



FEDERAL GOVERNMENT OF SOMALIA
OFFICE OF THE PRIME MINISTER

SOMALI CAPACITY INJECTION PROJECT (CIP - P149971)

Project Coordination Unit (PCU)

Quarterly Progress Report

July– September, 2019

Project Name:	Somali Capacity Injection Project (CIP)
Project PID/Grant No.	P149971
Project Donor:	International Bank for Reconstruction and Development, World Bank.
Project Location Recipient/Beneficiary:	Federal Government of Somalia.
Report Type:	Quarterly Report (Q2)
Reporting Period:	July – September, 2019
Report Prepared by:	The CIP Project Coordination Unit Office of the Prime Minister, Federal Government of Somalia.
Contact Persons:	Hassan A. Dirie (<i>CIP Project Coordinator</i>) Email: hassan.d@opm.gov.so www.cip.opm.gov.so Naima Yusuf (M&E, CIP Project) Email: naima.y@opm.gov.so

TABLE OF CONTENTS

I.	BACKGROUND.....	4
II.	OBJECTIVES.....	5
III.	ACTIVITIES PLANNED FOR IMPLEMENTATION DURING THE QUARTER (BY COMPONENT	6
	A. Component 1.....	7-8
	B. Component 2.....	.
	C. Component 3.....	
	D. Component 4.....	
IV.	ACHIEVEMENTS (BY COMPONENT)	8-10
	A. Component 1.....	
	B. Component 2.....	
	C. Component 3.....	
	D. Component 4.....	
V.	NON-ACHIEVEMENTS (BY COMPONENT).....	11
	A. Component 1.....	
	B. Component 2.....	
	C. Component 3.....	
	D. Component 4.....	
VI.	ENABLING FACTORS.....	12
VII.	DISENABLING FACTORS	12
VIII.	WORKPLAN FOR ACHIEVING ACTIVITIES THAT WERE PLANNED BUT NOT ACHIEVED	13
	A. Component 1.....	
	B. Component 2.....	
	C. Component 3.....	
	D. Component 4.....	
IX.	PRIORITY ACTIVITIES FOR NEXT QUARTER PLAN	13-15
	A. Component 1.....	

B.	Component 2.....	
C.	Component 3.....	
D.	Component 4.....	
X.	SUMMARY OF PROJECT COORDINATION AND MANAGEMENT CHALLENGES	16
XI.	ANNEXES	16
A.	Procurement	16-18
B.	Financial Management.....	18
C.	Disbursements	19
E.	Communications.....	20
D.	Monitoring and Evaluation.....	21-36
XII.	CHALLENGES THAT REQUIRE URGENT ATTENTION.....	37
XIII.	RECOMMENDATIONS	37

I. Background

The Federal Government of Somalia (FGS) has made a public commitment to implementing a reform agenda intended to create public institutions that are transparent, accessible, accountable and trusted by its citizenry. Developing a functioning public administration that is able to deliver quality services to its citizens is a vision outlined in the National Development Plan (2017-2019), which articulates a commitment to strengthen how government works, to improve legal and policy development capacity, and to strengthen human resource management capacity, center of the government, and public finance management.

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 has organized mission meeting of the proposed project restructuring and extension, and the purpose of the meeting is to highlight the key major milestones that are remaining for the project to complete in regard to its intended objectives and to make projections in terms of timeframe and costs for the remaining major activities.

This report is quarterly report that covers the progress made on the third quarter of the 2019. The following sections of the report shall detail the achievements made in this 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:

1. Facilitation of NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;
2. Procurement & supplies of office fixed assets (furniture, computers, CV etc)
3. 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.
4. To finalize the drafted ToR for the Pay & Grade policy and pay structure development assignment and expedite the procurement process for this assignment
5. The completion and validation of the pension policy and pension bill assignment
6. 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.
7. The printing of new ID cards for the newly biometrically registered civil service employees.
8. The completion of the hiring process of an individual consultant for the assignment of developing *National Public Sector Reform Strategy*.

