



**FEDERAL GOVERNMENT OF SOMALIA  
OFFICE OF THE PRIME MINISTER**

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**SOMALI CAPACITY INJECTION PROJECT (CIP - P149971)**  
Project Coordination Unit (PCU)

**Quarterly Progress Report**

January – March 2019

<b>Project Name:</b>	Somali Capacity Injection Project (CIP)
<b>Project PID/Grant No.</b>	P149971
<b>Project Donor:</b>	International Bank for Reconstruction and Development, World Bank.
<b>Project Location Recipient/Beneficiary:</b>	Federal Government of Somalia.
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## I. Background

The Somali Compact, a framework for partnership between the government of Somalia and the international community was established and endorsed in Brussels Conference in September 2013 that underlined the need to strengthen the capacity of the government institutions, and therefore the concept of the public sector capacity injection known as Somali Capacity Injection initiatives was designed and introduced.

The Somali capacity injection project (CIP) is aimed at to strengthen basic government functions in support of the establishment of a responsive, inclusive and accountable civil service employees and public administration institutions by developing the capacity of the key cross-cutting government functions, Strengthening the policies and procedures for civil service management and strengthening Policy Management, Coordination and Capabilities at the Centre of Government.

In fulfilling this purpose, the project development objective is designed *to strengthen the staffing and institutional capacity of the selected line ministries and central agencies to perform core government functions*. Within this overall objective, the project has the following four key components:

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.

### **The Project's expected Overall outcomes & indicators:**

From these components, sub-components and activities, the project is expected the following outcomes: 1) Developed capacity of civil servants to perform key cross-cutting government functions (e.g. HR, procurement, FM and policy management) within targeted ministries and agencies, 2) Strengthened civil service management through the establishment of clear frameworks and procedures; and 3) Improved policy coordination and monitoring capabilities at the center of government. The project's key outcome indicators in line with the expected outcome are: 1) Staff appointed to key positions through the Capacity Injection Modality (CIM) under the civil service commission, 2) Proportion of injected staff remaining in the public service, and 3) Change management plans developed and at least partially implemented.

The project coordination unit works with the project beneficiary institutions for the preparations of the project's annual work plan for the identification of the key priority activities of the project and particularly the PCU closely works with the technical lead implementing institutions such as: the

Ministry of Labor & Social Affairs, the National Civil Service Commission, the Office of the Prime Minister and the Ministry of Planning, Investment & Economic development.

Therefore, the project's work plan for 2019 has been drafted through consultative process, which was fully participated in by the project beneficiary institutions and identified the key priority activities for 2019. This report is quarterly report that covers the progress made on the first quarter of the 2019. The following sections of the report shall detail the achievements made in the quarter.

## II. Objectives

*(Succinct statement of what the quarter work plan is expected to achieve)*

This project's quarterly work plan is expected to achieve the following the following:

- 1) Coordinating and Conducting consultative meetings with the beneficiary institutions and the world bank project task team for the Finalization of the project's 2019 work plan detailing the priorities of the institutions;
- 2) Re-assuring the proper planning and adjusting the project's recruited CIM staff with the available budget by RCRF project for 2019.
- 3) The finalization of the reports on the re-structuring assignments on the government's targeted MDAs;
- 4) The completion and the validation process of the HR Audit exercise;
- 5) The completion of new ID printing to the civil service employees who were biometrically registered during the HR Audit headcount exercise;
- 6) Developing a public service pension bill and pension policy through consultant expert;
- 7) Drafting ToRs for policy team experts for the ministry of Labor to review the drafted civil service bill and policies and develop administrative regulations to manage civil service employees;
- 8) The completion of the recruitment process of expert consultant for the assignment of developing *National Public Sector Reform Strategy* for the government;
- 9) Initiating procurement planning and drafting number of **ToRs for the assignments of:**
  - a) Drafting a ToR for the long-term training programing and curriculum development for the civil service in partnership with external institution;
  - b) Drafting a ToR for the development of pay and grade policy and pay structure for the civil service;
  - c) Drafting a ToR for the development of cabinet manual and policy business processes;
  - d) Drafting ToRs for policy team expert to support Ministry of Labor for the review of the drafted civil service bill and policies and develop administrative regulations;

- 10) Support and facilitate some technical workshops for government’s policy planning, coordination and delivery led by OPM;
- 11) Procuring 2 vehicles to MoPIED planning, M&E and Statics departments to enable their team logistically to better coordinate their functions;
- 12) Hiring the procurement specialist of the CIP project coordination unit;
- 13) Organizing FGS Troika project coordination committee meeting to improve coordination among the Troika projects (CIP, RCRF, PFM).
- 14) Supporting the operational logistics of the PCU through quarterly operational budget projects with No Objections from the Bank;
- 15) The submission of the project’s quarterly narrative and financial reports;

