and delivery of a young graduate scheme and 'on the job' and coaching support (in core institutions with gradual support to line ministries)		*	*	*	*
Component 2: Strengthening the frameworks and procedures for civil service management						
2.1	Support to organizational assessment in core beneficiary institutions with gradual support to selected line ministries		*	*	*	*
	Support change management and re-organization in selected ministries		*	*	*	*
2.2	Support to development of pay and grading policy			*	*	
	Support to development of pensions policy			*	*	
	Support to implementation of pay and grading and pension policies				*	*
2.3	Support to human resource assessment and HR data management	*	*	*		
	Support to development of severance policy and implementation Plan	*	*	*		
	Implementation of voluntary severance and retirement packages		*	*	*	*

Component		Phase 1		Phase 2		
		yr 1	yr 2	yr 3	yr 4	yr 5
2.4	Strengthening the Ethical Foundation of the Civil Service		*	*	*	
Component 3: Strengthening policy management, coordination and monitoring capabilities at the center of government						
3.1	Strengthen aid information management and aid tracking capability of the Aid Coordination Unit (ACU) in the Ministry of Finance	*	*	*		
	Strengthen M&E capacity to track Compact implementation in MoPIC's M&E department		*	*		
	Establish and strengthen M&E capability and linkages with MoPIC in selected line ministries				*	*
3.2	Support establishment and capacity development of policy coordination and oversight unit in the Prime Minister's Office	*	*	*		
	Support establishment and capacity development of the Capacity Development Unit in the Prime Minister's Office	*	*	*		
	Support design and delivery of an Executive Leadership Program		*	*	*	*
	Establish and strengthen policy functionality and linkages with Cabinet Office in selected line ministries				*	*
3.3	Strengthening leadership for change and delivery		*	*	*	*

Annex 4: Project 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				
Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories)	<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)	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.
			Puntland	0	25 (20% women)	50 (20% women)	70 (20% women)	90 (20% women)	110 (20% women)			CSC/CIM Unit (Puntland)	
Proportion of injected	<input type="checkbox"/>	Perc	Federal	0	N/A	70%	70%	70%	70%	annual	Personnel	CSC/CIM	Assesses stability of



staff remaining in service more than 12 months		ent					(more than 24 months)	(more than 24 months)		el and payroll data	Unit (FGS)	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.	
			Puntland	0	N/A	70%	70%	70%			70%		CSC/CIM Unit (Puntland)
Change management plans developed and at least partially implemented	<input type="checkbox"/>	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative assessment	OPM/PCU & target ministries (FGS)	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,
			Puntland	0	0	1	3	5	7			PCU & target ministries (Puntland)	



													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.
Ministries / agencies with operational HR and FM functions	<input type="checkbox"/>	Number	Federal	0	0	1	3	5	7	annual	Ministry progress reports & qualitative assessment	OPM/PCU & target ministries (FGS)	A ministry/agency is considered to have an operational HR and FM function in place when at least three of the four criteria below 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).
			Puntland	0	0	1	3	5	7			PCU & target ministries (Puntland)	



													Functionality will be further assessed through qualitative assessment conducted by the implementing partner or M&E firm.
INTERMEDIATE RESULTS													
Intermediate Result (Component One): Developing civil service capacity for key cross-cutting government functions													
<ul style="list-style-type: none"> • 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	<input type="checkbox"/>	Percent	Federal	N/A	80%	80%	80%	90%	90%	annual	Appointment records	CSC/CIM Unit & MoF (FGS)	Proportion of injected staff with salaries compliant with



<i>harmonized pay scale</i>			Puntland	N/A	80%	80%	80%	90%	90%		(CIM – HR Firm)	CSC/CIM Unit & MoF (Puntland)	<i>harmonized pay scale. The government is expected to approve a harmonized pay scale before hiring for injected capacity commences.</i>
<i>The number of staff who state that they have used the training that they received on the job.</i>	☒	Number & %	Federal	N/A	24 80%	48 80%	72 80%	96 80%	120 80%		Staff survey	Implementing agency	<i>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.</i>
			Puntland	N/A	16 80%	32 80%	48 80%	64 80%	80 80%			Implementing agency	
<i>The number of staff who have achieved improvements in</i>	☒	Number & %	Federal	N/A	30 70% pass	60 70% pass	90 70% pass	120 70% pas	150 70% pass	annual	Training records (pre-	Implementing agency	<i>Measured by demonstrated improvement in test</i>

skill/knowledge compared to a pre-training baseline (measured by test results)					rate	rate	rate	s	rate		training baseline and test results)		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% pas s rate	100 70% pass rate			Implementing agency	

Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management

- 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"/>	Perc ent	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
			Puntland	10%	20%	30%	50%	70%	90%			CSC (Puntland)	



													<i>baseline and targets will be reviewed and updated after baseline assessment is conducted.</i>
<i>Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval</i>	<input type="checkbox"/>	Yes / No	Federal	No	No	No	Yes	Yes	Yes	annual	CSC Pay Policy document	MoLSA & MoF (FGS)	<i>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).</i>
			Puntland	No	No	No	Yes	Yes	Yes			MoLSA & MoF (Puntland)	
<i>Pension Policy and phased plan for implementation developed and submitted for Cabinet approval</i>	<input type="checkbox"/>	Yes / No	Federal	No	No	No	Yes	Yes	Yes	annual	CSC Pension Policy document	MoLSA (FGS)	<i>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</i>
			Puntland	No	No	No	Yes	Yes	Yes			MoLSA (Puntland)	



													<i>the Cabinet for approval (step 2).</i>
<i>Civil servants with complete electronic personal records (participating ministries)</i>	<input type="checkbox"/>	Percent	Federal	0	0	40%	60%	80%	95%	annual	Electronic personal records	CSC (FGS)	<i>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</i>
			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

- *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*

<i>Annual publishing of aid data by ACU</i>	<input type="checkbox"/>	Yes / No	Federal	No	Yes	Yes	Yes	Yes	Yes		ACU aid data platform and/or annual reports	MoF/ACU	<i>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)</i>
			Puntland	N / A	<i>Federal level only - aid data covers Puntland</i>							--	



<i>Participants in Executive Leadership Program (disaggregated by gender)</i>	<input type="checkbox"/>	Number & % women	Federal N/A	10 (20% women) 20 (20% women) 30 (20% women) 40 (20% women) 50 (20% women)	5 (20% women) 10 (20% women) 15 (20% women) 20 (20% women) 25 (20% women)	No Yes Yes Yes Yes	Yes Yes Yes Yes Yes	annual	Attendance records and qualitative assessment	Implementing agency Implementing agency	<i>Number of politicians and senior civil servants who have participated in the executive leadership program. 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	No Yes Yes Yes Yes	No Yes Yes Yes Yes	Yes Yes Yes Yes Yes	annual	OPM records	OPM/Policy and Oversight Department & Cabinet Secretariat OOP	<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</i>



													<i>monitored in a second phase of the project.</i>
<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	