9. 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
10. To 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
11. 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
12. 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.
13. To support and facilitate technical workshops and high level treats led by the office of the Prime Minister
14. The PCU to coordinate and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank’s TTLs
15. The PCU to support and facilitate logistical and travel activities for the project’s related activities for the lead implementing agencies
16. The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs
17. 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
Component 1: Develop the capacity for cross cutting government institutional functions	1) To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs; 2) Procurement & supplies of office fixed assets (furniture, computers, CV etc)

	<p>3) 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</p>
<p>Component 2: Strengthening the policies and procedures for civil service management</p>	<p>1) To finalize the drafted ToR for the Pay & Grade policy and pay structure development assignment and expedite the procurement process for this assignment</p> <p>2) The completion and validation of the pension policy and pension bill assignment</p> <p>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.</p> <p>4) The printing of new ID cards for the newly biometrically registered civil service employees.</p> <p>5) The completion of the hiring process of an individual consultant for the assignment of developing <i>National Public Sector Reform Strategy</i>.</p>
<p>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</p>	<p>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</p> <p>2) To procure and supply 2 vehicles to MoPIED to enable its planning, M&E and statistics team for better coordinate their function</p> <p>3) 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</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>

	5) The project to support and facilitate technical workshops and high level treats led by the office of the Prime Minister.
Component 4: Project Management and Coordination	<ol style="list-style-type: none"> 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 technical team to properly prepare monthly and quarterly reports 5) The PCU to submit the project’s monthly bulletins and quarterly reports

IV. ACHIEVEMENTS BY COMPONENT

COMPONENT	ACHIEVEMENTS
Component 1: Develop the capacity for cross cutting government institutional functions	<ol style="list-style-type: none"> 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. 2) The procurement and supplies of office fixed assets such as furniture and ICT equipment is under bid evaluations by the bid committee nominated by the OPM. 3) FGS nominated committee for reviewing the technical and financial proposal submitted by KSG the negotiations between FGS and KSG management are underway.

<p>Component 2:</p> <p>Strengthening the policies and procedures for civil service management</p>	<ol style="list-style-type: none"> 1) Request for expression of interest for the assignment of the pay and grading were post on CIP website, the FGS nominated committee are evaluating the REOI. 2) The final validation meeting between the FGS and the consultant for the pension policy documents was completed and the final submission of the pension document is now being waited from the consultant. 3) The consultant had visited made several consultants with FGS officials and also had visited two federal member states such as Puntland and South West state with an accompany of FGS members. 4) The process of hiring two external experts for development of Administrative regulations are underway.
<p>Component 3:</p> <p>Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</p>	<ol style="list-style-type: none"> 1) The evaluation of the ROEI for the M&E systems development is underway and the next stage will be a stage of sending RFP to the potential qualified consultancy firms. 2) Two vehicles were successfully handed over to MOPIED 3) The bid evaluation of the other 4 vehicles for OPM and NCSC is underway. 4) The ToR for the technical assistance to develop a cabinet manual and cabinet business process has developed and posted; the REOI is under evaluation with PCU and BIs 5) The NOL request of the facilitation of first bi-annual retreat workshop for the Director Generals and Permanent Secretaries of FGS-MDAs/ FMS has been approved and OPM with the support of PCU are organizing for the retreat event.
<p>Component 4:</p>	<ol style="list-style-type: none"> 1) The project coordination unit had organized and coordinated FGS/PL & World Bank Implementation Support & Restructuring Mission that was held on 22-26, Sept. , 2019.

<p>Project Management and Coordination</p>	<p>2) PCU had also facilitated final validation meeting of the pension policy government committee for the review of drafted pension policy and pension bill together with Liability.</p> <p>3) 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>4) Facilitations all meetings of government technical reform committee by the MOLSA</p> <p>5) The project coordination unit submits the project’s quarterly financial and narrative reports as well as CIP Quarterly bulletin</p>
---	---