**III. Activities Planned For Implementation During The Quarter (By Component)**

*(Must be consistent with the project work plan and contribute to achieving the results framework indicators)*

The CIP project Coordination Unit in consultation with the project lead implementing agencies has planned the following project activities:

<b>Project Components</b>	<b>Activities Planned for implementation During the Quarter</b>
<p><b>Component 1:</b></p> <p><b>Develop the capacity for cross cutting government institutional functions</b></p>	<ol style="list-style-type: none"> <li>1) Panning and re-adjusting the project’s recruited CIM staff with the available budget allocation by RCRF project for 2019;</li> <li>2) Initiating procurement planning and drafting a ToR for the assignment of the long-term training programing and curriculum development for the civil service in partnership with external institution;</li> <li>3) The completion of new ID printing to the civil service employees who were biometrically registered during the HR Audit headcount exercise;</li> </ol>
<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<ol style="list-style-type: none"> <li>1) The finalization of the reports on the re-structuring assignments on the government’s targeted MDAs;</li> <li>2) The completion and the validation process of the HR Audit exercise;</li> <li>3) The development of a public service pension bill and pension policy through consultant expert;</li> <li>4) The completion of the recruitment process of expert consultant for the assignment of developing <i>National Public Sector Reform Strategy</i> for the government;</li> <li>5) Initiating procurement planning and drafting ToR for the development of pay and grade policy and pay structure for the civil service;</li> <li>6) Drafting ToRs for policy team expert to support Ministry of Labor for the review of the drafted civil service bill and policies</li> </ol>

	and develop administrative regulations;
<b>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b>	<ol style="list-style-type: none"> <li>1) Initiating procurement planning and drafting ToR for technical assistant for the development of cabinet manual and policy business processes for the OPM;</li> <li>2) Support and facilitate some technical workshops for government's policy planning, coordination and delivery led by OPM;</li> <li>3) Procuring 2 vehicles to MoPIED planning, M&amp;E and Statics departments to enable their team logistically to better coordinate their functions;</li> </ol>
<b>Component 4: Project Management and Coordination</b>	<ol style="list-style-type: none"> <li>1) Coordinating and Conducting consultative meetings with the beneficiary institutions and the world bank project task team for the Finalization of the project's 2019 work plan detailing the priorities of the institutions;</li> <li>2) Hiring the procurement specialist of the CIP project coordination unit;</li> <li>3) Organizing FGS Troika project coordination committee meeting to improve coordination among the Troika projects (CIP, RCRF, PFM) at FGS level.</li> <li>4) Supporting the operational logistics of the PCU through quarterly operational budget projects with No Objections from the Bank;</li> <li>5) The submission of the project's quarterly narrative and financial reports.</li> </ol>

#### IV. ACHIEVEMENTS BY COMPONENT

COMPONENT	ACHIEVEMENTS
<b>Component 1: Develop the capacity for cross cutting government institutional functions</b>	<ol style="list-style-type: none"> <li>1) The National Civil Service Commission has made a great effort for consultations with the Office of the Prime Minister, the Ministry of Finance to re-adjust the CIM recruited staff budget with the allocated budget by RCRF project for 2019. Therefore, NCSC has forwarded to the Bank for the contract extensions of all CIM staff for the 2019.</li> <li>2) The Project coordination unit has initiated a procurement plan for the training programing assignment through the World Bank's procurement STEP system and the plan has been cleared. In the mean time, the project coordination unit in close consultation with the School of Management and Public Administration, the</li> </ol>

