



**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**

October – December, 2019

<b>Project Name:</b>	Somali Capacity Injection Project (CIP)
<b>Project PID/Grant No.</b>	P149971
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<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.

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 & ICT equipment)
3. Procurement and Supplies of biometric gadgets for automated attendance of civil servants at MDAs
4. The completion of the engagement and negotiations with KSG for the development and implementation of the selected training programs at SMPA/SNU for the civil service.
5. The completion of procurement process for Pay & Grade policy and pay structure development for the civil service.
6. The final submission of the validated pension policy and pension bill documents (final handover of the Docs) by the consultant to FGS.
7. The completion of hiring two external experts for the development of **Administrative Regulations and procedures** (one HR Policy Expert and one legal expert) to support MoLSA.
8. The development of National Public Sector Reform Strategy framework ....*to be continuing*
9. To facilitate for MoLSA & NCSC to conduct an Annual Public Administration Forum to promote public administration and civil service managements.
10. Strengthen the functions of M&E and statistics departments of MoPIED
11. Strengthening the functional capacity of the performance and delivery unit of the OPM.
12. To procure and supply 4 vehicles to (3-OPM, 1-NCSC) to support their smooth running of day to day implementation activities.

13. 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.
14. To draft ToR and procure consultancy 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.
15. To support and facilitate technical workshops and high-level treats led by the office of the Prime Minister
16. To support Executive leadership training programs and Exposure and study tours for cabinet ministers, PS/DGs and other senior civil servants.
17. The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs as per the plan in this year.
18. PCU to coordinate stakeholder meetings, and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank.
19. The PCU to prepare monthly project events and bulletins and share with all its stakeholders.
20. The PCU to prepare and submit timely project reports -financial and narrative reports.
21. The PCU to properly prepare all the project documentations and keep records.

### 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:

Sn	Project Components, Sub-components & Specific Activities	Lead Implem. Institutions & Collaborations	4 <sup>th</sup> Quarter 2019		
			Oct.	Nov.	Dec.
<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	NCSC & PCU			

	conduct coaching and mentoring on performance monitoring for the HR supervisors at MDAs;				
2)	Procurement & supplies of office fixed assets (furniture & ICT equipment)	PCU (MoLSA, NCSC, MoPW etc)			
3)	Procurement and Supplies of biometric gadgets for automated attendance of civil servants at MDAs	NCSC & PCU			
<b>Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams</b>					
1)	The completion of the engagement and negotiations with KSG for the development and implementation of the selected training programs at SMPA/SNU for the civil service.	MoLSA, SMPA/SNU, PCU & WB			
<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)	The completion of procurement process for Pay & Grade policy and pay structure development for the civil service	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)	The completion of hiring two external experts for the development of <b>Administrative Regulations and procedures</b> (one HR Policy Expert and one legal expert) to support MoLSA.	MoLSA, PCU & WB TTL			
<b>Sub-Component 2.3: Civil service work force management</b>					
2)	The development of National Public Sector	MoLSA, FGS			

	Reform Strategy framework ....to be continuing	MDAs and FMS & PCU.			
<b>Sub-component 2.4 Strengthening the ethical foundation of the civil service</b>					
1)	To facilitate for MoLSA & NCSC to conduct an Annual Public Administration Forum to promote public administration and civil service managements.				
<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)	Strengthen the functions of M&E and statistics departments of MoPIED				
2)	Strengthening the functional capacity of the performance and delivery unit of the OPM.				
3)	To procure and supply 4 vehicles to (3-OPM, 1-NCSC) to support their smooth running of day to day implementation activities.	PCU and WB TTL			
<b>Sub-Component 3.2: Developing basic policy management capabilities</b>					
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 ToR and procure consultancy 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)	To support and facilitate technical workshops and high-level treats led by the office of the Prime Minister				
2)	To support Executive leadership training programs and Exposure and study tours for cabinet ministers, PS/DGs and other senior civil servants.				
<b>Component 4: Project Management and Coordination</b>					
1)	The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs as per the plan in this year.				
2)	PCU to coordinate stakeholder meetings, and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank.				
3)	The PCU to prepare monthly project events and bulletins and share with all its stakeholders.				
4)	The PCU to prepare and submit timely project reports -financial and narrative reports.				
5)	The PCU to properly prepare all the project documentations and keep records.				

