

INTEGRATED SAFEGUARDS DATA SHEET			
APPRAISAL STAGE			
			Report No.: 92941
Date ISDS Prepared/Updated:		November 24, 2014	
I. BASIC INFORMATION			
1. Basic Project Data			
Country:	Somalia	Project ID:	P149971
Project Name:	Somalia Capacity Injection Project		
Task Team Leader:	Alex Appiah-Koranteng		
Estimated Board Date:	December 17, 2014		
Managing Unit:	GGODR		
Sector(s):	General Public Administration (65%); Other Social Services (10%); Public Administration Financial Sector (25%).		
Theme(s):	Administrative and Civil Service Reform (60%; Other Public Sector Governance (40%).		
Is this project processed under OP 8.50 (Emergency Recovery) or OP 8.00 (Rapid Response to Crises and Emergencies)?			No
Project Financing Data (in USD Million)			
Total Project Cost:	40.0	Total Bank Financing:	
Financing Gap:			
Financing Source			Amount
BORROWER/RECIPIENT			0.00
Somalia Multi-Partner Fund			40.00.00
Total			40.0
Environmental Category:	C		
Is this a Repeater project?	No		
Is this a Transferred project?	Yes		
2. Project Development Objective(s)			
The project development objective is to <i>strengthen the staffing and institutional capacity of selected line ministries and central agencies to perform core government functions.</i>			
Core government functions include: (i) Policy and strategy management (planning, implementation and M&E); (ii) Financial management (budgeting, accounting and auditing);			

(iii) Procurement management; and (iv) Human resource management.

3. Project Description

The project will have three main technical components and will adopt a phased and flexible approach with the objective to gradually increase the number of beneficiary ministries. The project components aim at: (1) supporting the recruitment and placement of a small number of highly qualified advisors and civil servants; (2) strengthening the government's framework for civil service management and (3) developing management capacities at the center of government to strengthen policy coordination and development, and monitoring.

A limited number of core institutions will benefit from the capacity injection modality and related support as of the first phase of operation. A mechanism for prioritizing and sequencing will be established to allow government to make adjustments to the list of beneficiary institutions and respond to changes in priorities. The ministries receiving support under the Bank project will be complementary to those targeted under the UNDP project. The selection of additional priority institutions will be based on criteria defined in Annex 2.

The project components and activities will be implemented over a five-year time period, which is broken down in two operational phases. A first operational phase (2015 - 2016) will focus on generating some quick wins to help build confidence in Somalia's on-going transition process and demonstrate concrete life improvements for Somali people in the short-term. These short-term gains will be strategically aligned with the project's long-term capacity development and change management objectives (see Box 4 for further detail). The operational phase will also provide the groundwork for improved civil service management, e.g. by advising on policy options in the area of pay and pension reform. However, support to implementation of new policies, scaling up of capacity injection and further strengthening of common functions in line ministries will be covered in the second operational phase (2017-2019).

The project will be implemented in close collaboration with UNDP. Together, the WB and UNDP have designed complementary approaches in support of the government's flagship program on institutional capacity development. Flexibility in project implementation and the partnership with UNDP will enable quick responses to any issues that will emerge during project implementation. See Annex 7 on World Bank – UNDP division of labor.

PROJECT COMPONENTS

Component 1: Developing capacity for key cross-cutting government functions (US\$13 million)

This component will support the injection of core staffing capacity into key government ministries, departments and agencies through the government's capacity injection modality (CIM). Capacity injection will focus on advisory, managerial and technical staff to fill urgent capacity gaps identified by the government. Component 1 will have two subcomponents: (1) Supporting harmonized and government-led capacity injection in priority institutions; and (2) Providing specialized training and coaching support for new recruits and their teams.