	<p>Ministry of Labor &amp; Social Affairs has drafted a ToR for the long-term training programming and curriculum developed. The drafted ToR was also submitted to the World Bank's project Task Team for their review. The finalization of the ToR is still underway.</p> <p>3) The project coordination unit has also made a quick survey assessment on beneficiary institutions' adaptation of the developed organizational Structures &amp; CIM Staff Performances and prepared a snap shot report on the survey.</p>
<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<p>1) The re-structuring assignments for 38 MDAs consultants had been concluded and all final reports were submitted to the government institutions;</p> <p>2) The assignment of developing a public service pension policy and pension bill has made a good progress. The ministry of labor &amp; social affairs had established a technical government committee to work with the hired consultant for the assignment and provide technical information on the subject and thus review his reports and the intended products. The consultant had completed his data collection and had submitted his inception reports as well as his analytical report on his findings.</p> <p>3) The project coordination unit had initiated procurement planning through STEP for the development of Pay &amp; Grade Policy and Pay Structure that was cleared by the Bank. In the mean time, the project coordination Unit in consultation with the Ministry of Labor &amp; Social Affairs had drafted a ToR for this assignment and had shared with the Bank's project task team, which is still under its final review.</p>
<p><b>Component 3:</b></p> <p><b>Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p>	<p>1) The project coordination unit had initiated a procurement plan for the technical assistance and consultancy for the development of cabinet manual through the STEP, which is still under review for clearance. In the mean time, PCU had shared a draft ToR for the assignment with the Office of the Prime Minister and the Bank's project task team for review and finalization of the ToR.</p> <p>2) The project coordination unit had supported and facilitated a technical workshop led by the Office of the Prime Minister for government's policy planning, coordination for monitoring performance and delivery that was held in Kismayu, Jubbaland State.</p>
<p><b>Component 4:</b></p>	<p>1) The project coordination unit in consultation with the project beneficiary institutions had concluded the project work plan for</p>

<p><b>Project Management and Coordination</b></p>	<p>2019 with priority activities proposed by the lead implementing agencies such as Ministry of Labor &amp; Social Affairs, the national Civil Service Commission, the Office of the Prime Minister, Ministry of Planning, Investment &amp; Economic Development and the Schools of Management &amp; Public Administration of the Somalia National University for the training of the government civil service employees.</p> <p>2) The project coordination unit at the Office of the Prime Minister had successfully completed the recruitment process and hired procurement specialist for the PCU.</p> <p>3) The project coordination unit had along with RCRF and PFM projects had organized Troika coordination meeting at FGS level for strengthening the collaborations and coordination among these governance reform projects.</p> <p>4) The project coordination unit had also organized and coordinated the Bank’s supervisory mission that was held on in January 2019;</p> <p>5) PCU had also facilitated consultative sessions between the government committee and the pension policy consultant to collect information and get interactions with the relevant institutions.</p> <p>6) The project coordination unit in consultation with the Bank’s Task Team, supported the project’s operational logistics such as office stationary supplies, fuel and basic maintenances of the project vehicles through Bank’s quarterly approved budget.</p> <p>7) The project coordination unit submits the project’s quarterly financial and narrative reports.</p>
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**V. NON-ACHIEVEMENTS (BY COMPONENT)**

<p><b>COMPONENT</b></p>	<p><b>NON-ACHIEVEMENTS</b></p>
<p><b>Component 1:</b></p> <p><b>Develop the capacity for cross cutting government institutional functions</b></p>	<p>1) The printing of new ID cards for the newly biometrically registered civil service employees after the HR Audit headcount has not yet been done.</p>



<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<ol style="list-style-type: none"> <li>1) During the final validation process of the HR Audit head count exercise at the end of last year, the office of the prime minister had instructed the Ministry of Labor and Social Affairs, the National Civil Service Commission and the Ministry of Finance to check the biometric data of all civil service employees in comparison with the biometric data of the armed forces (both the military and the police force) as well as the employees of Banadir. This has further delayed the completion and getting final concrete result of the HR Audit that still to be completed.</li> <li>2) The hiring process of an expert for the development of national public sector reform strategy has not yet been completed due to the absence of a procurement specialist at PCU during the quarter.</li> <li>3) The ToRs for the policy team experts for the Ministry of Labor to review the drafted policies and develop administrative regulations were not yet agreed upon and finished due to changes that took place at the ministry leadership and drafting of such ToRs needed a technical consultations with the top level management of the ministry official. During this quarter, the previous Minister of Labor was changed and a new minister was nominated and the project coordination unit had to provide briefing updates about the project to the new minister and inform all the achievements made by the project and the plan in the future.</li> </ol>
<p><b>Component 3:</b></p> <p><b>Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p>	<ol style="list-style-type: none"> <li>1) The procuring process for supplying 2 vehicles to MoPIED has delayed due to the absence of a procurement specialist at PCU.</li> </ol>

**VI. ENABLING FACTORS**

*(This section covers factors that contributed/led to the achievement of the envisaged activities/results)*

- All achievements were made in a collective efforts by the project coordination unit together with the lead implementing institutions along with the Bank’s task team technical back ups to the implementation of those activities.

