



# **CIVIL SERVICE INSTITUTE**

## **Executive Summary Five years (2022-2026) Strategic Plan**



## Background

Somaliland Civil Service Institute (CSI) is a training and capacity development institute that builds the skills and professionalism of Somaliland civil servants. Besides continuous and diverse civil service capacity development training, the institute carries out research and provides recommendations for innovation and excellence in public administration.

Despite the fact that the Institute has faced numerous challenges, CSI has grown significantly regarding the number of civil servants trained, expansion of training programs, and partnerships with global institutions. The CSI has, thus far, trained more than six thousand civil servants through the provision of both short and long term programs, and its training covered five of the six regions, and almost all of the "A" grade districts and JPLG supported districts.

Today, at a time when the value of higher education is of great essence, and CSI's impact on both the public and private

sector is growing faster, CSI is committed to providing collaborative, interdisciplinary, and result-driven education that will help Somaliland's civil servants successfully address the challenges ahead, now and throughout their careers, and make positive changes in Somaliland's public service provision.

This strategic plan, therefore, will add to, build on, and expand the initiatives that had previously been in place and it will, as well, be aligned with the institute's new establishment charter signed by the president in 2021, i.e. charter # 01/2021. By implementing the goals and initiatives of this plan, CSI continues its legacy of being a center of excellence and professional development for civil servants.

The institute has, hence, written this plan to engage with and inform stakeholders about the direction of travel. This document also gives our staff a clear set of medium-term goals to which everyone's work contributes.

## **Rationale of the Strategic Plan**

This Strategic Plan sets clear deliverable priorities for the coming five years (2022-2026). The plan further supports the institute's efforts to undertake and discharge its responsibilities. It is designed to ensure a common operating picture among the board of trustees and department staff to successfully execute and achieve CSI's established strategic themes and objectives. With this Strategic Plan, the Civil Service Institute creates a niche in state-of-the-art programs in human and institutional capacities aligned to the ongoing reforms, state's national development plans, and responds to the training needs of individual institutions.

## **Policy and Legal Alignment**

CSI is one of the state's unique institutions which has a legal

mandate and an overarching role in forging good management of public affairs. This strategic plan is also aligned with National Development Plan II (hereafter referred to as NDP II). It contributes explicitly to pillars one, three, and four of NDP II. Pillars one, three, and four address Economic Development, Good Governance, and Social Development, respectively. Hence, this strategic plan contributes to the Good Governance (Pillar 3) in the sense that the overall intention of the plan is to produce qualified civil servants capable of attaining the level of good governance set as a stand-alone pillar in the nation's Vision and NDP II.

The below table depicts the alignment of this strategic plan to NDP II in a more concise way and shows how closely the two are tied together.

**Table 1: Alignment of the Strategic Plan to NDP II**

Strategic Themes	NDP II Pillars	NDP II Outcomes	Sustainable Development Goals
<b>Theme One:</b> Improved Short-Term Training and Educational Program <b>Theme Two:</b> Improved Staff Capacity, Infrastructure, & Internal System	<b>Pillar 1:</b> Economic Development	Sustain GDP per capita growth rate	<b>SDG8:</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.  <b>SDG9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
		Increase the number of people engaged in R&D in Somaliland by 10% & research spending as a proportion of the GDP by 1.5%	
<b>Theme Two:</b> Improved Staff Capacity, Infrastructure, & Internal System  <b>Theme Three:</b> Improved Research and Consultancy Programs  <b>Theme Four:</b> Enhanced Public Trust and Institutional Brand	<b>Pillar 3:</b> Good Governance.	Develop civil service quality standards and certifications for competence measurement	<b>SDGs 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.
		Promote & significantly improve national planning processes and institutional capacities	
<b>Theme One:</b> Improved Short-Term Training and Educational Program  <b>Theme Three:</b> Improved Research and Consultancy Programs	<b>Pillar 4:</b> Social Development, Education Sector.	Increase the number of university course first-year student enrollments	<b>SDG4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
		University graduates have minimum IT literacy skill sets	
		Decrease gender parity in relation to University access.	
		Increase functional literacy rates for both men and women	
		5% of university budgets will be allocated towards research activities	<b>SDG9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



## The Process

The strategic planning process went through three stages: Baseline Assessment, Collective Visioning, and Implementation Planning.

For the Assessment phase, the institute's planning section conducted a thorough baseline assessment to identify the current status of each activity unit, which will be used as a take-off point for the visioning phase. During the baseline assessment stage, surveys and interviews were conducted along with deep analysis of the data gathered.

**Vision:** CSI's vision is to be a training and development institute of international standards leading to the development of a modern, world-class civil service in Somaliland.

**Mission:** CSI's mission is to deliver high-quality programs based on identified human resource needs, resulting in a cadre of civil service officers committed to deriving high-quality service.