Sub-Component 1.1 Supporting harmonized and government-led capacity injection in priority institutions

This sub-component will support the following activities: (i) recruitment, placement and management of qualified Somalis in critical functions in targeted institutions at the federal government and

Puntland state government levels, with focus on the most important staffing priorities of the government; (ii) provision of short-term and long-term technical assistance to develop recruitment and placement modalities and to establish and operate appropriate management structures; (iii) support to the development, application and monitoring of a harmonized pay scale; (iv) support to recruitment unit in performing recruitment functions, including advertisement, headhunting, selection and on-boarding; (v) conducting regular performance monitoring of CJM staff and (vi) undertaking a regular audit to review and monitor whether recruitment is carried out in compliance with the policies and procedures established for the program, including diversity and equal opportunity.

Sub-component 1.2 Providing specialized training and coaching support for new recruits and their teams

The sub-component will support the following activities: (i) development and implementation of training modules for short-term training of senior advisors and managers of the civil service; (ii) specialized short-term training courses for staff performing common functions in FM, procurement, HRM and policy management; (iii) development and implementation of a young graduate scheme; (iv) provision of support to existing training institutions at the Federal level and in Puntland including partnership arrangements with governance and public administration institutions in other countries to develop curricula and training modules, establish certification and evaluation and implement training-of-trainers programs (v) provision of long-term training to develop cadres of professionals in FM, procurement, HRM and policy management; (vi) provision of coaching, mentoring and training and development advisory services to civil servants.

Component 2: Strengthening the frameworks and procedures for civil service management (US\$11.25 million)

The component seeks to facilitate solutions of the Federal Government and Puntland State of Somalia to manage and implement its civil service and capacity development agenda. The project will support interventions for strengthening civil service management capacity of government and development of related frameworks. Component 2 will have four subcomponents: (1) Supporting priority ministries in re-organization and change management; (2) Strengthening basic frameworks for civil service management; (3) Civil service work force management; and (4) Strengthening the Ethical Foundation of the Civil Service.

Sub-Component 2.1: Supporting Priority Ministries in Re-organization and change management

This sub-component will support the following activities: (i) Conduct basic organizational assessments of targeted institutions to define mandates, functions and institutional responsibilities; (ii) Conduct skills and personnel mix assessments and develop staffing plans; (iii) Develop and implement change management plans to implement agreed changes to improve organizational and staff performance. This sub-component will be implemented after competent teams have been formed in target ministries and agencies to support organizational assessments and implementation of change management plans. Due to capacity constraints and the fragility of Somali public sector institutions, the approach to organizational assessments will provide government with a menu of options including the application of simple assessment tools designed to overcome basic challenges, deliver mandates and contribute to the functionality of government.

Sub-Component 2.2: Strengthening Basic Frameworks for Civil Service Management

The sub-component will support the FGS and Puntland state government to develop basic policy management frameworks and regulations for the civil service. The following activities will be funded:

(i) development of a public sector pay and grading policy and an implementation plan; and (ii) development of a public sector pension policy and implementation plan.

Sub-Component 2.3: Civil Service Work Force Management

The sub-component will support the following activities: (i) Conducting a human resource audit across the civil service to identify gaps in critical and strategic positions that are vacant or filled temporary by unqualified and absentee staff that may need to be redeployed, retired or removed from the payroll; (ii) Establishing credible personnel management data system, strengthening controls on the payroll process and the management of civil servants including professional development and retirement; and (iii) development of a severance policy and procedures of administration, and implementation plan.

Sub-component 2.4 Strengthening the Ethical Foundation of the Civil Service

The sub-component will provide support to the following activities: (i) promote dialogue and discussion on ethical standards for public service, (ii) develop a civil service code of ethics to define principles and standards civil servants are expected to apply, (iii) ensure ethical standards are reflected in the revised civil service legal and regulatory framework; (iv) mainstream the code of conduct in the ministry-level change management processes and integrate related training modules in the various training programs including leadership training; (iv) support the establishment of adequate mechanisms for enforcement, accountability and complaints, i.e. for dealing with illegal or unethical practices within the civil service (v) develop and implement a communication strategy to disseminate and socialize the code of conduct among civil servants, civil society, business community and international partners.