V. NON-ACHIEVEMENTS (BY COMPONENT)

<p>COMPONENT</p>	<p>NON-ACHIEVEMENTS</p>
<p>Component 1: Develop the capacity for cross cutting government institutional functions</p>	<p>1) Development of automated records & archival management system for the MDAs is still pending</p>
<p>Component 2: Strengthening the policies and procedures for civil service management</p>	<p>1) To support the development of Human Resource Management Information System (HRMIS) system and civil service payroll cleaning for FGS.</p>
<p>Component 3: Strengthening Policy Management, Coordination</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 4 vehicles for OPM and NCSC has not been supplied.</p>

and Monitoring Capabilities at the Centre of Government	
--	--

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>Component 1: Develop the capacity for cross cutting government institutional functions</p> <p>1) Development of automated records & archival management system for the MDAs</p>	<ul style="list-style-type: none"> ▪ BIs with the support of the PCU needs to speed up the finalization of the TORs.
<p>Component 2: Strengthening the policies and procedures for civil service management</p> <p>1) To support the development of Human Resource Management Information System (HRMIS) system and civil service payroll cleaning for FGS.</p>	<ul style="list-style-type: none"> ▪ the Beneficiary institution has not submitted the draft TORs. This is multi-stakeholder assignment and still technical discussions are under way.

<p>Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</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"> ▪ The relevant institutions has not yet submitted the draft TORs.
--	---

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>Component 1: Develop the capacity for cross cutting government institutional functions</p> <p>1) Development of automated records & archival management system for the MDAs</p>	<ul style="list-style-type: none"> ▪ PCU will follow-up the BIs to draft the ToRs for this assignment. 	<ul style="list-style-type: none"> ▪ PCU ▪ BIs 	<ul style="list-style-type: none"> ▪ Latest Dec, 2019.
<p>Component 2: Strengthening the policies and procedures for civil service management</p> <p>1) To support the development of Human Resource Management Information System (HRMIS) system and civil service payroll cleaning for FGS.</p>	<ul style="list-style-type: none"> ▪ PCU to follow-up the relevant institutions for the discussion of this assignment 	<ul style="list-style-type: none"> ▪ BIs ▪ PCU 	<ul style="list-style-type: none"> ▪ Latest Dec, 2019.
<p>Component 3: Strengthening Policy Management, Coordination and</p>	<ul style="list-style-type: none"> ▪ The relevant Institutions (MOLSA, MoA, 	<ul style="list-style-type: none"> ▪ PCU/OPM ▪ (MOA 	<ul style="list-style-type: none"> ▪ Latest by Dec,2019

<p>Monitoring Capabilities at the Centre of Government</p> <p>1) To draft ToRs and procure individual consultants to develop strategic plans for the government’s identified priority institutions</p>	<p>MoEWR, ministry of fishery, ministry of livestock and ministry of commerce) to immediately draft the TORs</p>		
---	--	--	--

IX. PRIORITY ACTIVITIES FOR THE NEXT QUARTER PLAN (Oct - Dec 2019)

Sn	Project Components, Sub-components & Specific Activities	Responsible Parties	4 th Quarter - 2019		
Component 1: Develop the capacity for cross cutting government institutional functions			Oct.	Nov.	Dec.
Sub-component 1.1 Supporting harmonized and government-led capacity injection in priority institutions					
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, VC etc)	BIs & PCU			
Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams					
1)	The completion of the negotiation and the contract 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			

Component 2: Strengthening the policies and procedures for civil service management					
Sub-Component 2.2: Strengthening basic policies for civil service management					
1)	The completion of procurement process for Pay & Grade policy and pay structure development	PCU & WB TTL			
2)	The final submission of the validated pension policy and pension bill documents (final handover of the Docs) by the consultant to FGS.	MoLSA			
3)	To completion of hiring process of two external experts (legal expert and HR policy expert) for the development of Administrative Regulations & Procedures to support MoLSA and the FGS technical reform committee for the review of the drafted policies and the development of administrative regulations.	MoLSA, PCU & WB TTL			
Sub-Component 2.3: Civil service work force management					
2)	The development of National Public Sector Reform Strategy frameworkto be continuing	PCU/OPM and MoLSA			
Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government					
Sub-Component 3.1: Strengthening capacity for aid coordination and monitoring and evaluation of the Somali Compact					
1)	To procure and supply 4 vehicles to (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.	PCU and WB TTL			
Sub-Component 3.2: Developing basic policy management capabilities					
1)	To finalize procurement process 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.				
Sub-component 3.3: Strengthening leadership for change and delivery					
1)	To support and facilitate technical workshops and high level treats led by the office of the Prime Minister				
Component 4: Project Management and Coordination					
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 implementations.