Using information gathered from these sources, the taskforce created a SWOT analysis (strengths, weaknesses, opportunities and threats) for the institute through team discussion. Moreover, benchmarking was made

to know how the institute is performing among its peer institutions, and documents such as policies, procedures and curriculums were reviewed for existence, completeness, consistency, and date validity.

For the Strategic Visioning phase, another task team from different working units was made to brainstorm, make team

discussions and collectively envision the institute's road map in the coming five years. The information collected and analysed in the assessment stage was continuously used as a baseline and the institute's mission and vision statements were kept as reference as the task team continued to envision CSI's future directions for the coming five years. The third

### SWOT Analysis, Civil Service Institute

#### Strengths

- **Highly automated:** CSI has automated systems that electronically take & store students, teachers, & staff data.
- **Brand & Goodwill:** The institute has a relatively better brand & goodwill in the public.
- **Teamwork Habit:** The institute has a strong habit of teamwork where contributions from staff are what keeps the wheel turning.
- **Establishment Act:** Unlike most similar institutions, the institute has an establishment act signed by the president.
- **Location:** The institute has its headquarters in a strategic place a few blocks to the East of the "gobol-ka," where Somaliland's office of the president and most ministerial buildings are located.

#### Opportunities

- **Donor Funds:** There are donor funds dedicated to training and capacity development projects.
- **E-Library:** Establishing an E-Library can help the CSI become a center of academic excellence.
- **Distance Learning:** A vibrant distance learning system would help further expand its coverage.
- **External Research & Consultancy:** CSI can conduct more research & consultancy activities.
- **Public events and forums:** CSI can provide platforms for public events, debates, & forums.
- **Executive training:** Providing tailor-made executive training can trigger faster changes.
- **Fundraising Activities:** The new establishment charter allows CSI to do fundraising.

#### Weaknesses

- **Limited Physical Infrastructure:** The institute has a limited physical infrastructure.
- **Financially Constrained:** Due to expansion of activities, CSI's costs weigh more than budget.
- **Knowledge and Skill Gaps:** There is a skill and knowledge gap for the institute's staff.
- **Old Curriculum:** The institute's curriculum has not been reviewed and updated for years.
- **Less Functioning Research Center:** CSI's research center does a limited activities.
- **Ineffective Quality Control System:** There are weaknesses in CSI's quality control systems.
- **Futile communication & public relations:** public outreach, & brand boosting are less utilized.
- **Policy and Procedural Gaps:** There are gaps in the institute's policies and procedures.

#### Threats

- **Covid-19 Pandemic:** This global pandemic (Covid 19) has significantly impacted the institute's work. The institute believes that more of its impact has yet come.
- **Establishment of similar institutes:** The establishment of new similar institutes that train the civil servants may take a large portion of the institute's customers away and create conflict of mandates.

phase of the strategic plan is the implementation plan. Objectives and initiatives supporting the priorities have been created, and metrics to track progress and results were developed. A budget to fund key strategic initiatives has been created and submitted to the Ministry of Finance Development for review and approval. The plan was intended to become the five-year road map for the Institute starting in 2022.

### **CSI Achievements**

Since its establishment, the institute has trained more than 5,500 civil servants on short-term programs, of which 1865 were females. Regarding the long term programs, a total number of 1345 students have graduated from the institute's undergraduate programs, of which 291 were females. Moreover, three hundred civil servants participated and successfully completed the English language training program.

CSI provides different types of trainings to civil servants such as short-term training, tailor made trainings, certifications, diploma, and degree programs. All these trainings are aimed to enhance the knowledge, skills, and attitude of civil servants. The institute also offers bachelors' degree programs in Accounting, Development Management, Public Administration, Urban Management, and Political Science and International Relations.

In 2020 CSI entered a joint agreement with Jigjiga University to deliver a master's degree in Risk Disaster Management and Sustainable Development here in Hargeisa. This program was aimed to help civil servants' access to quality education in their localities. This program will also contribute to managing the effects of recurrent droughts and floods and reduce their negative impacts through the application of subject knowledge and skills. This program was started with 22 students.

## Strategic Themes and Objectives

### Theme One: Improved Short-Term Training and Educational Program

CSI's primary mandates, and hence, priorities are to develop and promote civil servants' knowledge, skills, and attitude by providing short and long-term professional training programs.

This theme is focuses on setting objectives and aims to improve the quality and quantity of short term trainings and other long term educational programs

Below table depicts specific objectives to realize and their realization bridge of activities to achieve this theme.