Component 3: Strengthening Policy Management, Coordination and Monitoring Capabilities at the Centre of Government (US\$7.75 million)

The Federal Government and Puntland State Government seek to significantly improve their ability to develop policies and oversee policy and program implementation at the Cabinet level. The project will selectively target its support towards capacity development in key areas of policy development and monitoring. Component 3 will have two subcomponents: (1) Strengthening capacity for aid coordination, and monitoring and evaluation of the Somali Compact; (2) Developing basic policy management capabilities; and (3) Strengthening leadership for change and delivery.

Sub-Component 3.1: Strengthening Capacity for Aid Coordination and Monitoring and Evaluation of the Somali Compact

The sub-component will provide support to the following: (i) Strengthen the capacity of the Aid Coordination Unit (ACU) in the Ministry of Finance (Federal Government) to serve as efficient and effective Secretariats of the SDRF; (ii) Strengthen the technical capabilities of the ACU including that of the Ministry of Planning of Puntland State to collect, curate, analyze and publish aid data in an open and accessible format and record aid against the government's chart of accounts; (iii) Strengthen M&E capacity in government to enable the FGS and international community to track progress of implementation of the compact including its peacebuilding and statebuilding priorities; (iv) Strengthen the statistics departments of the ministries of planning at both federal government and Puntland state government levels to enable them to collect and analyze data, measure PSG outcomes, write reports and disseminate appropriate information.

Sub-Component 3.2: Developing Basic Policy Management Capabilities

The sub-component will support the following activities: (i) Establish a policy coordination and monitoring oversight unit in the Office of the Prime Minister of the FGS and the Office of the President of Puntland and strengthen the Cabinet Office of the Government of Puntland; (ii) Establish policy planning units in targeted ministries and agencies and develop their policy analysis and management capability; (iii) Strengthen the capacity development units in the Office of the Prime Minister of the federal government and that of the Office of the President of Puntland in the areas of staffing, training, office equipment and technical assistance to improve performance of their functions.

Sub-component 3.3: Strengthening leadership for change and delivery

To help target ministries accelerate the implementation of internal change and delivery of results this sub-component will strengthen collaborative leadership at various level. It will support the following activities: (i) facilitate high-level review or retreat sessions at the top-level of government to build trust and consensus on priority reforms, strengthen a focus on results and resolve issues between agencies and across government, (ii) build capacity of ministry-based reform teams to implement rapid results initiatives to advance organizational change processes and delivery of short-term results, (iii) link rapid result initiatives to the tracking of progress at the centre of government (see sub-component 3.2), (iv) design and implement a leadership development training and networking program for Ministers and Permanent Secretaries/Director Generals with a focus on promoting a new Civil Service culture, (v) support the institutionalization of leadership training to ensure sustainability.

Component 4: Project Management and Coordination (US\$6 million)

This component will support the management, coordination and monitoring and evaluation of project activities. It will fund the following two subcomponents: (1) Project management; and (2) demonstrating results.

Sub-Component 4.1 Project Management

This subcomponent will support the following activities: (i) establish a central Project Coordination Unit in the Prime Minister's Office at the federal government level and in the Office of the President at Puntland state government level; (ii) Fund the salaries of key staff including Coordinators, Financial Management, Procurement and M&E Specialists; (iii) Build the capacity of institutions responsible for direct implementation of project activities; and (iv) Provide procurement of limited office equipment, furniture and essential logistics for managing the project.

Sub-Component 4.2 Demonstrating results

This subcomponent will support the following activities: (i) Develop capacity for regular monitoring and evaluation at different implementation levels of the project, including writing and disseminating reports on progress of implementation; (ii) finance an independent M&E consultant for verification of results and qualitative assessments of progress (e.g. improvements in line ministry capacity).

4. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

The project will be implemented in Mogadishu in Somalia and in Garowe in Puntland.