**VII. DISENABLING FACTORS**

*(This section covers factors that hindered the achievement of the envisaged activities/results)*

NON-ACHIEVEMENTS	Factors Hindered Achievements
<p><b>Component 1: Develop the capacity for cross cutting government institutional functions</b></p> <p>1) The printing of new ID cards for the newly biometrically registered civil service employees.</p>	<ul style="list-style-type: none"> <li>▪ The re-validation process of the HR Audit headcount by the government has not yet been concluded, and this has affected the printing new ID cards for the civil service employees.</li> </ul>
<p><b>Component 2: Strengthening the policies and procedures for civil service management</b></p> <p>1) The final validation process of the HR Audit head counts report.</p> <p>2) The delay of hiring process of an expert for the development of <i>National Public Sector Reform Strategy</i></p> <p>3) The ToRs for the policy team experts for the Ministry of Labor to review the drafted policies and develop administrative regulations were not yet completed.</p>	<ul style="list-style-type: none"> <li>▪ The ministry of labor that was leading the finalization process of the HR Audit report was attached and completely damaged and lost some of its staff and this has affected the process.</li> <li>▪ The absence of procurement specialist at PCU had affected the timely completion and the hiring procurement process of the consultant;</li> <li>▪ The previous minister of Labor was changed and a new minister took over the office and this has further delayed the process of consultations on the needed number of policy experts to support the ministry.</li> </ul>
<p><b>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p> <p>1) The procuring process for supplying 2 vehicles to MoPIED has delayed due to the absence of a procurement specialist at PCU.</p>	<ul style="list-style-type: none"> <li>▪ The absence of a procurement specialist at PCU had affected the completion of the procurement process.</li> </ul>

**VIII. WORKPLAN FOR ACHIEVING ACTIVITIES THAT WERE PLANNED BUT NOT ACHIEVED**

*(A simple table of actions to be implemented including date, resources and responsibility for act)*

Activities Planned but not achieved	Implementation Actions	Responsible Parties	Expected Completion Dates
<p><b>Component 1: Develop the capacity for cross cutting</b></p>	<ul style="list-style-type: none"> <li>▪ The Mater List of the HR Audit head counted Civil</li> </ul>	<ul style="list-style-type: none"> <li>▪ NCSC</li> <li>▪ OPM/PCU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by end June 2019.</li> </ul>

<p><b>government institutional functions</b></p> <p>1) The printing of new ID cards for the newly biometrically registered civil service employees.</p>	<p>servants validated first by both MoLSA and NCSC;</p> <ul style="list-style-type: none"> <li>▪ The biometric firm to finalize the design and ID management software in consultation with NCSC</li> </ul>		
<p><b>Component 2: Strengthening the policies and procedures for civil service management</b></p> <p>1) The final validation process of the HR Audit head counts report.</p>	<ul style="list-style-type: none"> <li>▪ The Project coordination unit to pressure and urge MoLSA as the lead agency to finalize the HR Audit headcount report and the recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoLSA</li> <li>▪ PCU/OPM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by 20<sup>th</sup> of June 2019.</li> </ul>
<p>2) The delay of hiring process of an expert for the development of <i>National Public Sector Reform Strategy</i>;</p>	<ul style="list-style-type: none"> <li>▪ The PCU in consultation with the OPM and MOISA to finalize the recruitment process of the consultant in order to start the work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU/OPM and</li> <li>▪ MoLSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by 30<sup>th</sup> of May 2019.</li> </ul>
<p>3) The ToRs for the policy team experts for the Ministry of Labor to review the drafted policies and develop administrative regulations were not yet completed.</p>	<ul style="list-style-type: none"> <li>▪ MoLSA to identify the number and type of policy experts needed to review the drafted policies and develop administrative regulations;</li> <li>▪ MoLSA to set up a technical team comprising MoLSA and NCSC to lead the process of reviewing the ToRs for the needed policy experts and completion of such assignments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoLSA</li> <li>▪ PCU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by 30<sup>th</sup> June 2019.</li> </ul>
<p><b>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p>	<ul style="list-style-type: none"> <li>▪ PCU to expedite the procuring these long standing 2 vehicles for MoPIED</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU</li> <li>▪ World Bank Task Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by 25<sup>th</sup> of May</li> </ul>

1) The procuring process for supplying 2 vehicles to MoPIED has delayed due to the absence of a procurement specialist at PCU.			
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**IX. PRIORITY ACTIVITIES FOR THE NEXT QUARTER PLAN (APRIL – JUNE 2019)**