#### 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>	<ol style="list-style-type: none"> <li>1) The Project coordination Unit had procured office furniture (office desks, archives and filing cabinet, computers, printers, video conference and accessories) to the beneficiary Institutions including MoLSA, NCSC, OPM, MoPIED, MoPW. The PCU also Procured ICT equipment and delivered to SMPA/SNU.</li> <li>2) The purchase order of biometric gadgets for automated attendance of civil servants at MDAs were issued and awaiting delivery.</li> <li>3) The approval of the Contract Negotiation with KSG for the development and implementation of the selected training programs at SMPA/SNU for the civil service has submitted to the WB, and still is under review &amp; awaiting No-objection from the Bank.</li> </ol>
<p><b>Component 2:</b></p> <p>-</p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<ol style="list-style-type: none"> <li>1) Request for expression of interest for the assignment of the pay and grading is under evaluation with BIs</li> <li>2) The Consultant has submitted final pension documents but still is under consultations and review with MoLSA, relevance Institutions and WB in order to have the best appropriate pension scheme for the country.</li> <li>3) The two external experts for the development of <b>Administrative Regulations and procedures</b> (one HR Policy Expert and one legal expert) to support MoLSA were hired and the both Consultants has Submitted the inception reports as well as their work Plans.</li> <li>4) The consultant for the assignment of developing National Public Administration Reform Strategy has submitted the context analysis report for the public administration &amp; civil service</li> </ol>

	<p>reform and is under review by the FGS reform committee and the bank</p>
<p><b>Component 3:</b>  Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government</p>	<ol style="list-style-type: none"> <li>1) Request for Proposal for the assignment of Strengthen the functions of M&amp;E and statistics departments of MoPIED were Posted and awaiting the bidder to submit a proposal.</li> <li>2) PCU were successfully handed over 2 vehicles to MOPIED and 4 vehicles to (OPM and NCSC)</li> <li>3) The WB has issued No-objection to the activity ToR. PCU to undertake the recruitment process for the individual consultant for the assignment of Strengthening the functional capacity of the performance and delivery unit of the OPM.</li> <li>4) PCU has facilitated the first bi-annual retreat workshop for the Director Generals and Permanent Secretaries of FGS-MDAs/ FMS.</li> </ol>
<p><b>Component 4:</b>  <b>Project Management and Coordination</b></p>	<ol style="list-style-type: none"> <li>1) The project coordination unit had organized and coordinated Joint FGS/World Bank/Development Partners, World Bank and Government teams for both FGS and Puntland.</li> <li>2) The PCU has also organized the coordination of troika Project meeting.</li> <li>3) The project coordination unit in consultation with the Bank's Task Team, supported the project's operational logistics such as office stationery supplies, fuel and basic maintenances of the project vehicles through Bank's quarterly approved budget.</li> <li>4) Facilitations all meetings of government technical reform committee by the MOLSA</li> <li>5) The project coordination unit submits the project's quarterly financial and narrative reports as well as CIP Quarterly bulletin</li> </ol>

## 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) Development of automated records &amp; archival management system for the MDAs is still pending</p>
<p><b>Component 2:</b></p> <p><b>Strengthening the policies and procedures for civil service management</b></p>	<p>1) To support the development of Human Resource Management Information System (HRMIS) system and civil service payroll cleaning for FGS.</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>

## 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 effort by the project coordination unit together with the lead implementing institutions along with the Bank’s task team technical backups 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) Development of automated records &amp; archival management system for the MDAs</p>	<ul style="list-style-type: none"> <li>▪ BIs with the support of the PCU needs to speed up the finalization of the ToRs</li> </ul>
<p><b>Component 2: Strengthening the policies and procedures for civil service management</b></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"> <li>▪ the Beneficiary institution has not submitted the draft TORs</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)

