CIVIL SERVICE INSTITUTE

ANNUAL PROGRESS REPORT

December, 2021

Table of contents

List of tables

List of figures

List of pictures

List of acronyms

ACH: Ashley Community Housing

CSI: Civil Service Institute

ECSU: Ethiopian Civil Service University

HR: Human Resource

HRMIS: Human Resource Management Information System

JJU: Jigjiga University

JPLG: Joint Programme on Local Governance

RDA: Road Development Authority

SDF: Somaliland Development Fund

UNICEF: United Nations International Children's Emergency Fund

1.   Introduction

Somaliland Civil Service Institute (CSI) came into existence in May 2005 through a presidential decree approved by the Council of Ministries to capacitate Somaliland civil servants and Somaliland people at large. The institute's main campus is located in Hargeisa and it has a campus in Burao which satisfies the training needs for Eastern regions. The Civil Service Institute is a training and capacity development institution that builds the skills and professionalism of Somaliland civil servants. Its current focus is on the orientation and training of recruits, existing servants, and leadership training across all civil service institutions. It also carries out research and provides recommendations for innovation and excellence in public administration.

The Civil Service Institute is mandated to develop the skills and knowledge of an independent civil service prepared to provide mechanisms for creating a diverse and highly qualified workforce. To fulfill this mandate, the institute provides two major stream types, i.e. educational and consultancy programs. The educational stream includes long term (six undergraduate and two post graduate programs) and short-term programs that are needs based trainings and level based English proficiency classes). The institute also provides consultancy services to both public and private sector. Besides the aforementioned streams, the institute also conducts researches on different thematic areas such as institutional capacity development, policy formulation and implementation, leadership and management, good governance, and socio-economic development

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 our civil servants successfully address the challenges ahead, now and throughout their careers, and make positive changes in Somaliland's public service provision. Going off of CSI's establishment charter, this strategic plan will add to, build on, and expand the several initiatives that had previously been in place. By implementing the goals and initiatives of this plan, CSI continues its legacy of becoming a center of excellence and professional development for civil servants.

2. The Institute's Milestones, in the year of 2021

This section includes the institute's major achievements and accomplishments that were realized during the year of 2021. Information contained in this section is portrayed in the form of a progress report where data collected from departments are scrutinized for only remarkable achievements.

2.1. Strengthening Partnership with Jijiga University

The institute's partnership with Jigjiga University dates back to 2019 when a Memorandum of Understanding (MoU) was signed between the two institutions. This MoU stipulates that CSI and JJU shall work together in different areas such as education, research, community services, technology, student exchange, and cultural exchange programs. In 2020, as directed by some clauses in the MoU, the two institutions agreed to sign a specific agreement for the commencement of the first master's joint program, i.e. Disaster Risk Management and Sustainable Development (DRM&SD). After the program was officially launched and admissions started, fifty four students were admitted to the first batch of the DRM&SD. Due to the Covid-19 pandemic and some other unfavorable circumstances, only twenty two students have successfully attended classes and are expected to graduate at the end of this year, 2021.

picture 1: CSI and JJU Management Team

Source: Communication Section

The Covid-19 pandemic and some other unfavorable issues have brought some hiccups to the smooth follow of the partnership and classes stopped for some time. The Executive Director of CSI, after his appointment in January, started efforts to bring the smoothness of the partnership back on track and sort out any bending issues where he made both formal and informal communications to the JJU leadership.

Trips to JJU and its Subsequent Achievements: Following those afforemented communications, a CSI team led by Mr Omer Eid, the General Director of CSI, travelled to

Jig-Jiga University for an official work visit after receiving an official invitation from the JJU President Dr Bashir Abdulahi, On the 22nd of March 2021. The team consisted of the CSI DG Mr Omer Eid, the Deputy DG Mr Mustafe Ahmed, the Planning Director Mr Badri and the Master's Program Coordinator Mr Mohamed. The Team stayed three days in Jig-Jiga and had different meetings with the JJU President Dr Bashir Abdulahi, his Academic, and Research and Community service vice presidents (Dr. Abdirauf and Dr. Ilyas, respectively), and some other members of the leadership team.

The teams discussed the feasibility of adding new fields and expanding the joint master's program. Technical teams has jointly been appointed to further continue discussions where they finally reached a consensus and recommended to start two more programs in the near future, i.e. MSc in Accounting and Finance and MA in Project Management.

picture 2: JJU Tour

Source: Communication Section

All pending issues have been sorted out and the two teams agreed to resume classes before the end of March, 2021. JJU's president and CSI's Executive Director also signed another special agreement pertaining to the addition of one more master's program (i.e. MSc in Accounting and Finance) and agreed to start a second batch for the DRM&SD program. At their return, both programs were advertised and applicants took their entrance exams. Currently, twenty-four second batch students are attending the DRM&SD having 2024 as their expected year of graduation whereas forty-one first batch students are waiting for their entrance exam results for the Accounting and Finance program and will be starting classes soon.