XI. ANNEXES

A. PROCUREMENT:

(Report for Quarter ended September, 2019)

Consultant Services					
Activity Description	Procurement Category	Procurement Method	Annual Estimated Budget USD	Status: In Progress	Descriptive Information on the Status
Ref#SO-OPM-110670-CS-QCBS Development of Pay & Grade Structures and policy, job descriptions of all civil service employees and staffing plans for the MDAs of the FGS	Consultant Services	Quality & Cost-Based Selection	\$600,000	In Progress	Under Evaluation for Shortlisting Received REOIs
Ref#:SO-OPM-110674-CS-CDS To establish a sustainable long-term government’s civil service training programs in the areas of public administration and management through Somalia National University's School of	Consultant Services	Direct Selection	\$1,100,000	In Progress	Evaluation & Negotiations are under process

Management & Public Administration (SMPA) with external partnership					
Ref# SO-OPM-47804-CS-INDV Strengthen the functions of Monitoring & Evaluation and statistics departments of MoPIED, FGS	Consultant Services	Consultant Qualification Selection	\$150,000	In Progress	Under Evaluation for Shortlisting Received REOIs
Ref#SO-OPM-47801-CS-INDV Consultancy service to provide legal support for strengthening civil service management policies of FGS	Consultant Services	Individual Consultant Selection	\$54,000	In Progress	Under Evaluation for CVs comparison
Ref#:SO-OPM-47802-CS-INDV consultancy service to development of Administrative Regulations for the Civil Service Management of FGS	Consultant Services	Individual Consultant Selection	\$36,000	In Progress	Under Evaluation for CVs comparison
Goods					
Activity Description	Procurement Category	Procurement Method	Annual Estimated Budget USD	Status: In Progress	Descriptive Information on the Status
Ref#:SO-OPM-71975-GO-RFQ Procurement of two (2) Vehicles for the Ministry of Planning, Investment & Economic	Goods	Request for Quotations	\$99,000	In Progress	Contract signed Awaiting Delivery

Development (MIPIED) in Mogadishu, Somalia.					
Ref#:SO-OPM-71976-GO-RFQ Procurement of Furniture Items for Beneficiary Ministries of Federal Government of Somalia in Mogadishu, Somalia.	Goods	Request for Quotations	\$99,000	In Progress	Bids under Evaluation
Ref#:SO-OPM-68527-GO-RFQ Procurement of ICT Equipment for Beneficiary Ministries of Federal Government of Somalia in Mogadishu, Somalia.	Goods	Request for Quotations	\$98,000	In Progress	Bids under Evaluation
Ref#: CIP/OPM/FGS/NCB/003/2019 Purchase of Vehicles – 4WD, Double Cabin Automatic for Beneficiary Ministries of Federal Government of Somalia in Mogadishu, Somalia.	Goods	Request for Bids	\$160,000	In Progress	Specific Procurement Notice Published Deadline 26 th October 2019

B. FINANCIAL MANAGEMENT:

(Report for Quarter ended September, 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 three IFR

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

Sources of Funds	Quarter ended September 2019
	US\$ (a)
Somalia Multi-Partner Fund (MPF) – World Bank	\$ 581,880.97
Total Sources of Funds (A)	\$ 581,880.97
Expenditure By Sub -Component (Activities)	
Dev. capacity for key cross-cutting gov. functions	\$ 105,700.00
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev	\$ 32,400.00
Strengthening Policy Management Capabilities	
Project Management	\$ 157,911.67
Total Expenditure By Sub - Comp.(B)	296,011.67
Fund Source (A - B)	285,869.30
Opening balance	205,342.81
Cash balance on September 30	491,212.11

D. COMMUNICATION:

(Report for Quarter ended September, 2019)