<b>Activities Planned but not achieved</b>	<b>Implementation Actions</b>	<b>Responsible Parties</b>	<b>Expected Completion Dates</b>
<p><b>Component 1: Develop the capacity for cross cutting government institutional functions</b></p> <p>1) Development of automated records &amp; archival management system for the MDAs</p>	<ul style="list-style-type: none"> <li>▪ PCU will follow-up the BIs to draft the ToRs for this assignment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU</li> <li>▪ BIs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Immediately</li> </ul>
<p><b>Component 2: Strengthening the policies and procedures for civil service management</b></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"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ BIs</li> <li>▪ PCU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Immediately</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 (MOLSA, MoA, MoEWR, ministry of fishery, ministry of livestock and ministry of commerce) to immediately</li> </ul>	<ul style="list-style-type: none"> <li>▪ PCU/OPM</li> <li>▪ (MOA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Immediately</li> </ul>

	draft the TORs		
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### IX. PRIORITY ACTIVITIES FOR THE NEXT QUARTER PLAN (JANUARY - MARCH, 2020)

Sn	Project Components, Sub-components & Specific Activities	Lead Implem. Institutions & Collaborations	1 <sup>st</sup> Quarter 2020		
			Jan	Feb	Mar.
<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 improve the records and archives management systems of the MDAs and monitoring the attendance of the civil servants at MDAs.	NCSC & PCU			
<b>Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams</b>					
1)	The development and Implementation of the training programs for the civil servants and BI managements	MoLSA, SMPA/ SNU & WB			
<b>Component 2: Strengthening the policies and procedures for civil service management</b>					
<b>Sub-component 2.1: Supporting Priority Ministries in Re-organization and change management</b>					
1	Supporting the change management of the re-structured MDAs.	MoLSA, OPM, NCSC & MDAs			
<b>Sub-Component 2.2: Strengthening basic policies for civil service management</b>					
1)	The development of Pay & Grade policy for the civil servants of FGS	MoLSA, NCSC, MoF & OPM			
2)	To support implementation and consolidation of the legal framework policies and procedures for civil service management (PSL for Pension)	MoLSA, MoF, NCSC & OPM			
<b>Sub-Component 2.3: Civil service work force management</b>					
1)	The development of National Public Sector Reform Strategy framework ....to be continuing	MoLSA, MDAs FGS and FMS & PCU.			
2)	To support post-HR audit for payroll cleaning and automating civil service data management systems.	NCSC, MoLSA MoF, & OPM			

<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)	To strengthen the functions of M&E and statistics departments of MoPIED to track down the NDP-9 progress.	MoPIED			
<b>Sub-Component 3.2: Developing basic policy management capabilities</b>					
1)	To support the roll-out and implementation of digital delivery system application of OPM with an IT programming expert consultant to support the delivery unit	OPM			
2)	To support and provide technical assistances to develop the cabinet businesses process (cabinet manual) for improving cabinet policy management & performances.	OPM			
3)	To support OPM policy unit for the facilitation of the roadmaps/NDP-9 implementations and government performance reporting	OPM			
4)	To support annual DG retreat and leadership for change supported.	OPM			
<b>Component 4: Project Management and Coordination</b>					
1)	The PCU to expedite all the procurement related activities and ensure timely supplies to the requested BIs as per the plan in this year.	PCU, Bis			
2)	PCU to coordinate stakeholder meetings, and technically support all the planned activities in close consultations with the lead implementing agencies and the Bank.	Bis , PCU and WB			
3)	The PCU to prepare monthly project events and bulletins and share with all its stakeholders.	PCU			
4)	The PCU to prepare and submit timely project reports - financial and narrative reports.	PCU			
5)	The PCU to properly prepare all the project documentations and keep records.	PCU			

## 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.
- 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 December, 2019)