Sn	Project Components, Sub-components & Specific Activities	Responsible Parties	2 <sup>nd</sup> Quarter - 2019		
			April	May	June
<b>Component 1: Develop the capacity for cross cutting government institutional functions</b>					
<b>Sub-component 1.1 Supporting harmonized and government-led capacity injection in priority institutions</b>					
1)	To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;	NCSC			
2)	Procurement & supplies of office fixed assets (furniture, computers, CV etc)	BIs & PCU			
<b>Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams</b>					
1)	The development of ToR the long-term training programing and curriculum development for training courses for the civil service and contracting external partner for the assignment	SMPA/SNU, MoLSA, PCU & WB TTL			
2)	The project to support and facilitate short-term specialized training needs by the project the BIs requests	BIs, PCU & WB TTL			
<b>Component 2: Strengthening the policies and procedures for civil service management</b>					
<b>Sub-Component 2.2: Strengthening basic policies for civil service management</b>					
1)	To finalize the drafted ToR for the Pay & Grade policy and pay structure development assignment and expedite the procurement process for this assignment	PCU & WB TTL			
2)	The completion and validation of the pension policy and pension bill assignment	MoLSA			
3)	To draft ToRs for the policy team experts to support MoLSA for the review of the drafted policies and the development of administrative regulations and hiring them.	MoLSA, PCU & WB TTL			
<b>Sub-Component 2.3: Civil service work force management</b>					
1)	The printing of new ID cards for the newly biometrically registered civil service employees.	NCSC			
2)	The completion of the hiring process of an individual	PCU/OPM			

	consultant for the assignment of developing <i>National Public Sector Reform Strategy</i>	and MoLSA			
<b>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b>					
<b>Sub-Component 3.1: Strengthening capacity for aid coordination and monitoring and evaluation of the Somali Compact</b>					
1)	The ministry of planning to draft a ToR for the technical support it needs to strengthen the functions of M&E and statistics departments of MoPIED for review by the Bank	MoPIED, PCU & WB TTL			
2)	To procure and supply 2 vehicles to MoPIED to enable its planning, M&E and statistics team for better coordinate their function	PCU and WB TTL			
<b>Sub-Component 3.2: Developing basic policy management capabilities</b>					
1)	To draft a ToR for the technical assistance to develop a cabinet manual and cabinet business process and procure an individual consultant for the assignment				
2)	To draft ToRs and procure individual consultants to develop strategic plans for the government's identified priority institutions such as: ministry of Labor, ministry of agriculture, ministry of energy, ministry of fishery, ministry of livestock and ministry of commerce.				
<b>Sub-component 3.3: Strengthening leadership for change and delivery</b>					
1)	The project to support and facilitate technical workshops and high level treats led by the office of the Prime Minister				
<b>Component 4: Project Management and Coordination</b>					
1)	The PCU to coordinate and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank's TTLs				
2)	The PCU to support and facilitate logistical and travel activities for the project's related activities for the lead implementing agencies				
3)	The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs				
4)	The PCU to properly prepare all the project documentations and keep record them				
5)	The PCU technical team to properly prepare monthly and quarterly reports				
6)	The PCU to submit the project's monthly bulletins and quarterly reports				

**X. SUMMARY OF PROJECT COORDINATION AND MANAGEMENT CHALLENGES**

- The project coordination unit supporting the implementation of the quarterly project activities had not been without challenges and the major one is security. For instance, the shocking suicide attack at Ministry of Labor that were lost lives and completely damaged the ministry facilities had affected both the ministry team and us morally and physically.
- The other key challenges that the project coordination unit has been experiencing is that of getting timely needed authority and leadership decisions on key issues that may affect the project in terms its implementation.
- The government’s expectations in term speedily executions of requests and the long process of the Bank’s procurement where everything goes under prior review. This is one of the government authorities critics to the project that even if the project is asked to facilitate a meeting or a travel would take time and hence expressing and posing ownership question of the project.

**XI. ANNEXES**

**A. PROCUREMENT:**

*(Report for Quarter ended March, 2019)*

During the First quarter of the year, there were no much procurement activities done. Among the few procurements activities completed include:

- a) Supply and delivery of some desktop computers and other accessories to some of the BIs’ CIM staff;
- b) The recruitment of procurement specialist for the PCU has been successfully completed;

<b>Description</b>	<b>Estimated Value</b>	<b>Procurement Method</b>	<b>Current Status</b>	<b>Next Step / Comments</b>
<b>Goods</b>				
Supply and Delivery of 24 All in one Desktop Computers and accessories	\$79,700	RFQ	Complete	Complete
Supply and Delivery of ICT Equipment for the OPM Media Department	\$21,076	RFQ	Complete	Complete

**B. FINANCIAL MANAGEMENT:***(Report for Quarter ended March, 2019)*

- a) In line with the financial scheme of the project, the PCU have managed to pay all expenses, which were relevant to the project activities following the standard procedures for the payment process through EAFS with the support of all support documentations. Similarly, we are going to finalize project annual financial statements and submit very soon to concerned bodies;
- b) On the other side, from the day we commence this project until now, we are still facing some issues regarding payment delays, which is not yet addressed.