5. Environmental and Social Safeguards Specialists on the Team

Mary C. K. Bitekerezo		
6. Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	
Natural Habitats OP/BP 4.04	No	
Forests OP/BP 4.36	No	
Pest Management OP 4.09	No	
Physical Cultural Resources OP/BP 4.11	No	
Indigenous Peoples OP/BP 4.10	No	
Involuntary Resettlement OP/BP 4.12	No	
Safety of Dams OP/BP 4.37	No	
Projects on International Waterways OP/BP 7.50	No	
Projects in Disputed Areas OP/BP 7.60	No	
II. Key Safeguard Policy Issues and Their Management		
A. Summary of Key Safeguard Issues		
1. Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:		
<p>N/A. The project will focus on providing capacity development and advisory services to public institutions. Therefore there is no social safeguards related risk that may result from the implementation of this project. However due to the fragile nature of the state, there may arise challenging group dynamics between staff hired under the project and those already existing in the civil service. Therefore measures to address such challenges like continuous team building activities, etc., will be included in the project. The project will also conduct analytical comparative study on pensions as a basis to developing an evidence-based pension policy for Somalia in the second phase of the project with intentions of promoting equity among government staff irrespective of age or gender.</p> <p>The project Category is C and no safeguards policies are triggered. The project activities will not include any civil works or utilization of materials that pose any environmental risk. All Bank advice and guidance will promote inclusion of all of all safeguard measures</p>		
2. Describe any potential indirect and/or long term impacts due to anticipated future activities in the project area:		
N/A		
3. Describe any project alternatives (if relevant) considered to help avoid or minimize adverse impacts.		
N/A		
4. Describe measures taken by the borrower to address safeguard policy issues. Provide an assessment of borrower capacity to plan and implement the measures described.		
N/A		

5. Identify the key stakeholders and describe the mechanisms for consultation and disclosure on safeguard policies, with an emphasis on potentially affected people.					
N/A					
B. Disclosure Requirements					
Environmental Assessment/Audit/Management Plan/Other					
Date of receipt by the Bank	N/A				
Date of submission to InfoShop	N/A				
For category A projects, date of distributing the Executive Summary of the EA to the Executive Directors					
"In country" Disclosure					
Resettlement Action Plan/Framework/Policy Process					
Date of receipt by the Bank	N/A				
Date of submission to InfoShop	N/A				
"In country" Disclosure					
If the project triggers the Pest Management and/or Physical Cultural Resources policies, the respective issues are to be addressed and disclosed as part of the Environmental Assessment/Audit/or EMP.					
If in-country disclosure of any of the above documents is not expected, please explain why:					
N/A					
C. Compliance Monitoring Indicators at the Corporate Level					
OP/BP/GP 4.01 - Environment Assessment					
Does the project require a stand-alone EA (including EMP) report?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
OP/BP 4.04 - Natural Habitats					
Would the project result in any significant conversion or degradation of critical natural habitats?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
If the project would result in significant conversion or degradation of other (non-critical) natural habitats, does the project include mitigation measures acceptable to the Bank?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
OP/BP 4.11 - Physical Cultural Resources					
Does the EA include adequate measures related to cultural property?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
OP/BP 4.12 - Involuntary Resettlement					
Has a resettlement plan/abbreviated plan/policy framework/process framework (as appropriate) been prepared?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
If yes, then did the Regional unit responsible for safeguards or Sector Manager review the plan?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>

OP/BP 4.36 – Forests					
Has the sector-wide analysis of policy and institutional issues and constraints been carried out?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Does the project design include satisfactory measures to overcome these constraints?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Does the project finance commercial harvesting, and if so, does it include provisions for certification system?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
OP/BP 4.37 - Safety of Dams					
Have dam safety plans been prepared?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Have the TORs as well as composition for the independent Panel of Experts (POE) been reviewed and approved by the Bank?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Has an Emergency Preparedness Plan (EPP) been prepared and arrangements been made for public awareness and training?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
The World Bank Policy on Disclosure of Information					
Have relevant safeguard policies documents been sent to the World Bank's Infoshop?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Have relevant documents been disclosed in-country in a public place in a form and language that are understandable and accessible to project-affected groups and local NGOs?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
All Safeguard Policies					
Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Have costs related to safeguard policy measures been included in the project cost?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	NA <input checked="" type="checkbox"/>
III. APPROVALS					
Task Team Leader:	Name: Alex Appiah-Korateng				
<i>Approved By:</i>					
Practice Manager:	Name: Guenter Heidenhof			Date: 12/01/2014	