Description	Estimated Value	Procurement Method	Current Status	Next Step / Comments
<b>Goods</b>				
Ref#: CIP/OPM/FGS/NCB/GADGETS/004/2019 Procurement of Digital Cameras, Biometric Gadgets Equipment & Installation for Beneficiary Ministries of FGS.	\$150,000.00	Request for Bids	PO issued	Awaiting Delivery
Ref#: CIP/OPM/FGS/NCB/003/2019 Purchase of Vehicles – 4WD, Double Cabin Automatic for Beneficiary Ministries of FGS.	\$160,000.00	Request for Bids	Delivered.	Completed.
Ref#: SO-OPM-71975-GO-RFQ Procurement of two (2) Vehicles for the Ministry of Planning, Investment & Economic Development (MoPIED), FGS.	\$99,000.00	Request for Quotations	Delivered.	Completed.
Ref#: SO-OPM-71976-GO-RFQ Procurement of Furniture Items for Beneficiary Ministries of FGS.	\$99,000.00	Request for Quotations	Delivered.	Completed.

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<i>Ref#:SO-OPM-68527-GO-RFQ</i> Procurement of ICT Equipment for Beneficiary Ministries of FGS.	\$98,000.00	Request for Quotations	Delivered.	Completed.
<b>Consultancy Services</b>				
<i>Ref# SO-OPM-47811-CS-INDV</i> Consultant for Digital Platform System for Monitoring Performance & Delivery of the Government Institutions	\$71,500.00	Individual Consultant Selection	Recruitment process for the individual consultant is underway	Recruitment process for the individual consultant is underway
<i>Ref#SO-OPM-47801-CS-INDV</i> Consultancy service to provide Legal Support for Strengthening Civil Service Management Policies of FGS	\$72,000.00	Individual Consultant Selection	Contract signed	Ongoing.
<i>Ref#:SO-OPM-47802-CS-INDV</i> Consultancy Service for the Development of Administrative Regulations for the Civil Service Management of FGS	\$54,000.00	Individual Consultant Selection	Contract signed	Ongoing.
<i>Ref#SO-OPM-110670-CS-QCBS</i> Development of Pay & Grade Structures and policy, job descriptions of all civil service employees and staffing plans for the MDAs of the FGS	\$600,000.00	Quality & Cost-Based Selection	Request for Expression of Interest (REOI) published.	EOI applications under evaluation.
<b>Description</b>	<b>Estimated Value</b>	<b>Procurement Method</b>	<b>Current Status</b>	<b>Next Step / Comments</b>
<i>Ref#:SO-OPM-110674-CS-CDS</i> 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 Management & Public Administration (SMPA) with external partnership	\$1,100,000.00	Direct Selection	Finalized draft Negotiated minute & Contract.	Sending to the Bank for review and approval.
<i>Ref# SO-OPM-47804-CS-INDV</i> Strengthen the functions of Monitoring & Evaluation and statistics departments of MoPIED, FGS	\$150,000.00	Consultant Qualification Selection	EOI applications evaluation completed & the Bank was issued No-objection.	Drafting Request for Proposal.

**B. FINANCIAL MANAGEMENT:**

*(Report for Quarter ended December, 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 December, 2019)*

Sources of Funds	Quarter ended December 2019
	US\$ (a)
Somalia Multi-Partner Fund (MPF)) – World Bank	\$ 423,867.07
<b>Total Sources of Funds (A)</b>	<b>\$ 423,867.07</b>
<b>Expenditure By Sub -Component (Activities)</b>	
Dev. capacity for key cross-cutting gov. functions	\$ 399,259.30
Est. Mgt Frameworks, Struct. to Supp. Capacity Dev	\$ 187,041.82
Strengthening Policy Management Capabilities	\$ 102,695.00
Project Management	\$ 226,042.81
<b>Total Expenditure By Sub - Comp.(B)</b>	<b>915,038.61</b>
Fund Source (A - B)	<b>(491,171.54)</b>
Opening balance	<b>491,212.11</b>
<b>Cash balance on Dec 31</b>	<b>40.57</b>

