



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

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

**Quarterly Progress Report**

April– June, 2019

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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 implementations of the project's annual work plan for prioritizing key 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 initiated draft TORs through consultative process, which was fully participated in by the project beneficiary institutions. This report is quarterly report that covers the progress made on the Second 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)*

1. This project's quarterly work plan is expected to achieve the following:
2. To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;
3. Procurement & supplies of office fixed assets (furniture, computers, CV etc)
4. The development of ToR the long-term training programming and curriculum development for training courses for the civil service and contracting external partner for the assignment
5. To finalize the drafted ToR for the Pay & Grade policy and pay structure development assignment and expedite the procurement process for this assignment
6. The completion and validation of the pension policy and pension bill assignment
7. 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.
8. The printing of new ID cards for the newly biometrically registered civil service employees.
9. The completion of the hiring process of an individual consultant for the assignment of developing *National Public Sector Reform Strategy*.
10. 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
11. To procure and supply 2 vehicles to MoPIED to enable its planning, M&E and statistics team for better coordinate their function
12. 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
13. 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.
14. The project to support and facilitate technical workshops and high level treats led by the office of the Prime Minister
15. The PCU to coordinate and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank's TTLs

16. The PCU to support and facilitate logistical and travel activities for the project's related activities for the lead implementing agencies
17. The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs
18. The PCU to submit the project's Quarterly bulletins and quarterly 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:

Project Components	Activities Planned for implementation During the Quarter
<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) To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;</li> <li>2) Procurement &amp; supplies of office fixed assets (furniture, computers, CV etc)</li> <li>3) 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</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) To finalize the drafted ToR for the Pay &amp; Grade policy and pay structure development assignment and expedite the procurement process for this assignment</li> <li>2) The completion and validation of the pension policy and pension bill assignment</li> <li>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.</li> <li>4) The printing of new ID cards for the newly biometrically registered civil service employees.</li> <li>5) The completion of the hiring process of an individual consultant for the assignment of developing <i>National Public Sector Reform Strategy</i>.</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 ministry of planning to draft a ToR for the technical support it needs to strengthen the functions of M&amp;E and statistics departments of MoPIED for review by the Bank</li> <li>2) To procure and supply 2 vehicles to MoPIED to enable its planning, M&amp;E and statistics team for better coordinate their function</li> <li>3) To draft a ToR for the technical assistance to develop a cabinet</li> </ol>

	<p>manual and cabinet business process and procure an individual consultant for the assignment</p> <p>4) 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.</p> <p>5) The project to support and facilitate technical workshops and high level treats led by the office of the Prime Minister</p>
<p><b>Component 4:</b></p> <p><b>Project Management and Coordination</b></p>	<p>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</p> <p>2) The PCU to support and facilitate logistical and travel activities for the project’s related activities for the lead implementing agencies</p> <p>3) The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs</p> <p>4) The PCU technical team to properly prepare monthly and quarterly reports</p> <p>5) The PCU to submit the project’s monthly bulletins and quarterly reports</p>

#### IV. ACHIEVEMENTS BY COMPONENT

COMPONENT	ACHIEVEMENTS
<p><b>Component 1:</b></p> <p><b>Develop the capacity for cross cutting government institutional functions</b></p>	<p>1) NCSC has prepared Concept Note for the support and facilitation of NCSC hand-on training ( more coaching practical training) on performance monitoring for the HR supervisors at MDAs;</p> <p>2) the project coordination unit in close consultation with the School of Management and Public Administration, the Ministry of Labor &amp; Social Affairs has developed a ToR for the long-term training programing and curriculum. The ToR of this assignment is waiting the bank to approve.</p>
<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<p>1) the finalization of the drafted ToR for the Pay &amp; Grade policy and pay structure development assignment and expedite the procurement process for this assignments is under final review by the Bank and MOLSA</p> <p>2) The completion and validation of the Second drafted pension policy and pension bill together with Liability and is under</p>

