



Somalia Capacity Injection (P149971)

AFRICA | Somalia | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2016 | Seq No: 2 | ARCHIVED on 17-Oct-2016 | ISR24612 |

Implementing Agencies: Office of the President, Puntland State Government - Office of the President

Key Dates

Key Project Dates

Bank Approval Date:11-Aug-2015

Effectiveness Date:13-Oct-2015

Planned Mid Term Review Date:13-Feb-2017

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2020

Revised Closing Date:30-Jun-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Developing Civil Service Capacity for Key Cross-Cutting Government Functions:(Cost \$13.00 M)

Establishing Management Frameworks and Structures to Support Capacity Development:(Cost \$12.25 M)

Strengthening Policy Management Capabilities:(Cost \$6.75 M)

Project Management:(Cost \$2.00 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● High	● High



Implementation Status and Key Decisions

Overall, the project is progressing satisfactorily and the Bank team is working closely with both the Federal Government of Somalia (FGS) and the Puntland State of Somalia (PSS) to advance ongoing activities.

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

Progress is satisfactory. A total of 47 key positions in the civil service at national government level in FGS, and 27 in PSS have been filled. This progress is commendable considering that the projected recruitment in the results framework was 50 and 25 for FGS and Puntland respectively in year 1. This recruitment covers all the 10 beneficiaries in FGS and 9 in Puntland, envisaged under the program. Government has been trained on the recruitment manual, and the harmonized pay salary structure has now been applied to all the above positions as well as the PMUs funded under the MPF.

Training: Induction training has been undertaken for the 27 newly recruited civil servants in Puntland. FGS has already developed an induction training programme and the Bank has cleared the training budget. The Bank is working closely with FGS to have the training delivered before end-August 2016. On capacity building for local training institutions, Puntland has selected the Puntland State University (PSU) as the institution to host training of civil servants. PSU will partner with external training institutions to help it improve its capacity to train civil servants locally. A delegation (led by the Minister of Labour, Youth and Sports (MoLY&S), and comprising the PSU's Vice Chancellor, the Director-General in charge of Training at the MoLY&S, the Chairman of the Civil Service Commission, and the Project coordinator) visited Kenya, Tanzania, Uganda and Ethiopia to identify this partnership arrangement. Puntland will be submitting to the Bank shortly the report detailing the decisions reached at and the outcomes of the visits. A representative team from the FGS will conduct a similar exercise, and the Bank is working closely with FGS to advance this process.

Procurement of services of HR Firm: Puntland State of Somalia completed the procurement process of the HR firm, Geopolicity Inc. Activities by the firm are on track and both the government and the Bank are satisfied with their deliverables. FGS has concluded contract negotiations with the same firm and the draft contract is with the Bank for review. The contract should be signed by end-August.

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

Restructuring of Ministries, Departments and Agencies: FGS has completed restructuring of 4 institutions, and is awaiting the Bank's communication on the next steps leading to the restructuring of the remaining 6 beneficiary institutions. For Puntland, the restructuring has been fully completed in the Office of the President, and work on the remaining 8 beneficiary institutions is underway.

HR Audits: TOR for the audit in Puntland has been cleared by the Bank and the government has set up a team led by the MoLY&S, and includes the MoF, CSC, MoPIC; MoE; and Ministry of Health to work with an independent consultancy firm, yet to be recruited, to conduct a headcount of all civil servants, carry out the payroll audit, and audit the HR policies, systems, procedures and processes. The Bank team is working closely with Puntland Government to accelerate the process. FGS is in the process of setting up a government team to implement this activity, and the Bank team will follow up with FGS.

Development of Civil Service Code of Conduct: FGS has progressed satisfactorily with the development of a Civil Service Code of Conduct (CoC), which has been shared widely with the civil service, the Bank team and development partners including the EU, DFID, and UNDP. Comments on the draft CoC are being collated in preparation for a validation workshop and subsequent dissemination to the wider public. In Puntland, a similar activity is earmarked for Year 2 (October 2016). Puntland has already shared their ToRe for the Bank's review.

Public Sector Pay & Grading, and Pensions

This activity is earmarked for Yr 2 (October 2016) and both the Government and the Bank team are currently developing the ToR in preparation for the assignment.