Objectives	Activities
1. increased skills and knowledge of Government executives	1.1. Design & deliver training courses for Executives
	1.2. Conduct Training Needs Assessment and Implement existing ones.
2. Improved skill & knowledge of Somaliland civil service	2.1. Review, develop and implement short term training manuals and trainer's guide
	2.2. Conduct ToT.
	2.3. Design and conduct training for MDAs
	2.4. Carryout impact assess- ment for training programs
3. Improved Training Management & training data	3.1. Develop Training Management System (TMS)
4. Improved Training Delivery Method	4.1. Develop distance and blended learning methods
5. Improved English langu -age proficiency	5.1. Design and deliver English learning programs

### Theme Two: Improved Staff Capacity, Infrastructure, & Internal System

This theme focuses on continuously improving its staff's skills and knowledge with ongoing training and development programs to help employees become more all-rounded and better skilled in

delivering their respective job duties. To provide a conducive groundwork for staff, the theme also emphasizes the enhancement of institutional infrastructure and the improvement of internal systems. These parallel efforts of improving staff capacity, institutional infrastructure, &



internal systems are intended to triangulate results and improve service quality.

Below is the set of objectives and

activities the institute will work on in the coming five years to realize this theme of improving staff capacity, infrastructure, and internal systems.

Objectives	Activities
1. Enhanced Policies & Procedures	1.1. Review and improve policies and procedures.
Improved physical infrastructure	2.1. Maintain & Expand Existing Buildings
	2.2. Improve landscaping
	2.3. Obtain land and construct new campus in Hargeisa
	2.4. Carryout impact assessment for training programs
3. Improved Training Management & training data	3.1. Conduct systems need assessment, upgrade existing software applications and develop new ones
	3.2. Assess the efficiency and effectiveness of existing workflow processes
	3.3. Establish & equip an internal auditing section
4. Strengthened Financial Infrastructure	4.1. Develop CSI fundraising strategy.
	4.2. . Establish CSI Alumni association and Organize fundraising events
5. Enhanced Technological infrastructure	5.1. Establish E-learning studio
	5.2. Equip computer lab

### Theme Three: Improved Research and Consultancy Programs

Since its establishment, the research section was under the academic department and its activities were mainly limited to the coordination of students' thesis preparation. This theme, however, is focused on expanding the research center's

activities. At the end of this five years plan, the center will provide strategic research and consultancy services and devise evidence-based solutions for challenges in Somaliland's public sector. Moreover, this theme emphasizes the provision of consultancy and research activities to instrumentalize specific ideas

for societal challenges, socio-economic transformation, and multisectoral development. Thus, the following table depicts

specific objectives to realize and their realization bridge of activities to achieve this theme.

Objectives	Activities
1. Expand and strengthen research center	1.1. Allocate minimum budget 5% for the research section.
	1.2. Equip the research center
	1.3. Review and improve the structure and functions of the research center
	1.4. Recruit skilled and knowledgeable researchers
	1.5. Establish a research resource center
2. Increase the number of researches and publications	2.1. Conduct more researches
	2.2. Organize public forums and symposiums
3. Improve consultancy services	3.1. Provide consultancy services
3. Improve consultancy services	4.1. Develop CSI fundraising strategy.

### **Theme Four: Enhanced Public Trust, Institutional Brand, & Strategic Partnerships**

One of the main strategic goals of CSI is to enhance public trust and institutional brand by highlighting the key achievements and integrity of the Civil Service Institute. This

theme, thus, aims to provide neutral information and images about the institute's activities to the public and other stakeholders. The following table, thus, includes a set of objectives & activities that will bridge to the realization of this strategic theme.

Objectives	Activities
1. Promote key achievements and integrity of CSI	1.1. Organize, and conduct perception surveys
	1.2. Develop clear institutional communication strategy
	1.3. Equip the communication office
	1.4. Continuously generate human-interest stories
	1.5. Brand institutional communication products
2. Improve communication channels	2.1. Regularly update social media platforms
	2.2. Redesign and update CSI website
	2.3. Use Emails with CSI Do main for all Communications
	2.4. Produce student magazines
	2.5. Develop needs-based IEC (Information, Education, & Comm) materials
3. Cultivate and strengthen media relations	3.1. Hold coordination meetings with press & media
	3.2. Produce press releases on key issues

## Implementation, M&E, and Sustainability

Implementation is essential for a strategy to have effects; it gives a strategy value and makes a real contribution to the development effort. With this the overall responsibility for implementing the Strategic Plan rests with all departments and sections. They will be responsible for the coordination, implementation, and reporting. To do this, each department will drive work plans from the operational plan for achieving each strategic theme area, realizing objectives, and undertaking activities. The Planning Department will be

responsible for monitoring the progress towards strategic goals and developing a protocol for reporting.

This will be achieved by ensuring the collection and provision of timely and accurate data during the plan period. Monitoring the plan's implementation will act as an early warning system to detect potential bottlenecks, deviations, & help make necessary adjustments. Midterm evaluations will be conducted internally and an external expert will conduct a review at the end of the strategic plan term.