- a) Write ups and circulation of minutes for the FGS & World Bank Implementation Support & Restructuring Mission between 22-26 Sep, 2019 by capturing the event, circulating the meeting minutes' outcomes and the government and Bank teams.
- b) Has continued to develop a vast mailing list consisting of all the major stakeholders that are regularly updated.
- c) Connected the newly established Technical Reform Committee members on various platforms to exchange progress.
- d) Provided general information regarding meetings and follow-ups regarding pending activities, shared information and documents with the consultants and the project teams.
- e) Created a new website and uploaded activities on the new CIP Website <https://cip.gov.so/> (Removed old details pertaining to the old website from social media as previous website is no longer active: <https://cip.opm.gov.so/>)
- f) Managed and uploaded content on the CIP Twitter account: <https://twitter.com/CIPSomalia> and Facebook account <https://www.facebook.com/CIPSOMALIA/>

E. MONITORING AND EVALUATIONS:

(Report for Quarter ended September , 2019)

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

- a) Continued to ensure all CIP-FGS documentations are appropriately archived and stored.
- b) Prepared CIP Quarterly Report (July – September, 2019)
- c) Updated the CIP result Framework activities that in line with CIP annual work Plan - 2019.
- d) Regularly updated the Monitoring sheet for CIP -FGS Contracts expirations.
- e) Prepared and submitted the activity tracking sheet for monitoring all the CIP – FGS ongoing activities
- f) Fully participated the preparation of Proposed Draft Paper for Restructuring & Extension of Somali Capacity Injection Project.

XII: UPDATED PROJECT RESULT FRAMEWORK:*(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 September, 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%) • The total recruited and placed CIM staff to date (from late 2015 – till date) is 158 of which 36	<i>Measures total number of staff appointed by CIM in accordance with approved recruitment procedure. Includes senior advisors, senior managers, technical</i>	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

										<p>(22%) are female.</p> <ul style="list-style-type: none"> The total number of CIM staff turnover is 48 of which 35 are stream A (CSs) and 14 are stream B (advisers). The total CIM staff currently in service is 110 (Female: 29 and Male 81) of which 104 are stream 	<p><i>experts and young graduates strategically placed to inject technical qualifications in critical positions</i></p>	<p><i>remaining from the target.</i></p>
--	--	--	--	--	--	--	--	--	--	---	---	--

										A (CSs) and 5 are stream B		
<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"> ▪ 110 of the recruited CIM staff remained in service. ▪ Only 48 of the CIM recruited staff made turnover.
<i>Change management plans developed and at least</i>	Number	Federal	0	1	3	7	7	10		10	<i>A ministry is considered to have partially implemented a change</i>	<ul style="list-style-type: none"> ▪ The structures of the 10 beneficiary MDAs were

<p><i>partially implemented</i></p>											<p><i>management plan when at least three of the five criteria below are met:</i> <i>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</i></p>	<p>completed and adopted, job descriptions of the most common functions, departments and units were defined and staffed</p>
-------------------------------------	--	--	--	--	--	--	--	--	--	--	--	---

											management plan implementation to the project coordinator upon completion	
<i>Ministries / agencies with operational HR and FM functions</i>	Number	Federal	0	1	3	0	1	4		6	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	<ul style="list-style-type: none"> ▪ 7 out of the 10 of the project beneficiary MDAs are now having fully structured units of HR and FM with staff.

											<p><i>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></p>	
INTERMEDIATE RESULTS												
<p>Intermediate Result (Component One): Developing civil service capacity for key cross-cutting Government functions</p> <ul style="list-style-type: none"> • <i>Sub-component 1.1: Supporting harmonized and Government-led capacity injection in priority institutions</i> • <i>Sub-component 1.2: Providing specialized training and coaching support for new recruits and their teams</i> 												
<i>Guidelines for recruitment and performance appraisal</i>	Yes / No	Federal	No	Yes	Yes	No	Yes	Yes		Yes	<i>Whether or not guidelines have been established and approved for</i>	<ul style="list-style-type: none"> ▪ Recruitment and performance appraisal guidelines