**D. COMMUNICATION:**

*(Report for the Quarter ended December 2019)*

- a) Fulfilled all communications duties for the 5-day OPM DG Retreat; Designing and delivering on the merchandise and materials for the event, collecting and displaying presentations. managing the local tv media as well as the digital recording team for recording footage.
- b) Created a social media account for live tweeting for for the DG retreat on Twitter: @agaasimayaasha1
- c) Compiled short videos for the Retreat to be posted on social media
- d) Wrote the DG Retreat Minutes
- e) Wrote the July- September Quarterly Bulletin (To be Translated to Somali)
- f) Organized the invitation list for the entire participants from the Joint FGS/World Bank/Development Partners, World Bank and Government teams for both FGS and Puntland.
- g) Sourced a new venue (The Hanger) for the Troika and Joint FGS/World Bank/Development Partners meetings held on 8& 9 December.
- h) Designed and Produced the banners for the above meetings.
- i) Captured the Meeting minutes of the Joint FGS/World Bank/Development Partners Meeting and photographs.
- j) Managed and uploaded content on the CIP Twitter account: <https://twitter.com/CIPSomalia> and Facebook account <https://www.facebook.com/CIPSOMALIA/>
- k) Updated new content on the new CIP Website <https://cip.gov.so/>

**E. MONITORING AND EVALUATIONS:**

*(Report for Quarter ended December, 2019)*

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

- a) Participated three days' workshop for Geo-Enabling method for monitoring and supervision (GEMS) and it covered the following themes:
  - Data platform creation and administration;
  - digital questionnaire design and deployment;
  - in-field project data collection;
  - geo-mapping and analysis of collected data within the application;
  - data export, spatial/Excel analysis; and
  - creation of a customized data architecture.
- b) Fully participated the preparation of CIP Work Plan for the year of 2020
- c) Continued to ensure all CIP-FGS documentations are appropriately archived and stored.
- d) Prepared CIP Quarterly Report (October– December, 2019)
- e) Updated the CIP result Framework activities that in line with CIP annual work Plan - 2019.
- f) Regularly updated the Monitoring sheet for CIP -FGS Contracts expirations.
- g) Prepared and submitted monthly activity tracking sheet for monitoring all the CIP – FGS ongoing activities

**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 December 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%)	—	<b>158</b> (22%) women	<i>Measures total number of staff appointed by CIM in accordance with approved recruitment procedure. Includes senior advisors, senior managers, technical experts and young</i>	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

										<p>female.</p> <ul style="list-style-type: none"> <li>•The total number of CIM staff turnover is <b>48</b> of which <b>35</b> are stream <b>A</b> (CSs) and <b>14</b> are stream <b>B</b> (advisers).</li> <li>•The total CIM staff currently in service is <b>110</b> (<b>Female: 29 and Male 81</b>) of which <b>104</b> are stream <b>A</b></li> </ul>	<p><i>graduates strategically placed to inject positions</i></p>	<p><i>the target.</i></p>
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										(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 %	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.	<ul style="list-style-type: none"> <li>▪ 110 of the recruited CIM staff remained in service.</li> <li>▪ Only 48 of the CIM recruited staff made turnover.</li> </ul>
<i>Change management plans developed and at least partially</i>	Number	Federal	0	1	3	7	7	10		10	A ministry is considered to have partially implemented a change management	<ul style="list-style-type: none"> <li>▪ The structures of the 10 beneficiary MDAs were completed</li> </ul>