The below tables summarize the admission information of the two master's programs, of DRM&SD and the Accounting and Finance.

Table 1: Disaster Risk Management & Sustainable Development Batches

# of Batches	Male	Female	Total
Batch one	20	2	22
Batch two	22	2	24

Source: Academic Department

Table 2 : Number of Candidate Entered the Exam

# of Batches	Male	Female	Total
Batch one	39	2	41

Source: Academic Department

Research Seminar and Thesis Work: The first batch of DRM&SD students completed their course work and are now writing their thesis papers. Besides the research class students took during their course work, the two institutions (JJU and CSI) saw the need for tailor-made and more advanced research seminar to graduating students with the intention of getting them more capable of conducting good quality research. This advanced research seminar was facilitated by the JJU's research and community services vice president, Dr. Ilyas Abdulahi. Among the main objectives of this seminar were:

- To equip students with the research techniques that will help them to properly manage their master's thesis,
- To familiarize students with JJU's Research requirements and expectations during their thesis writing.
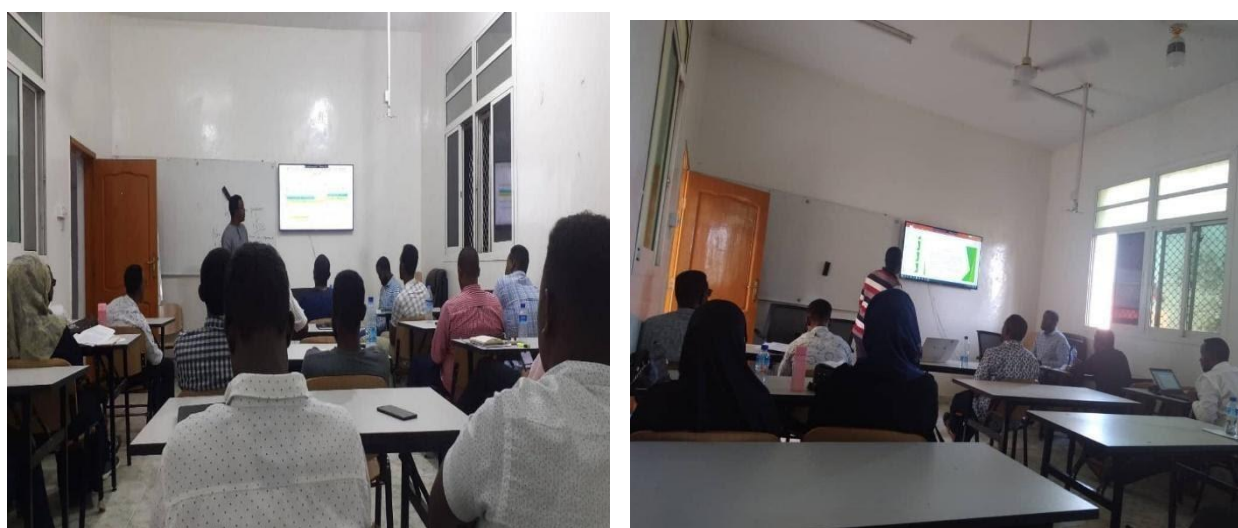
JJU Scholarship to Somaliland's Civil Servants: The long-standing relationship between CSI and JJU and the good cooperation they have had in recent years have borne fruit for both the nation and the youth of Somaliland. JJU has provided thirty one scholarship positions to Somaliland through CSI in late 2021.

Table 3: JJU Scholarship

NO	MSc/MAs Fields of Study	Number of Students
1	MSc in Dry Land Agronomy	3
2	MSc in Rural Development and Agriculture Innovation	2
3	MSc in Disaster Risk Management & Sustainable Development	2
4	MSc in Pastoral Development Studies	2
5	MSc in One Health in Tropical and Infectious Diseases	2
6	MSc in Animal Production and Pastoral Development	2
7	MSc in Accounting and Finance	2
8	MBA in Business Administration	3
9	MSc in Botanical Science	2
10	MSc in Project Planning and Management	2
11	MSc in Hydraulic Engineering	2
12	MSc in Applied Human Nutrition	1