**C. DISBURSEMENTS:***(Report for Quarter ended March, 2019)*

Sources of Funds	Quarter Ended March 31, 2019
	US \$ (a)
Somalia Multi-Partner Fund (MPF)) – World Bank	425,667.87
<b>Total Sources of Funds (A)</b>	<b>425,667.87</b>
<b>Expenditure By Sub -Component (Activities)</b>	
Dev. capacity for key cross-cutting gov. functions	
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev	\$185,633.22
Strengthening Policy Management Capabilities	
Project Management	\$81,030.99
<b>Total Expenditure By Sub - Comp.(B)</b>	<b>266,664.21</b>
Fund Source (A - B)	<b>159,003.66</b>
Opening balance	<b>157,252.14</b>
<b>Cash Balance on March 31, 2019</b>	<b>316,255.80</b>

**D. COMMUNICATION:***(Report for Quarter ended March, 2019)*

- a) Supported the PCU to have organized the Troika's Project Steering committee meetings where the projects implementation progress and challenges are exchanged and recommendations and feedback are provided.
- b) Has continued to develop a vast mailing list consisting of all the major stakeholders that are regularly updated.

- c) Supported for organizing and facilitated the Pension Committee meetings whereby the 1st Pension policy drafts was presented by the consultant and discussed by the FGS committee;
- d) Regularly circulate the CIP monthly bulletins sent out to stakeholders by capturing activities undertaken during this quarter.
- e) Supported the communications needed for organizing the World Bank Mission meetings and circulated the meeting minutes with outcomes and agreed points to the relevant parties

**E. MONITORING AND EVALUATIONS:**

*(Report for Quarter ended March, 2019)*

Monitoring and Evaluation of Project Coordination Unit has been accomplished during the first quarter of 2019 for the below tasks:

- a) Participated the preparations of CIP annual Work Plan – 2019
- b) Updated the CIP result Framework activities that in line with CIP annual work Plan - 2019.
- c) Produced the final assessment report of Project Beneficiary Institutions for The Adaptation of The Developed Organizational Structures & CIM Staff Performances
- d) Prepared Draft CIP Quarterly Report (Jan – March, 2019)
- e) Participated meeting between FGS and World Bank as well as meeting between Troika's project steering committee.

**XII. UPDATED PROJECT RESULT FRMAEWORK:**

*(Update on each result in the results framework from the PAD, if not, please make correction*





PDO Level Results Indicators	Unit of Measure	Level of Government	Cumulative Target Values			Target Achieved at Mid-Point				Actual Value as of January, 2019	Descriptions	Project to provide comments on Status update
			YR 1	YR 2	YR 3	YR 1	YR 2	YR 3	YR4			
<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%)	158 (22%)	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"> <li>• The total recruited and placed CIM staff to date (from late 2015 - till date) is 158 of which 36 (22%) are female.</li> <li>• The total number of the recruited and placed</li> </ul>	<ul style="list-style-type: none"> <li>▪ The overall project target of the CIM Recruitment to the beneficiary institutions in the period between 2015 - 2020 is <b>210 staff</b>.</li> <li>▪ <b>158 CIM staff out of 210</b> has been recruited and <b>52 staff remaining from the target</b>.</li> <li>▪ Currently, the CIM recruitment is on hold due to budget constrains in the RCRF-II project.</li> </ul>

										<p>CIM staff (for technical positions) for the Beneficiary Institutions in <b>2018</b> is <b>66</b> staff of which <b>14 (21%)</b> is female.</p> <ul style="list-style-type: none"> <li>• The total number of CIM staff turnover is <b>25</b> of which <b>21</b> are stream <b>A</b> (CSs) and <b>4</b></li> </ul>		
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										<p>are stream <b>B</b> (advisers).</p> <ul style="list-style-type: none"> <li>The total CIM staff currently in service is <b>133</b> of which <b>117</b> are stream <b>A</b> (CSs) and <b>16</b> are stream <b>B</b> (advisers).</li> <li><b>11</b> CBS Staff have an offer letter but still did not sign</li> </ul>		
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										their contracts.		
												▪
		Puntland	45 (20% women)	50 (20% women)	70 (20% women)	60 (28.5% women)	78 (24% women)	112 (34 positions recruited 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</i>	<ul style="list-style-type: none"> <li>▪ 133 of the recruited CIM staff remained in service.</li> <li>▪ Only 25 of the CIM recruited staff made turnover.</li> </ul>
		Puntland	N/A	70%	70%	100%	99%	99%				