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

Centre of Government-the Policy Coordination and Delivery Tracking Unit has been established in the Prime Minister's Office at the Federal Government level and in the Office of the President in Puntland. 10 Policy Planning staff have been recruited for the 10 beneficiary institutions for FGS and 9 in Puntland. The training programme for these staff will be developed as part of the training arrangement between the local training institution and the external partner institutions.

Component 4: Project Management & M&E

The PCU continues to submit quarterly progress reports and has from time to time kept the Bank team updated on all recruitments. On results, there are several activities scheduled for Year 2 hence will not be updated with new figures in the results framework.









Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● Substantial	● Substantial	● Substantial
Macroeconomic	● High	● High	● High
Sector Strategies and Policies	● Substantial	● Substantial	● Substantial
Technical Design of Project or Program	● Moderate	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	● High	● High	● High
Fiduciary	● High	● High	● High
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Moderate	● Moderate	● Moderate
Other	● High	● High	● High
Overall	● High	● High	● High

Results

Project Development Objective Indicators

► FGS: Staff appointed to key positions by CIM through approved procedure (disaggregated by gender and professional categories) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	47.00	210.00
Date	11-Aug-2015	--	21-Jul-2016	30-Jun-2020

▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	9.40	42.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Staff appointed to key positions by CIM through approved procedures (disaggregated by gender and professional categories) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	27.00	110.00



Date	14-Aug-2015	--	10-Aug-2016	30-Jun-2020
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▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	27.00	110.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	70.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments

This will be updated after the 12 months have elapsed.

► PUNTLAND: Proportion of injected staff remaining in service more than 12 months (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	--	70.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments

This will be updated after the 12 months have elapsed.



► FGS: Change management plans developed and at least partially implemented (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	7.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Change management plans developed and at least partially implemented (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	7.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: Ministries / agencies with operational HR and FM functions (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	10.00	7.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Ministries / agencies with operational HR and FM functions (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	9.00	7.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Overall Comments

Participants in Executive Leadership Program (disaggregated by gender): This is scheduled for Year 2

Intermediate Results Indicators



► FGS: Guidelines for recruitment and performance appraisal developed and approved by Steering Committee (Component 1) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	Y	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Guidelines for recruitment and performance appraisal developed and approved by Steering Committee (Component 1) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: Proportion of injected staff with salaries compliant with harmonized pay scale (Component 1) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	94.00	90.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Proportion of injected staff with salaries compliant with harmonized pay scale (Component 1) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	108.00	90.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020



► FGS: The number of staff who state that they have used the training that they received on the job (Component 1) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	120.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: The number of staff who state that they have used the training that they received on the job (Component 1) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	27.00	80.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)-(Component 1) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	150.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: The number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline (measured by test results)-(Component 1) (Amount(USD), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020



► FGS: Percentage of senior staff in supported institutions with job descriptions (Component 2) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	10.00	--	100.00	90.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Percentage of senior staff in supported institutions with job descriptions (Component 2) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	10.00	--	100.00	90.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval-(Component 2) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments

This is a Year 2 activity

► PUNTLAND: Civil Service Pay Policy and phased plan for implementation developed and submitted for Cabinet approval-(Component 2) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020



► FGS: Pension Policy and phased plan for implementation developed and submitted for Cabinet approval (Component 2) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments
This is a Year 2 activity

► PUNTLAND: Pension Policy and phased plan for implementation developed and submitted for Cabinet approval (Component 2) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► FGS: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	95.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments
This is a Year 2 Activity

► PUNTLAND: Civil Servants with complete electronic personal records (participating ministries)- (Component 2) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	95.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments



This is a Year 2 Activity

▶ Annual publishing of aid data by ACU (Component 3) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	Y	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments

Federal Level only-Aid Data covers PUNTLAND

▶ FGS: Participants in Executive Leadership Program (disaggregated by gender)- (Component 3) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	50.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	10.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020



▶ PUNTLAND: Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	11-Aug-2016	30-Jun-2020

Comments
This is year 2 activity

▶ FGS: Development and approval of guidelines by the OPM and OOP for policy submissions to the Cabinet (Component 3) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	--	N	Y
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Comments
This is a year 2 activity

▶ PUNTLAND: Participants in Executive Leadership Program (disaggregated by gender)- (Component 3) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	50.00
Date	11-Aug-2015	--	10-Aug-2015	30-Jun-2020