13	MSc in Pediatric and Child health nursing	2
14	MSc in Economics Specialization in Natural Resource and Environmental Economics	1
15	LLB in International Trade and Investment Law	1
16	MSc in Public Health	1
17	MSc in Epidemiology	1
Total Number of Students		**31 Students**

Source: Academic Department

The CSI team brainstormed together and outlisted twelve from JJU's list of programs that are deemed as priority fields for the nation. The above table shows the prioritized list of programs and the placement, based on a competitive merit based selection process, of their corresponding number of scholarship winners.

picture 4: Taking Exam of Scholarship Selection

Source: Communication Section

picture 5: Scholarship-winners choosing their fields of specializations

Source: Communication Section

2.2. Strengthening Partnerships with ECSU

Ethiopian Civil Service University (ECSU) is a long-time partner with Somaliland's Civil Service Institute (CSI). ECSU gives twenty to thirty scholarship positions to CSI each year, where beneficiaries predominantly come from Somaliland's MDAs. CSI's role in this scholarship is to oversee and, sometimes, closely manage the smooth follow of the program. After receiving the scholarship letter from ECSU's admissions office, CSI administers a merit-based selection process where civil servants from different institutions sit for a competitive exam and top-scorers are chosen to fill up those positions. The institute then communicates the winning list to ECSU's admissions office and organizes students' trips to Addis Ababa and ECSU campus. After students start their respective programs at ECSU, the institute closely works with students and supports them with issues requiring the institute's involvement, such as a student(s) changing their field of study.

Similar to the JJU's, the ECSU partnership has been suffering from several hiccups caused by the pandemic and some other unfavorable issues. This was evident from the fact that provisions of ECSU's scholarship positions had stopped with no official communications towards what caused this stoppage and if and when it would be resumed. After CSI's Executive Director was appointed, he started refurbishing the smoothness of the CSI's long term partnership with ECSU. He, thus, started communicating to the ECSU leadership through different communication types and channels such as official emails, phone calls, and liaising with the Somaliland's diplomatic mission office to Ethiopia in getting relationships between the two institutions back on track.

Trip to ECSU and its Subsequent Achievements: As the CSI's new leadership was committed to resuming all partnerships, the director of the Planning and Development department was sent to Addis Ababa to meet up with the ECSU's leadership, start preliminary discussions, and set the floor for a high level delegate from the government of Somaliland to make an official visit to ECSU as a showcase of commitment. A leadership team from CSI led by the Executive Director received an official invitation from their ECSU counterparts and confined themselves to face-to-face meetings to sort out any pending issues. As a result, the president of ECSU promised that the scholarship program will be resumed in the year of 2022.

ECSU Graduation, 2021. Seventeen Somaliland students graduated from ECSU with master's degrees. A team of high ranking officials from Somaliland attended the graduation ceremony. Among this team was the CSI's Executive Director, Somaliland's Deputy Ambassador to Ethiopia, Civil Service Commissionaire, and CSI's director of planning and development department. Right after the graduation ceremony, the Somaliland delegates had a working lunch and side meetings with the ECSU leadership team.

picture 6: ECSU Trip

Source: Communication Section

2.3. Undergraduate Programs, Milestones in the year of 2021.

For the last ten years, the Civil Service Institute has been engaged in producing skilled workers with a bachelor's degree. Students graduated from the institute's undergraduate program since its establishment are depicted in the below table, sorted by year and gender.

Table 4: Total Graduated Student from (2012 –2020)

Programs	Year	Male	Female	Total
Accounting and Finance	2021-2012	288	94	329
Development Management	2021-2013	282	78	326
Public Administration	2021-2013	312	85	360
Urban Management	2021-2016	115	22	111
Political Science & International relations	2021-2016	36	12	48
Total		**1033**	**291**	**1324**

Source: Academic Department

As the institute produced quite a good number of civil servants with bachelor's degrees in the fields included in the above table, the leadership saw the need of reviewing the number and types of programs that suit the institute's motto of improving the provision of services to the public. Through a careful discussions guided by comprehensive assessments, decisions were made to put the provision of the urban management program to an end and start two new programs, i.e. Human Resource Management, and Political Science and International Relations. At this year's intake, close to seven hundred students applied to join the institute's six programs. As the CSI's capacity to efficiently accommodate incoming students is limited, a fiercely competitive entrance exam was taken where only the top **two hundred and sixty scorers** were taken and admitted to their respective fields of study.

picture 7: new intake and orientation

source: communication section

As presented in the below table, currently six hundred fifty-three students are enrolled in all the six departments of the institute.