	<p>review by the committee and consultant</p> <p>3) The printing of new ID cards has issued for the newly biometrically registered civil service employees.</p> <p>4) The hiring process of an individual consultant for the assignment of developing <i>National Public Sector Reform Strategy has completed and the contract is awarded and soon the consultant will send inception report and work plan of the NPSRS</i></p> <p>5) The ToRs for the policy team experts for the Ministry of Labor to review the drafted policies and develop administrative regulations has been drafted</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 Ministry of Planning has drafted TOR for the technical support it needs to strengthen the functions of M&amp;E and statistics departments of MoPIED and shared with bank and bank has given their reviews and the MOPIED is reviewing and finalizing the TOR with consideration of the bank comments and inputs .</p> <p>2) The bid of the procurement and supply 2 vehicles to MoPIED to enable its planning, M&amp;E and statistics team for better coordinate their function has been approved and its final of procurement stage and pending from bank.</p> <p>3) The draft a ToR for the technical assistance to develop a cabinet manual and cabinet business process has developed and its review by the OPM.</p> <p>4) In order to implement the Facilitation high-level retreat sessions at the top-level of government; the CIP has submitted NOL for the request of the facilitation assistance of first bi-annual retreat workshop for the Director Generals and Permanent Secretaries of FGS-MDAs and its under review by the bank.</p>
<p><b>Component 4:</b></p> <p><b>Project Management and Coordination</b></p>	<p>1) The project coordination unit had organized and coordinated a mission of the CIP Project Implementation Support &amp; Preliminary Discussions on Restructuring of the Project that was held on June, 2019.</p> <p>2) The CIP PCU along with RCRF and PFM projects had also organized a Joint FGS/Puntland State and World Bank Mission Meeting on Coordination of the Troika Governance Projects (RCRF, CIP &amp; DRM/PFM)</p> <p>3) PCU had also facilitated consultative sessions of the pension policy government committee for the review of Second drafted pension policy and pension bill together with Liability.</p> <p>4) The project coordination unit in consultation with the Bank's Task</p>



	<p>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>5) Initiation and coordination for the establishment of government technical reform committee by the MOLSA</p> <p>6) The project coordination unit submits the project’s quarterly financial and narrative reports as well as CIP Quarterly bulletin</p>
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## V. NON-ACHIEVEMENTS (BY COMPONENT)

COMPONENT	NON-ACHIEVEMENTS
<p><b>Component 1:</b></p> <p><b>Develop the capacity for cross cutting government institutional functions</b></p>	<p>1) Procurement &amp; supplies of office fixed assets (furniture, computers, CV etc) which are still pending.</p>
<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<p>1) The final HR audit head count outcome has not yet been endorsed by the Cabinet</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) To draft ToRs and procure individual consultants to develop strategic plans for the government’s identified priority institutions has not accomplished.</p> <p>2) The procurement of 2 vehicles for MoPIED has not been supplied.</p>

## 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. DISEABLING 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) Procurement &amp; supplies of office fixed assets (furniture, computers, CV etc)</p>	<ul style="list-style-type: none"> <li>▪ There was a need of accountability for the asset management at FGS</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 HR audit outcome is ready but is pending official endorsement by the cabinet</li> </ul>
<p><b>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p> <p>1) To draft ToRs and procure individual consultants to develop strategic plans for the government's identified priority institutions</p>	<ul style="list-style-type: none"> <li>▪ The relevant institutions has not yet submitted the draft TORs</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 government institutional functions</b></p> <p>1) Procurement &amp; supplies of office fixed assets (furniture, computers, CV etc)</p>	<ul style="list-style-type: none"> <li>▪ PCU to initiate Procurement Plan of the required supplies in consultation with BIs ( OPM, MOLSA&lt; NCSC, MOPIED, MOPWR</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU</li> <li>▪ WB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest 7<sup>th</sup> Aug 2019.</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 endorsed HR audit headcount outcome to be shared with stakeholders .</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoLSA</li> <li>▪ PCU/OPM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest 10<sup>th</sup> Aug 2019.</li> </ul>
<p><b>Component 3: Strengthening</b></p>	<ul style="list-style-type: none"> <li>▪ The relevant</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU/OPM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latest by 15<sup>th</sup> of</li> </ul>

<p><b>Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</b></p> <p>1) To draft ToRs and procure individual consultants to develop strategic plans for the government's identified priority institutions</p>	<p>Institutions (MOLSA, MoA, MoEWR, ministry of fishery, ministry of livestock and ministry of commerce) to immediately draft the TORs</p>	<p>▪ (MOA</p>	<p>Aug, 2019</p>
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#### IX. PRIORITY ACTIVITIES FOR THE NEXT QUARTER PLAN (JULY - SEPTEMBER 2019)

Sn	Project Components, Sub-components & Specific Activities	Responsible Parties	3 <sup>rd</sup> Quarter - 2019		
			July	August	Sept.
<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 completion of the procurement for the long-term training programing and curriculum development for training courses for the civil service through the existing public institution (SMPA/SNU) in partnership with external public training institutions.	SMPA/SNU, MoLSA, 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>					
2)	The development of <i>National Public Sector Reform Strategy</i>	PCU/OPM			

	<i>framework</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 finalize the 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 6 vehicles to (2MoPIED, 3OPM, 1NCSC) in order to support the MDAs in their smooth running of day to day implementation activities and better coordination of their functions	PCU and WB TTL			
<b>Sub-Component 3.2: Developing basic policy management capabilities</b>					
1)	To finalize the 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.
- 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 June, 2019)

During the second quarter, the project has implemented the below procurement activities of which some of the activities has been processed with the request of NOL from the bank while the other activities were processed through STEP as following:

- a) CIP Logistical facilitation assistance for MoLSA-FGS Delegation (led by the Minister) in their attendance to International Labour Conference on 10-21 June 2019. This activity was processed through operations with the request of NOL of the bank.
- b) CIP initiating framework agreement for the Provision of Internet Service Provider for PCU Office at OPM, Mogadishu. This activity was processed through operations with the request of NOL of the bank.
- c) Procurement process for the recruitment of consultant service for "National Public-Sector Reform Strategy Framework", under the request for the beneficiary of MoLSA and the facilitation of CIP project. This activity was processed through STEP.
- d) The procurement process for the long-term training programing development is ongoing through the STEP at its final stage.
- e) The procurement process for the development of Pay & Grade structure assignment is ongoing through the STEP at ToR review stage;
- f) The procurement process for the cabinet manual development assignment is ongoing through the STEP at procurement plan stage and TOR;

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

- a) Payment of the operation expenses
- b) Preparation of monthly bank reconciliation for the project designated account at the central bank of Somalia
- c) Preparation and submission of the quarter two IFR

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

Sources of Funds	Quarter ended June 30 2019
	US\$ (a)
Somalia Multi-Partner Fund (MPF)) – World Bank	\$ 261,564.21
<b>Total Sources of Funds (A)</b>	<b>\$ 261,564.21</b>
<b>Expenditure By Sub -Component (Activities)</b>	
Dev. capacity for key cross-cutting gov. functions	\$ 49,125.00
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev	124,219.80
Strengthening Policy Management Capabilities	49,711.00
Project Management	149,421.39
<b>Total Expenditure By Sub - Comp.(B)</b>	<b>372,477.19</b>
Fund Source (A - B)	<b>(110,912.98)</b>
Opening balance	<b>316,255.79</b>
<b>Cash balance on June 30</b>	<b>205,342.81</b>

**D. COMMUNICATION:**

*(Report for Quarter ended June, 2019)*

- a) Recorded and digitally captured the project activities that the PCU has undertaken.
- b) Invited the participants from FGS & Puntland CIP government teams and supported the communications needed for the World Bank Mission on the CIP Restructuring mission by capturing the event, circulating the meeting minutes with outcomes and agreed points to the government teams as well as the Bank teams.
- c) Aided in the communication needed for the Joint Troika Projects, prepared minutes and circulated to the relevant parties.
- d) Has continued to develop a vast mailing list consisting of all the major stakeholders that are regularly updated.
- e) As a contact person for project activities, provided general information regarding meeting information and follow-ups regarding pending activities and shared information and documents with the consultants and the project teams.
- f) Manage and uploaded on the CIP Website <https://cip.opm.gov.so/> as well as Social Media (CIP Twitter account: <https://twitter.com/CIPSomalia>)
- g) Circulated the CIP April –June Monthly bulletin to stakeholders highlighting the activities undertaken during this quarter
- h) Created OPM email domains for the PCU groups (i.e. [ijaba.a@opm.gov.so](mailto:ijaba.a@opm.gov.so))

**E. MONITORING AND EVALUATIONS:**

*(Report for Quarter ended June, 2019)*

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

- a) Developed the activity tracking sheet for Monitoring regularly to all CIP -FGS ongoing activities
- b) Prepared CIP Quarterly Report (April – June, 2019)
- c) Participated Joint FGS/Puntland State and World Bank Mission Meeting on Coordination of the Troika Governance Projects (RCRF, CIP & DRM/PFM)
- d) Updated the CIP result Framework activities that in line with CIP annual work Plan - 2019.
- e) Prepared Monitoring sheet for CIP -FGS Contracts expirations
- f) Ensured all CIP-FGS documentations are appropriately archived and stored.



**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 June, 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%)	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	The overall project target of the CIM Recruitment to the beneficiary institutions in the period between 2015 - 2020 is <b>210 staff</b> . <b>158 CIM staff out of 210</b> has been recruited and <b>52 staff</b> remaining from the target.

										stream <b>B</b> (advisers). <ul style="list-style-type: none"> <li>The total CIM staff currently in service is <b>109</b> (<b>Female: 30 and Male 79</b>) of which <b>104</b> are stream <b>A</b> (CSs) and <b>5</b> are stream <b>B</b></li> </ul>	<i>qualifications in critical positions</i>	
<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"> <li>109 of the recruited CIM staff remained in service.</li> <li>Only 49 of the CIM recruited staff made turnover.</li> </ul>
<i>Change</i>	Number	Federal	0	1	3	7	7	10		10	<i>A ministry is</i>	<ul style="list-style-type: none"> <li>The</li> </ul>

