



**CIVIL SERVICE INSTITUTE (CSI)**  
MAC'HADKA SHAQAALAHA DAWLADDA



# ANNUAL PROGRESS REPORT

# 2023



# CIVIL SERVICE INSTITUTE

## IDENTITY

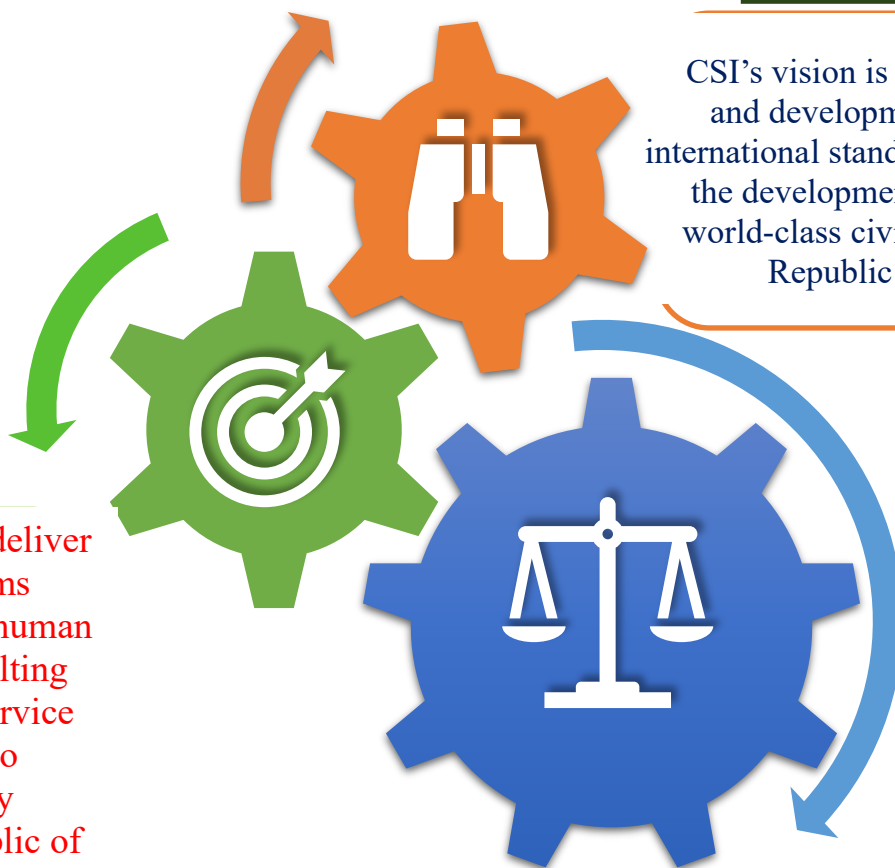
The Civil Service Institute was founded in 2005 by a presidential decree, which received approval from a cabinet of ministries. Its primary purpose was to enhance the capabilities of civil servants. In 2021, the President of Somaliland H.E Muse Bihi Abdi reinstated the Civil Service Institute as an autonomous Institute through the Establishing Charter No. 01/2021. The institute maintained its dedication to providing high quality short-term capacity-building and long-term educational programs in alignment with its vision, National Development Plan (NDP) and Sustainable Development Goals (SDGs).

## Our 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 the Republic of Somaliland.

## Our 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 in the Republic of Somaliland



## Core Values

The Civil Service Institute believes that the following values provide fundamental guidance in our strategic themes, relationship with citizens and stakeholders, and the execution of our obligations:

# CIVIL SERVICE INSTITUTE



## **Excellence**

we are driven by the quest for excellence in everything we do.

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## **Teamwork**

At CSI, we enjoy a work culture based on teams and collective responsibility. This has ensured synergy and, thus, better performance

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## **Practical and interactive training methods**

We ensure a practical methodology that employs interactive cases reflecting blueprints on the trainees' respective work environments for all the training activities we undertake

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## **Partnership**

We create strategic alliances with other organizations such as government institutions, universities, and other training institutions to collaborate in service delivery and develop synergies

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## **Proactive, innovative, and creative**

we undertake to take the environment head-on with creative programs that reflect our vision.