Table 5: current undergraduate programs

Level	Departments	Male	Female	Total
Senior	Accounting	23	11	34
	Development Management	17	11	28
	Public Administration	41	9	50
	Urban Management	21	1	22
Sophomore	Accounting	58	16	74
	Development Management	34	16	50
	Public Administration	31	19	50
	Urban Management	20	8	28
Fresh	Accounting	64	18	82
	Development Management	34	20	54
	Public Administration	55	14	69
	Human Resource Management	23	28	51
	Political Science and Inter. Relations	45	16	61
Total		466	187	653

Source: Academic Department

Source: Communication Section

In 2021, hundred fifty seven students graduated from the institute's four different programs. As presented in the below figure, 26 graduates from Urban Management, 36 from Public Administration 38 from Development Management and 57 from Accounting and Finance.

Figure 1: graduation report
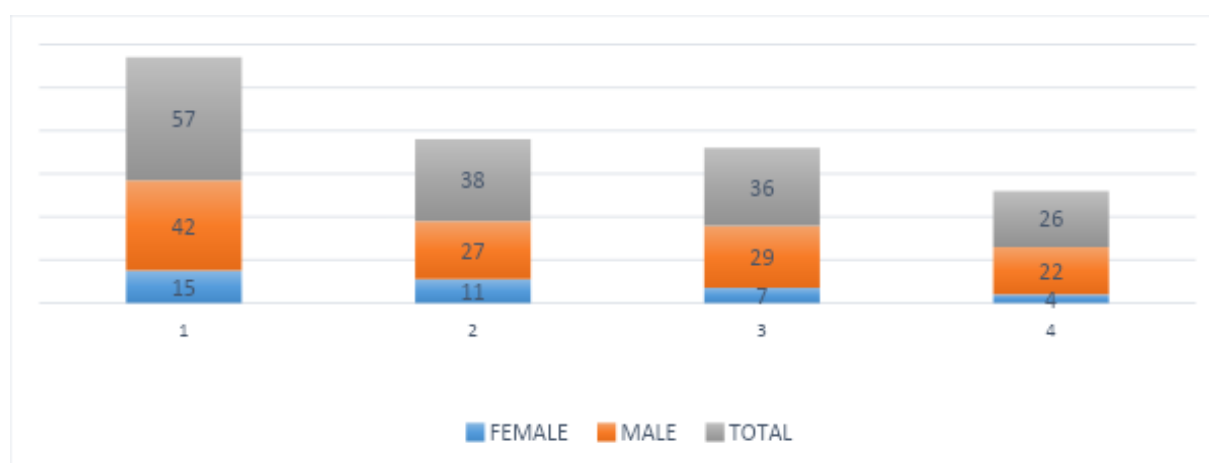
Source: Academic office

2.4.   Short Term Training Programs, Milestones in 2021

There is a department whose work is dedicated to providing training and consultancy services to both private and public institutions, with emphasis on the latter. The institute has so far trained more than five thousand seven hundred eighty (**5,780**) civil servants, of which **2,002** were females, and the other **3,778** were male. As far as the trainings conducted in the year of 2021 are concerned, the institute planned to conduct 27 training courses where 23 out of them have been successfully delivered, making a planned vs actual achievement rate of

85%. The remaining 15% represents four courses that were not conducted due to some unforeseen and unfavorable conditions. Twenty-one of these training courses were designed to happen in Hargeisa, while the other six were planned to run in different districts such Burao, Erigavo and Las'Anod.

In the year of 2021, the institute has trained **280** trainees, of which 143 were male, and 137 were female. The below table presents data pertaining to trainings that were conducted in 2021.

Table 6:Brief information of 2021 training programs

District	# Of **Planned** courses	# Of **delivered** courses	Total number of 2021 trainees	
			Male	**Female**
Hargeisa	21	20	95	125
Buroa	4	3	48	12
Erigavo	1	0	------	------
Las'Anod	1	0	------	------
Total	**27**	**23**	143	137
			280	

Source: Training and Consultancy Office

picture 9: Short Courses Certification

Source: Communication Section

Level Based English Programs. The institute's Training Department has prepared circulation for 18 MDAs to sit for different level testing for English class of elementary level. Fifty-two participants have sat for a level test for A2 (Elementary level) consisting of reading, listening, and speaking that was taken from 3rd July up to 10th July. The class started on the 17th of July 2021, and 44 students attended the course. Six students have achieved a higher level and two

very high. All eight were excluded from the class. Out of the 44 students initially registered for the course, 27 were male, while 17 were female.