											12 months.		
<p><i>Change management plans developed and at least partially implemented</i></p>	<p>Number</p>	Federal	0	1	3	7	7	10			10	<p>A ministry is considered to have partially implemented a change management plan when at least three of the five criteria below are met:</p> <ul style="list-style-type: none"> <li>i) organizational structure defined;</li> <li>ii) establishment posts determined;</li> <li>iii) job descriptions developed;</li> <li>iv) staff placement undertaken;</li> <li>v) capacity development plan developed.</li> </ul> <p>Supported ministries will submit qualitative reports on change management plan</p>	<ul style="list-style-type: none"> <li>▪ The <b>structures</b> of the 10 beneficiary MDAs were completed and adopted, <b>job descriptions</b> of the most common functions, departments and units were defined and <b>staffed</b></li> </ul>
		Puntland	0	1	3	9	9	9					

											<i>implementation to the project coordinator upon completion</i>	
<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 are met:</i>	<ul style="list-style-type: none"> <li>▪ <b>7 out of the 10</b> of the project beneficiary MDAs are now having fully structured units of HR and FM with staff.</li> </ul>
		Puntland	0	1	3	0	9	9			<i>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</i>	

											conducted by the implementing partner or M&E firm	
<b>INTERMEDIATE RESULTS</b>												
<b>Intermediate Result (Component One): Developing civil service capacity for key cross-cutting Government functions</b>												
<ul style="list-style-type: none"> <li>• Sub-component 1.1: Supporting harmonized and Government-led capacity injection in priority institutions</li> <li>• Sub-component 1.2: Providing specialized training and coaching support for new recruits and their teams</li> </ul>												
<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>	<ul style="list-style-type: none"> <li>▪ Recruitment and performance appraisal guidelines have been established and adopted.</li> </ul>
		Puntland	No	Yes	Yes	Yes	Yes	Yes				
<i>Proportion of injected staff with salaries compliant with harmonized pay scale</i>	Percent	Federal	80%	80%	80%	100%	100%	100%		100%	<i>Proportion of injected staff with salaries compliant with harmonized pay scale. The Government is expected to approve a harmonized pay scale before hiring for injected</i>	<ul style="list-style-type: none"> <li>▪ Harmonized Pay Scale manual was adopted.</li> </ul>
		Puntland	80%	80%	80%	100%	100%	100%				



											capacity commences	
<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%)	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	
		Puntland	16 80%	32 80%	48 80%	0	136	136 77% of all trainees				
<i>The number of staff who have achieved improvements in skill/knowledge compared to a pre-</i>	Number & %	Federal	30 (70% pass rate)	60 (70% pass rate)	90 (70% pass rate)	0	90 (75%)	90 (75%)		90 (75%)	Measured by demonstrated improvement in test results, compared with pre-test baselines. Testing to be administered by implementing	
		Puntland	20 70% pass rate	40 70% pass rate	60 70% pass rate	0	180	180				

<i>training baseline (measured by test results)</i>											<i>agency providing training as a part of their contractual requirements. Test quality to be reviewed by Bank staff before administering</i>	
		<b>Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management</b>										
		<ul style="list-style-type: none"> <li>• <i>Sub-Component 2.1: Supporting Priority Ministries in Re-organization and change management</i></li> <li>• <i>Sub-Component 2.2: Strengthening Basic Frameworks for Civil Service Management</i></li> <li>• <i>Sub-Component 2.3: Civil Service Work Force Management</i></li> </ul>										
<i>% of senior staff in supported institutions with job descriptions</i>	Percent	Federal	10%	20%	30%	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>100%</b>	<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</i>	<ul style="list-style-type: none"> <li>▪ Job descriptions of the senior staff of the BI are defined.</li> </ul>
		Puntland	10%	20%	30%	100%	100%	100%				