<p><i>management plans developed and at least partially implemented</i></p>	<p>er</p>											<p><i>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; iv) staff placement undertaken; v) capacity development plan developed. Supported ministries will submit qualitative reports on change management plan implementation to the project</i></p>	<p><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></p>
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											coordinator upon completion	
<i>Ministries / agencies with operational HR and FM functions</i>	Number	Federal	0	1	3	<b>0</b>	<b>1</b>	<b>4</b>		<b>6</b>	<p>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:</p> <ul style="list-style-type: none"> <li>i) organigram developed, ii) Unit staffed (at least 60%), iii) Unit staff trained, iv) produces key outputs (e.g., financial reports, HR records).</li> </ul> <p>Functionality will be further assessed through qualitative assessment conducted by the</p>	<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>

											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>
<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 capacity commences</i>	<ul style="list-style-type: none"> <li>▪ Harmonized Pay Scale manual was adopted.</li> </ul>

<p><i>The number of staff who state that they have used the training that they received on the job</i></p>	<p>Number &amp; %</p>	<p>Federal</p>	<p>24 (80%)</p>	<p>48 (80%)</p>	<p>72 (80%)</p>	<p><b>0</b></p>	<p><b>0</b></p>	<p><b>90 (75%)</b></p>		<p><b>90 (75%)</b></p>	<p><i>Survey results demonstrating application of training in 1-3 months following training completion. Survey to be administered by phone by M&amp;E firm as part of their contractual requirements. Survey methodology to be reviewed by Bank staff before administering</i></p>	
<p><i>The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline</i></p>	<p>Number &amp; %</p>	<p>Federal</p>	<p>30 (70% pass rate)</p>	<p>60 (70% pass rate)</p>	<p>90 (70% pass rate)</p>	<p><b>0</b></p>	<p><b>90 (75%)</b></p>	<p><b>90 (75%)</b></p>		<p><b>90 (75%)</b></p>	<p><i>Measured by demonstrated improvement in test results, compared with pre-test baselines. Testing to be administered by implementing agency providing</i></p>	

<i>(measured by test results)</i>												<i>training as a part of their contractual requirements. Test quality to be reviewed by Bank staff before administering</i>	
<p><b>Intermediate Result (Component Two): Strengthening the frameworks and procedures for civil service management</b></p> <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 baseline assessment is</i>	<ul style="list-style-type: none"> <li>Job descriptions of the senior staff of the BI are defined.</li> </ul>

											<i>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>the finalization of the drafted ToR for the Pay &amp; Grade policy and pay structure development assignment and expedite the procurement process for this assignments its under final review by the Bank and MOLSA</li> </ul>
<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>The completion and validation of the Second drafted pension policy and pension bill</li> </ul>



approval											whether or not it has submitted it to the Cabinet for approval (step 2).  Assess Step 2 for Puntland	together with Liability its under review by the committee and consultant
Civil servants with complete electronic personal records (participating ministries)	Percent	Federal	0	40%	60%	0	80%	80%		90%	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	<ul style="list-style-type: none"> <li>▪ NCSC manages all the civil service personnel records electronically</li> <li>▪ Most of the MDAs keep employees records electronically</li> </ul>
		<b>Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of Government</b> <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,	

											<i>analyzes and publishes aid data on an annual basis (in electronic or hard copy report format)</i>	
<i>Participants in Executive Leadership Program (disaggregated by gender)</i>	Number & % women	Federal	10 20% women	20 20% women	30 20% women	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<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</i>	Yes / No	Federal	No	Yes	Yes	<b>No</b>	<b>No</b>	<b>No</b>		<b>No</b>	<i>Assesses the extent to which the OPM and OOP have provided clear guidance to</i>	<ul style="list-style-type: none"> <li>▪ <i>This is on the pipeline and the OPM senior relevant department</i></li> </ul>

<p><i>for policy submissions to the Cabinet</i></p>											<p><i>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></p>	<p><i>is now having consultations regarding.</i></p>
<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>	<p>Federal</p>	<p>0</p>	<p>2</p>	<p>4</p>	<p>0</p>	<p>0</p>	<p>0</p>		<p>0</p>	<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>

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

*(Not more than 5 key challenges)*

- 1) The drafted policies and procedures for the civil service managements has not been implemented due to lack of administrative regulations for the implementation of policies.
- 2) The completion of the contract for the long-term training program of SC with KSG.
- 3) To procure and supply 6 vehicles to (2MoPIED, 3OPM, 1NCSC) in order to support the MDAs in their smooth running of day to day implementation activities and better coordination of their functions
- 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;

## **XIII. RECOMMENDATIONS**

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

- 1) To develop immediately administrative regulation in order to implement the drafted policies and procedures.
- 2) 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;
- 3) The procure and supply 6 vehicles to (2) MoPIED, (3)OPM, (1)NCSC in order to support the MDAs in their smooth running of day to day implementation activities and better coordination of their functions
- 4) The FGS with the support of PCU to draft activities of the project and priorities to be considered in the restructuring of the project ahead of the Bank's mission on September 2019.