Between July 10th-November 24th 2021, four tests and other observations have been conducted to assess the overall and individual progresses made by the students. 53% of the total students have progressed to the second level B1: Intermediate Level class while 47% have not.

On December 11, the second level (B1: Intermediate Level) officially started for 21 students where 12 were females and 9 were male. These contain 17 students who progressed from the lower level and 4 students who were initially higher for the first level.

2.5. World Bank Funded CSSP Capacity Development Project, 2021 Milestones

The Word Bank funded Civil Service Strengthening Project has a component that is dedicated to develop the capacity of the Civil Service Institute. This component entails that a reputed consultancy institution to be hired to work with CSI in

- Conducting comprehensive Training Needs Assessment (TNA) in a range of MDAs.
- Deduce list of short-term training programs from the TNA
- Prepare training materials for those identified training programs
- Conduct ToTs and hand hold CSI faculty in conducting those trainings

These being the main activities included in this capacity improvement project, the CSI and CSC leadership buckled up in searching for the right competitive consultancy institution and took a few different trips, in Africa and in Europe. The team, in collaboration with the World Bank, finally recruited GIMPA (Ghana Institute of Management and Public Administration) to

become the implementing partner of this project. GIMPA successfully conducted TNA and identified eighty short term programs, two diploma programs, four certificate programs, and a comprehensive level based English proficiency program (subcontracted to ACH) as the trainings needed in Somaliland's MDAs. These eighty short term programs were later shortlisted to forty-two.

picture 10: Opening Ceremony of GIMBA

source: communication section

Milestones of this project in 2021. GIMPA compiled the training materials of forty-two short term programs, two diploma programs, and four certificate programs whereas its subcontracted co-implementer, ACH, prepared the materials for the English program. CSI's executive director, right after he came to the seat, appointed a task team to review those aforementioned materials for completeness, relevance, authenticity, and the overall level quality of their contents. The Executive Director instructed the team to carefully review all documents and provide comments to GIMPA should they contain any gaps and deficiencies.

After reviewing, the team found that the documents contain some major deficits and provided detailed feedback to all stakeholders, GIMPA, CSI, CSC, and the World Bank. To triangulate the team's findings, the World Bank assigned a technical team to review the documents and provide separate feedback. The World Bank's technical team endorsed the CSI's findings as existential and noted that documents are not up to the desired level of quality. GIMPA, on the other hand, accepted comments, compiled an action plan, and promised that they will work towards addressing all comments and improving the documents to a level of quality that is satisfiable to CSI.

We are, hereby, noting that GIMPA is still working on improving the documents and that all payments to GIMPA are suspended by the CSI's leadership conditioned to submission of quality training materials that could be used to develop the capacity of Somaliland's civil servants and be shelved as a national asset.

2.6. Establishment of the Planning and Research Departments & their Subsequent Milestones in 2021

The establishment of the planning and research departments and their subsequent undertakings such as the preparation of the strategic plan are among the institute's main and worth noting milestones in the year of 2021. The planning and development department was officially established and added to the institute's structure in March, 2021 while the research and community service department was officially established in September, 2021.

Preparation of the Strategic Plan: In the first week of its establishment, the department kick-started the preparation process of this new five-year strategic plan as the timeline for the preceding strategic plan ended on December 31st of 2020. The strategic planning process went through three stages: Baseline Assessment, Collective Visioning, and Implementation Planning.

picture 11: strategic plan preparation

Source: communication section

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. Using information gathered in

this stage and from these sources, the taskforce convened for multiple team discussions to complete a comprehensive SWOT analysis. The Plan, thus, sets clear deliverable priorities for the coming five years (2022-2026) that are aligned with the Somaliland National Development Plan II (NDP II) and all existing legal frameworks. This plan engages with and informs our stakeholders about the institute's direction of travel and also gives our staff a clear set of medium-term goals to which everyone's work contributes. M&E Plan is further deduced from the strategic plan by the Monitoring and Evaluation team.

Research and Consultancy, Milestones in 2021. The institute's research center was first set up in 2013 in CSI to produce evidence-based research related to public service delivery in Somaliland, but a lack of budget allocation has crippled the outcome of the CSI research and its research work. Then the institute's new leadership came with a commitment to expand the research center's activities, and established the research and community service department in September, 2021. CSI is planning to prepare and disseminate research and publications that will provide evidence-based solutions for challenges in Somaliland's public sector and society. The institute also plans to provide community services in line with research findings.

Production of the research policy and guidelines: The research policy's initiation was first born from a consultation meeting in which the research section invited all the departmental directors, held in late September 2021. On October first, the section staff had tied their ropes to the preparation and realization of that imagery plan. From October to early December, a journey that consumed two months and a week gave birth to the production of the Institute's five-year research policy and guidelines on its first draft format, which is now under the review committee and follows several consecutive steps to become final.