CIP Project Quarterly Report: July – September, 2019

<i>developed and approved by Steering Committee</i>											<i>recruitment and performance appraisal.</i>	have been established and adopted.
<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"> ▪ Harmonized Pay Scale manual was adopted.
<i>The number of staff who state that they have used the</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</i>	

<i>training that they received on the job</i>											<i>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>	
<i>The number of staff who have achieved improvements in skill/knowledge compared to</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, compared with pre-test baselines. Testing to be administered by</i>	

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

											<p><i>Director Generals, Directors and head of units. Indicative baseline and targets will be reviewed and updated after baseline assessment is conducted</i></p>	
<p><i>Civil Service Pay Policy and phased plan for implementati on developed and submitted for Cabinet approval</i></p>	<p><i>Yes / No</i></p>	<p><i>Federal</i></p>	<p><i>No</i></p>	<p><i>No</i></p>	<p><i>Yes</i></p>	<p><i>No</i></p>	<p><i>No</i></p>	<p><i>No</i></p>		<p><i>No</i></p>	<p><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</i></p>	<ul style="list-style-type: none"> <i>• Pay & Grade policy and pay structure development assignment is Under Evaluation for Shortlisting Received REOIs</i>

											<i>a final draft to the Cabinet for approval (step 2).</i>	
<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 has submitted it to the Cabinet for approval (step 2).</i> <i>Assess Step 2 for Puntland</i>	<ul style="list-style-type: none"> • <i>Final validation meeting for Pension policy and pension bill together with Liability has completed and awaiting the consultant to submit the final Document of pension policy</i>
<i>Civil servants with</i>	Percent	Federal	0	40%	60%	0	80%	80%		90%	<i>Proportion of civil servants with electronic</i>	<ul style="list-style-type: none"> ▪ <i>NCSC manages all the civil</i>

<p><i>complete electronic personal records (participating ministries)</i></p>											<p><i>personal records within supported Ministries and agencies. The rate of record keeping will be compared with those seen across the civil service</i></p>	<p><i>service personnel records electronically</i></p> <ul style="list-style-type: none"> ▪ <i>Most of the MDAs keep employees records electronically</i>
		<p>Intermediate Result (Component Three): Strengthening policy management, coordination and monitoring capabilities at the center of Government</p> <ul style="list-style-type: none"> • <i>Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact</i> • <i>Sub-Component 3.2: Developing Basic Policy Management Capabilities</i> 										
<p><i>Annual publishing of aid data by ACU</i></p>	<p>Yes / No</p>	<p>Federal</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>		<p>Yes</p>	<p><i>Assesses whether or not the Aid Coordination Unit (ACU) curates, analyzes and publishes aid data on an</i></p>	

											<i>annual basis (in electronic or hard copy report format)</i>	
<i>Participants in Executive Leadership Program (disaggregated by gender)</i>	<i>Number & % women</i>	<i>Federal</i>	<i>10 20% women</i>	<i>20 20% women</i>	<i>30 20% women</i>	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>	

<p><i>Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet</i></p>	<p>Yes / No</p>	<p>Federal</p>	<p>No</p>	<p>Yes</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>No</p>		<p>No</p>	<p><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></p>	<ul style="list-style-type: none"> ▪ <i>This is on the pipeline and the OPM senior relevant department is now having consultations</i>
<p><i>Government priority initiatives for which OPM and OOP have</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)</i></p>	<ul style="list-style-type: none"> ▪ <i>The OPM has recently established four major clusters of the ministries</i>

<p><i>received bi-annual progress reports by line ministries and provided feedback</i></p>											<p><i>and OOP (Puntland) to identify and track progress on high priority Government initiatives</i></p>	<p><i>with operational plans and targets of which they will soon start producing periodic reports: quarterly, bi-annual and annual as well.</i></p>
--	--	--	--	--	--	--	--	--	--	--	---	---

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 support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;
- 4) The delays of implementations due decision-making processes and obtaining approvals to ensure the ownership;

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 project to get an adequate time for the implementation of the key remaining milestones in order to prioritize activities of the project to deliver and achieve the intended results and objectives.
- 3) To expedite decision-making processes and approvals.