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## **Professionalism, cleanliness, and discipline**

We ensure a healthy work environment through measures and disciplines.

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## **Equity, justice, and fairness**

All CSI activities are based on the principle of equal attention and service to all customers. We ensure that every client is treated in a just manner and that they extract the maximum benefit from the relationship.

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## TERMS AND ABBREVIATIONS

<b>Terms</b>	<b>Abbreviations</b>
African Association of Business School	AABS
Civil Service Commission	CSC
Civil Service Institute	CSI
Disaster Risk Management	DRM
Ethiopian Civil Service University	ECSU
Intergovernmental Authority on Development	IGAD
Jigjiga University	JJU
Ministry, Department and Agency	MDA
National Development Plan III	NDP III
Public Financial Management	PFM
School of Graduate Studies	SGS
Somaliland Development Fund	SDF
Sustainable Development Goals	SDG

# MESSAGE FROM THE CSI EXECUTIVE DIRECTOR

As we reflect on the remarkable achievements of the Civil Service Institute (CSI) in 2023, it is with great pride and gratitude that I commend each member of our dedicated team for their unwavering commitment to excellence. This transformative year has been characterized by strategic vision, collaborative efforts, and a persistent pursuit of organizational goals.

The establishment of the School for Graduate Studies (SGS) in January 2023 represents a significant milestone in CSI's commitment to providing high-quality education. SGS has demonstrated exceptional dedication through comprehensive annual work plan development and a thorough needs assessment for master's degree programs. The development of master's program modules in key areas showcases SGS's commitment to academic rigor and relevance.

The successful launching ceremony in Hargeisa and Burao was a formal declaration of SGS's dedication to innovation and academic quality. In undergraduate programs, the expansion and effective management, especially in CSI Burao, reflect our responsiveness to the needs of civil servants and the broader community.

The graduation ceremony in Hargeisa, with 220 graduates across diverse disciplines, underscores CSI's success in producing well-rounded professionals. The intake of 842 students in Hargeisa across various departments speaks to the institute's expanding reputation and high-caliber curriculum.

In capacity building and consultancy services, CSI has significantly enhanced the skills and knowledge of beneficiaries, showcasing a commitment to a diverse and skilled workforce. The achievements in the automation service and improved performance of human resources demonstrate our commitment to leveraging technology for organizational efficiency and staff development.

I want to express my sincere appreciation to each member of the CSI team for their hard work and dedication in achieving these milestones. Your unwavering commitment has been the driving force behind our success, and I am confident that with this foundation, we will continue to achieve even greater heights in the years to come.

Sincerely,

Omar Eid Qalonbi

Executive Director Civil Service Institute

## CSI 2023 ACHIEVEMENTS IN SNAPSHOT



2011

The Civil Service Institute (CSI) has positively impacted 2011 individuals through its comprehensive programs, encompassing Postgraduate and Undergraduate Degrees, as well as Training Certifications. These initiatives serve as catalysts for professional growth, equipping participants with essential skills and knowledge.



693

CSI has achieved significant training milestones with a total of 693 beneficiaries in its diverse training programs. These accomplishments underscore CSI's commitment to providing valuable and impactful training initiatives, contributing to the skill development and professional growth of a substantial number of individuals across various domains.



1044

CSI excelled in the academic year 2023/2024 by enrolling an impressive 1044 students in its diverse undergraduate programs. This significant achievement reflects the institute's commitment to providing quality education and highlights its role as a premier institution for undergraduate studies across various disciplines.



264

CSI achieved a notable feat with the swift establishment of a Postgraduate School, promptly enrolling 264 students across its programs. This accomplishment underscores the institute's commitment to advanced education, offering a platform for academic and specialized learning in various disciplines.