The research policy and guidelines comprises critical policies and guides, including ethics and plagiarism policies, research governance and leadership, core principles of good research, research data management, and research output management, such as publications.

This research policy will guide and smoothen the effectiveness and efficiency of all the Institute's research activities. It enables the Institute to contribute towards the development of Somaliland and provides a guiding framework to facilitate research-related policy review, development, planning, and implementation of research activities within the Institute.

It also ensures that all research activities have a clear purpose drawn from the mission and vision of the Civil Service Institute and that all resources such as policy frameworks,

supportive infrastructures, human resources, sound knowledge and information, services, and finances, are mobilized for research activities directed towards the fulfilment of institutional goals.

Production of a Comprehensive Research Agenda: Its preparation has been initiated at the same time as the research policy and guidelines. The Institute's research agenda comprises the research prioritization principles, criteria, and key research thematic areas within its sub-themes. Based on a ground-level analysis of gaps, needs, and opportunities; the research section has accomplished revising and aligning institutional priority research thematic areas and themes with current regional and national development plans and strategies. Therefore, the Institute has succeeded in identifying and prioritizing fifty-six research themes under seven thematic areas.

Finalization of the Affordable healthcare for Somaliland civil servants research: CSI initiated its first research in February 2019 with the help of the Research Centre, in line with the Institute and national development plans. Researchers developed tools and collected data from Somaliland's MDAs, analyzed, and produced a first draft on June seventh, 2021. The final draft of this research has been produced, validation workshops have been conducted, and it will be launched before the end of this year, 2021.

Teacher qualification criteria research, underway: The institute has also initiated the need for additional research that is now in the hands of the research staff and is in its proposal development stage. This research sheds light on Somaliland's teacher qualification criteria, specifically the teaching licensure process and programs, identifying and reviewing teacher qualification policies, and comparing that with the international best practices.

Monitoring, Evaluation, and Quality Assurance, Milestones in 2021: Prior to the establishment of the planning and development department, the institute did not have an M&E plan for the continuing and completed works. In the year of 2021, a comprehensive M&E plan was drafted and will be finalized soon as it is currently being reviewed for it to become final. Moreover, the institute's office of M&E and QA Office prepares quarterly, semiannual, and annual progress reports that are framed in the form of comparative analysis between planned activities and actual achievements.

Automation of the teacher evaluation process: The institute's long existing teacher evaluation process has been automated in this year of 2021. The institute evaluated the instructors who

delivered the institute's courses on a regular basis. Instructors were previously assessed by distributing questionnaires where the process involved a lot of bottlenecks, inconveniences, and inefficiencies. The process of transferring data from questionnaires to other analysis tools, such as Excel, was also tedious and had gaps for error. When the quality assurance office was merged with the monitoring and evaluation office, it began to simplify the time-consuming and expensive data gathering process and reduce the amount of work required. After numerous experiments, fully automated the whole process from data collection to analysis.

2.7. Physical and Financial Infrastructures, Milestones in 2021

As the institute's staff work longer hours than most other civil servants, it is plausible that they get different kinds of motivations and recognition. With this being the rationale, the executive director, right after his appointment, took a new initiative of increasing the salaries by 5% across all employees of the institute, from janitor to directors. This salary increment resulted from a month's long discussion with the leadership of the Ministry of Finance Development towards the allotment of a top up budget to fund the increment.

The institute also managed from its tight budget to procure two vehicles; VX land cruiser and a minibus, pictures below.

picture 12: institute's new vehicles

Source: admin and finance department

2.8. Technology and Systems Automation, Milestones in 2021

The institute has an ICT Department that facilitates the delivery of efficient and effective services through automation of the main business processes such as the development and maintenance of website and social media; maintenance of secure ICT infrastructure; and provision of technical and systems support.