											<i>baseline 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"> <li>▪ <i>The procurement process for hiring a consultancy to develop Pay &amp; Grade policy for the FGS Civil Service is at its final stage and is expected to be finalized its contract within this 4<sup>th</sup> quarter.</i></li> </ul>
		Puntland	No	No	Yes	No	No	Yes				
<i>Pension Policy and phased plan for implementation developed and submitted for Cabinet</i>	Yes / No	Federal	No	No	Yes	<b>No</b>	<b>No</b>	<b>No</b>		<b>No</b>	<i>Assess whether or not FGS has established a draft civil service pension policy with a phased approach for implementation (step 1), and</i>	<ul style="list-style-type: none"> <li>▪ <i>The Development of a public-sector pension policy assignment is under process and the 1<sup>st</sup> validation meeting is</i></li> </ul>

<i>approval</i>											<p><i>whether or not it has submitted it to the Cabinet for approval (step 2).</i></p> <p><i>Assess Step 2 for Puntland</i></p>	<p>scheduled on April 2019 between the working committee on development of the pensions policy in the Federal Government of Somalia and Consultant</p>
		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%	<b>0</b>	<b>80%</b>	<b>80%</b>		<b>90%</b>	<p><i>Proportion of civil servants with electronic personal records within supported Ministries and agencies. The rate of record keeping will be</i></p>	<ul style="list-style-type: none"> <li>▪ <i>NCSC manages all the civil service personnel records electronically</i></li> <li>▪ <i>Most of the MDAs keep</i></li> </ul>

											compared with those seen across the civil service	employees records electronically
		Puntland	0	40%	60%	0	80%	80%				
<p><b>Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of Government</b></p> <ul style="list-style-type: none"> <li>Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact</li> <li>Sub-Component 3.2: Developing Basic Policy Management Capabilities</li> </ul>												
Annual publishing of aid data by ACU	Yes / No	Federal	Yes	Yes	Yes	Yes	Yes	Yes		Yes	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)	
		Puntland	Federal level only – aid data covers Puntland			N/A	N/A	N/A				
Participants in Executive Leadership Program (disaggregated by gender)	Number & % women	Federal	10 20% women	20 20% women	30 20% women	0	0	0		0	Number of politicians and senior civil servants who have participate	
		Puntland	5 20% women	10 20% women	15 20% women	0	0	0				

			en	en	en						<i>d 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>	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 submissions. Once approved, the extent of adherence to guidelines could be monitored in a second phase of the project</i>	<ul style="list-style-type: none"> <li>▪ <i>This is on the pipeline and the OPM senior relevant department is now having consultations regarding.</i></li> </ul>
		Puntland	No	Yes	Yes	Yes	Yes	Yes	Yes			

<p><i>Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback</i></p>	<p>Number</p>	Federal	0	2	4	0	0	0		0	<p><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></p>	<ul style="list-style-type: none"> <li>▪ <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></li> </ul>
		Puntland	0	2	4	0	0	0				

### **XIII. CHALLENGES THAT REQUIRE URGENT ATTENTION**

*(Not more than 5 key challenges)*

- 1) The completion of the contract for the long-term training program of SC with KSG.
- 2) The procurement and supplies of 2 vehicles for supporting the MoPIED for its functions of coordination, planning, M&E and Statistics planning, coordination, monitoring and performance of the government;
- 3) Understanding the different priority training needs of the BIs to support and facilitate specialized short terms technical & management training to build their capacity priority needs for their technical and management civil service key staff;
- 4) To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;
- 5) The procurement process and the duration it takes for even smaller procuring activities is very discouraging since everything is under prior review process by the Bank and this kills the sprit of real ownership of the client;

### **XIV. RECOMMENDATIONS**

*(Practical actions that need to be considered on the basis of implementation experience of the government team)*

- 1) The Bank team to expedite the review and clearance of the drafted ToR for the long-term training programing which is a big assignment that FGS eyes on;
- 2) The Bank to review and clear the **Specific Procurement Notice** that was requested through the STEP for the procurement of 2 vehicles for MoPIED;
- 3) The project beneficiary institutions to identify their specific specialized training needs and then to request from the PCU support and facilitated logistically for their key civil service management and technical staff (2 to 3 persons) to get short-term specialized training courses from public training institutions from the region countries by providing admission letters for such short-courses (maximum 10 days course).
- 4) The project to support and facilitate expenditures for facilitating costs for voluntarily NCSC technical team to conduct training on performance monitoring for the HR supervisors at MDAs;
- 5) Knowing the risk precautions in fragile countries, we would recommend the Bank to think of and make threshold points in terms of complexity of an activity and the amount value of money that may require prior review while some of many activities can be managed by the client under post-review approach by agreeing with the Bank in standard requirement while conducting such post-review activities with certain value of money and this may help many smaller activities to move quickly.