<p><i>implemented</i></p>											<p><i>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 management</i></p>	<p>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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											plan implementation to the project 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>	A ministry/agency is considered to have an operational HR and FM function in place when at least three of the four criteria below are met: i) organigram developed, ii) Unit staffed (at least 60%), iii) Unit staff trained, iv) produces key outputs (e.g., financial reports, HR	<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>

											records). Functionality will be further assessed through qualitative assessment conducted by the implementing partner or M&E firm	
<b>INTERMEDIATE RESULTS</b>												
<p><b>Intermediate Result (Component One): Developing civil service capacity for key cross-cutting Government functions</b></p> <ul style="list-style-type: none"> <li>• <i>Sub-component 1.1: Supporting harmonized and Government-led capacity injection in priority institutions</i></li> <li>• <i>Sub-component 1.2: Providing specialized training and coaching support for new recruits and their teams</i></li> </ul>												
<i>Guidelines for recruitment and performance appraisal developed and approved by</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>

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<i>Steering Committee</i>												
<i>Proportion of injected staff with salaries compliant with harmonized pay scale</i>	Percent	Federal	80%	80%	80%	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>100%</b>	<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>
<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%)	<b>0</b>	<b>0</b>	<b>90 (75%)</b>		<b>90 (75%)</b>	<i>Survey results demonstrating application of training in 1-3 months following training completion.</i>	

											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>The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline</i>	Number & %	Federal	30 (70% pass rate)	60 (70% pass rate)	90 (70% pass rate)	<b>0</b>	<b>90</b> <b>(75%)</b>	<b>90</b> <b>(75</b> <b>%)</b>		<b>90</b> <b>(75%)</b>	Measured by demonstrated improvement in test results, compared with pre-test baselines. Testing to be administered by implementing agency providing	

<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</i>	<ul style="list-style-type: none"> <li>▪ Job descriptions of the senior staff of the BI are defined.</li> </ul>

											<p><i>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 implementation developed and submitted for Cabinet approval</i></p>	<p>Yes / No</p>	<p>Federal</p>	<p>No</p>	<p>No</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>No</p>		<p>No</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 a final draft to the Cabinet for approval (step</i></p>	<ul style="list-style-type: none"> <li>• <i>REOIs is under evaluation with BIs</i></li> </ul>

											2).	
<i>Pension Policy and phased plan for implementation developed and submitted for Cabinet approval</i>	Yes / No	Federal	No	No	Yes	<b>No</b>	<b>No</b>	<b>No</b>		<b>No</b>	<p><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></p> <p><i>Assess Step 2 for Puntland</i></p>	<ul style="list-style-type: none"> <li>• The Consultant has submitted final pension documents but still is under consultations and review with MoLSA, relevance Institutions and WB in order to have the best appropriate pension scheme for</li> </ul>

												the country.
<i>Civil servants with complete electronic personal records (participating ministries)</i>	Percent	Federal	0	40%	60%	0	80%	80%		90%	<i>Proportion of civil servants with electronic personal records within supported Ministries and agencies. The rate of record keeping will be compared with those seen across the civil service</i>	<ul style="list-style-type: none"> <li>▪ <i>NCSC manages all the civil service personnel records electronically</i></li> <li>▪ <i>Most of the MDAs keep employees records electronically</i></li> </ul>
<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>• <i>Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact</i></li> <li>• <i>Sub-Component 3.2: Developing Basic Policy Management Capabilities</i></li> </ul>												
<i>Annual publishing of aid data by ACU</i>	Yes / No	Federal	Yes	Yes	Yes	Yes	Yes	Yes		Yes	<i>Assesses whether or not the Aid Coordination Unit (ACU)</i>	

											curates, analyzes and publishes aid data on an annual basis (in electronic or hard copy report format)	
<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>	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	

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											<i>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	<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 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</i></li> </ul>
<i>Government priority initiatives</i>	Number	Federal	0	2	4	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<i>Assesses the function of the OPM's Policy</i>	<ul style="list-style-type: none"> <li>▪ <i>The OPM has recently established</i></li> </ul>

<p><i>for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback</i></p>											<p><i>and Oversight Department (federal level) and OOP (Puntland) to identify and track progress on high priority Government initiatives</i></p>	<p><i>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></p>
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## **XII. 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) To support and facilitate NCSC to organize and conduct hand-on training on performance monitoring for the HR supervisors at MDAs;
- 3) 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 spirit 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) 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;