Besides the physical campus, the institute has an E-Campus that is a comprehensive ERP solution for Civil Service Institute with a vision of software environments where CSI core departments and development teams can collaborate to increase tremendous services and dramatically improve educational system and capability. The CSI's e-Campus was first established in November 2017 with the intention of technologically modernizing the institute in every sphere of its operations. The e-Campus included five main packages:

- Academy

- Financial management information system

- Human Resource Management (HRMIS)

- Distance Learning Platform

- Training management Information system (TMIS)

As far as security features are concerned, e-Campus is equipped with Multi Factor Authentication that makes sure each user can login to e-Campus only by his own mobile.

picture 13: Multi Factor Authentication
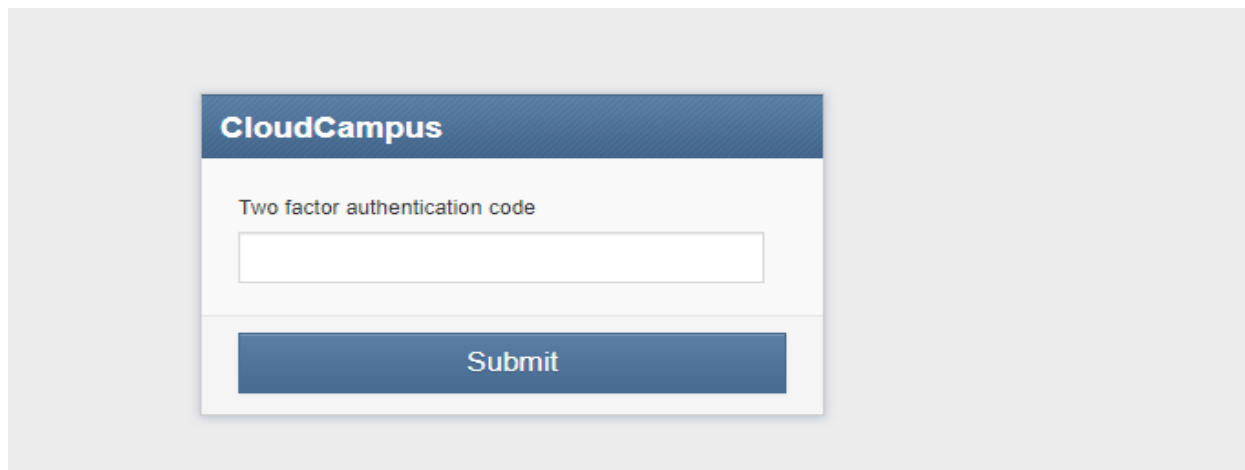
Source: ICT department

2.8.1.   Automation and E-campus Milestones, 2021.

Human resource management information system (HRMIS): HRMIS is complete human resource management software that automates the institute's core HR modules such as the Employees records, Attendance management, Performance management, Training management, Payroll, employee's self-service. More precisely, the automation-related tasks that was completed in the year of 2021 are the implementation of complete HRMIS features,

the development of a new service application which automatically synchronizes data with the attendance devices, and an android mobile application that helps CSI employees to easily request leave and other service from HRMIS.

picture 14: Human resource management information system (HRMIS) window
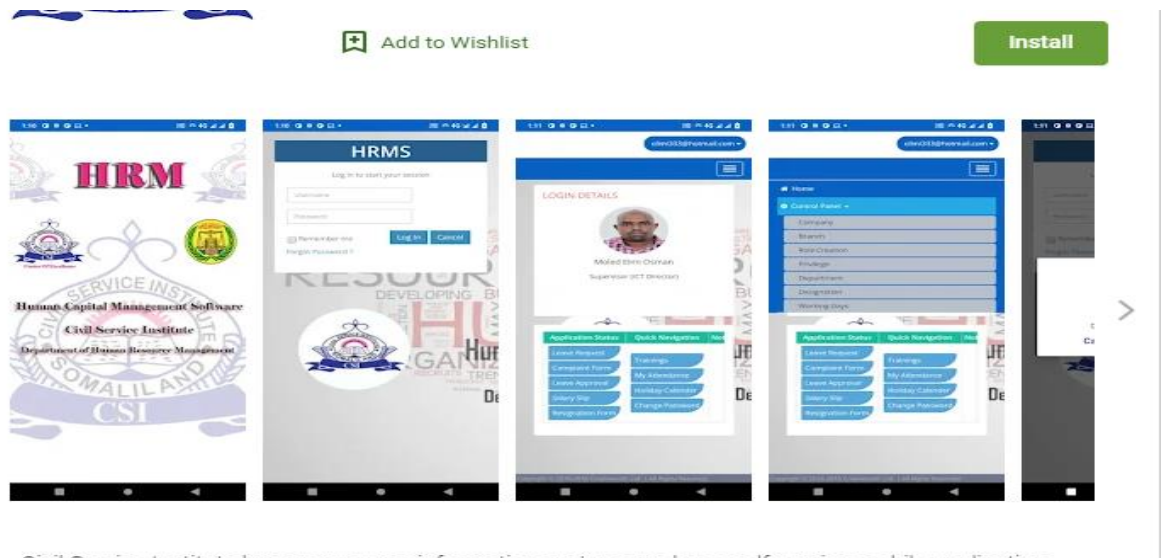
Source: ICT department