▲ Disaggregated by Gender (Female) (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	10.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020



► FGS: Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback (Component 3) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	8.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

► PUNTLAND: Government priority initiatives for which OPM and OOP have received bi-annual progress reports by line ministries and provided feedback (Component 3) (Number, Custom)


	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	8.00
Date	11-Aug-2015	--	10-Aug-2016	30-Jun-2020

Overall Comments

Year 2 activities have been indicated in each section of the "Optional Indicator Comment"

Data on Financial Performance

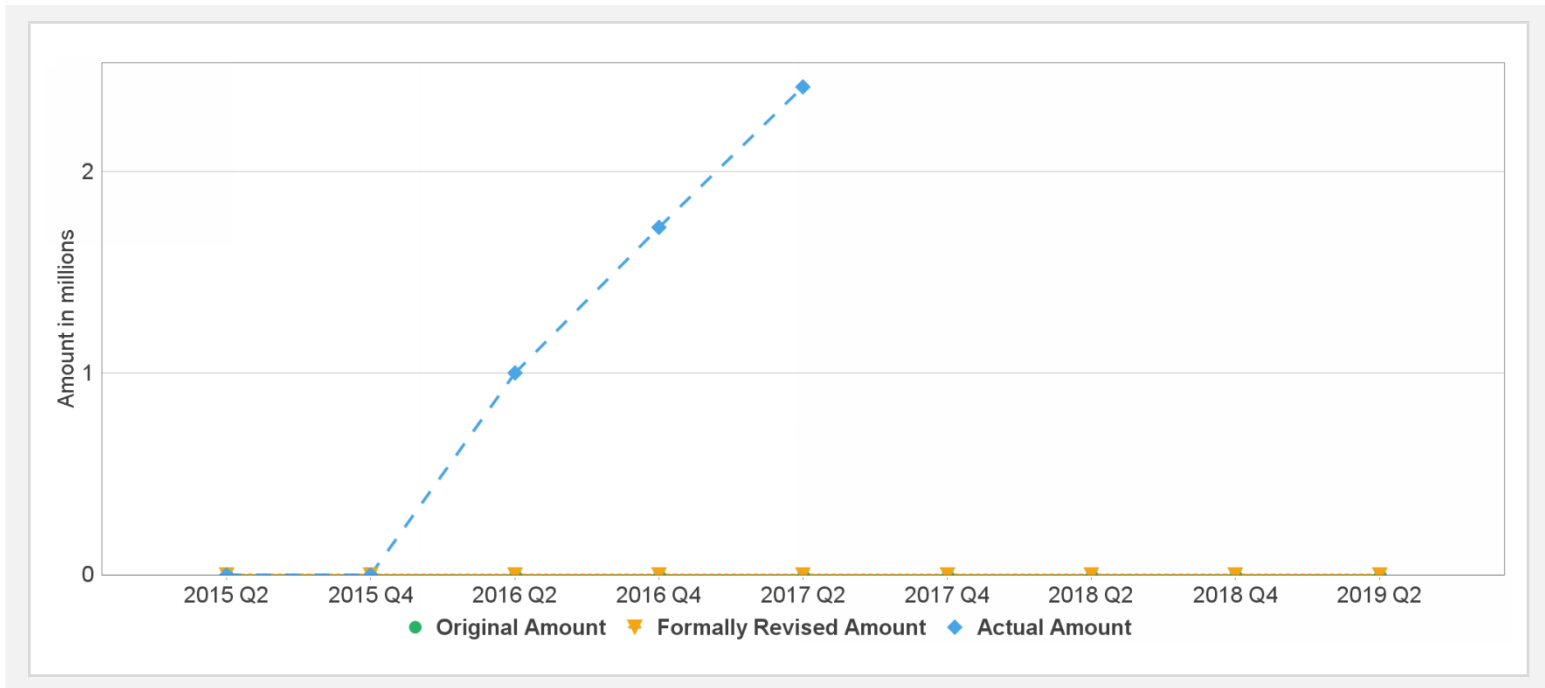
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P149971	TF-A0415	Effective	USD	10.00	10.00	0.00	2.42	7.58	 24%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149971	TF-A0415	Effective	11-Aug-2015	02-Sep-2015	13-Oct-2015	30-Jun-2020	30-Jun-2020

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.