Academics-related Automations: In academics, some of the academic related modules that are automatic include class management, course management, admission management, e-Registration, Examination management, and student attendance. More specifically, those automation that were completed within the year of 2021 is the **e-Registration** system. The E-registration is the automation of the semester registration process where students register online to appear on the attendance and result sheets. The e-Registration forms are accessible both in the registration department and student portals.

picture 15: e-Registration system window
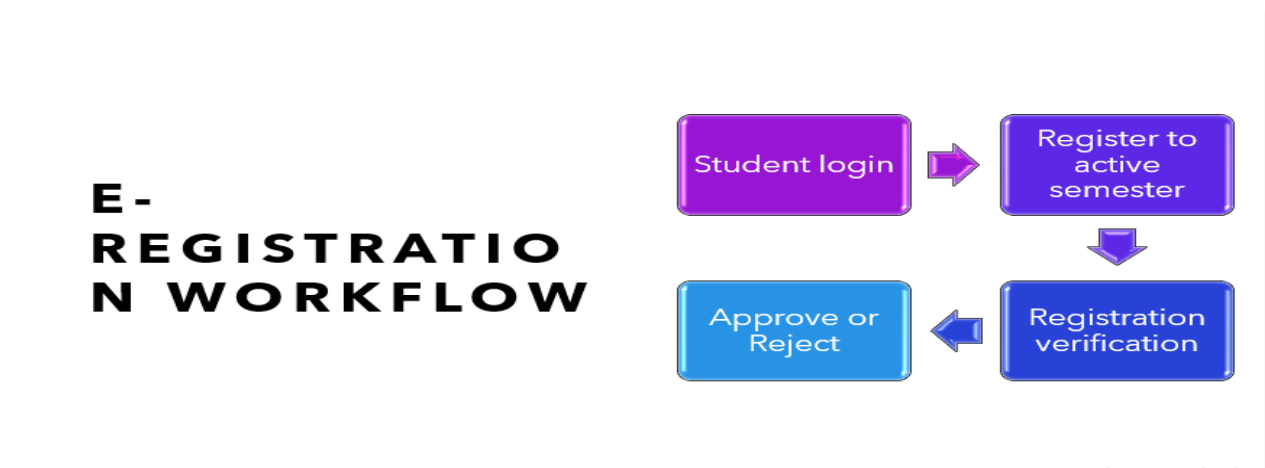
Source: ICT department

Finance-related Automations: The institute's financial management systems that are automated include Account Groups, Ledger master files, Budgeting, fund management, Purchase orders, Fee management, Balance sheet, Cash flow etc. As far as the 2021's milestones are concerned, the institute automated the **administration section role** which allows CSI staff to login the e-Campus to create purchase orders and other related tasks.

picture 16: CSI e-campus
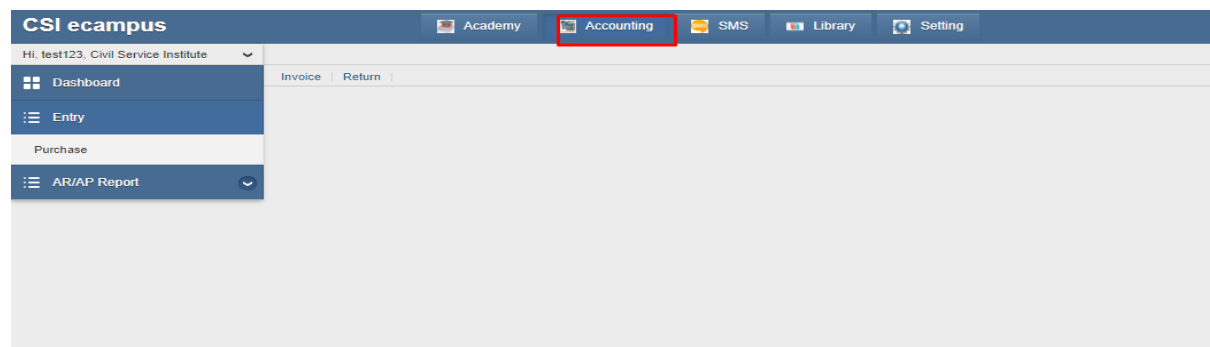
Source: ICT department

Payment Gateway Integration and e-Billing Payment System: The institute also started integrating student portals with Zaad and e-Dahab where students can access their tuition bills and pay any balances automatically, without the need of them coming to the institute. This task is currently underway and expected to be final within the first half of 2022.