1118

CSI garnered significant public interest with 1118 applicants for its undergraduate programs in Hargeisa and Burao campuses. Through a rigorous entrance exam, the institute upheld stringent admission criteria, admitting 42%—a testament to its commitment to maintaining high standards and selecting candidates based on merit and proficiency in alignment with the institute's educational objectives.



247

CSI reaffirmed its commitment to fair employment by offering contracts to 219 instructors and 28 trainers this year. This inclusive approach underscores the institute's dedication to building a diverse and skilled workforce, fostering a supportive environment for both educators and trainers.



220

In 2023, CSI marked a notable achievement with a graduation ceremony, applauding 220 graduates. Among them, 209 received undergraduate degrees in diverse fields such as Urban Management, Public Administration, Development Management, and Accounting and Finance. Additionally, 11 students graduated from the joint postgraduate program in Disaster Risk Management and Sustainable Development with Jigjiga University.

## 1. Introduction

Introduction: The Civil Service Institute's (CSI) Annual Report for 2023 provides a comprehensive overview of the institute's alignment with strategic objectives, detailing significant achievements and milestones. The report showcases CSI's commitment to its annual work plan, strategic goals for 2022-2026, and alignment with the National Development Plan III (NDP III). This alignment is evident in the institute's focus on academic excellence, expansion of programs, and contributions to capacity building and consultancy services.

CSI's execution of a detailed annual work plan, consisting of critical tasks, reflects its commitment to transparency and accountability. This strategic focus ensures that the institute's operations align seamlessly with overarching organizational goals, fostering a productive and goal-oriented work environment.

The report delves into the specific achievements and contributions of CSI's programs in 2023, focusing on the School for Graduate Studies (SGS), the expansion of undergraduate programs, methodological improvement in training and expansion of Institute's partnership both local and globally. The report emphasizes achievements such as annual work plan development, needs assessment for master's degree programs, program descriptions, and the successful commencement of classes. The report highlights the outstanding preparation and organizational skills displayed by SGS in areas such as academic calendar establishment, students' registration, and venue preparation for classes.

The report outlines CSI's efforts to enhance the skills and knowledge of trained beneficiaries through various training programs. The institute's commitment to gender-inclusive training is evident in the diverse programs conducted in Hargeisa and Burao, contributing to the professional development of civil servants and the broader community.

In summary, the 2023 CSI Annual Report highlights the institute's notable progress in harmonizing with strategic objectives, achieving academic excellence, and enhancing capacity building, thereby making a substantial and meaningful contribution to the national development agenda.

## 1.1 CSI Annual Report 2023: Alignment with Strategic Objectives

**Annual Work Plan Alignment:** The Civil Service Institute's (CSI) annual report for 2023 showcases a robust alignment with its annual work plan. The institute precisely executed a detailed annual work plan, encompassing crucial tasks with set deadlines. The strategic focus on annual work plan development has steered CSI's operations in a clear direction, ensuring they are in harmony with overarching organizational goals. The commitment to transparency and accountability is evident in the institute's adherence to the planned tasks, contributing to a productive and goal-oriented work environment.

**Strategic Plan 2022-2026:** CSI's annual report seamlessly aligns with its strategic plan for 2022-2026. The establishment of the School for Graduate Studies (SGS) in response to the evolving landscape of education resonates with the strategic goal of providing high-quality education. The expansion of undergraduate programs at CSI Burao reflects the institute's responsiveness to the needs of civil servants and the broader community, aligning with strategic objectives aimed at community engagement and professional development. CSI's dedication to technological progress, as reflected in the successful integration of a payment gateway and implementation of an automatic backup service, resonates with the strategic imperative of leveraging technology for organizational efficiency.

**National Development Plan III (NDP III):** In consonance with National Development Plan III, CSI's achievements in capacity building and consultancy services contribute significantly to enhancing the skills and knowledge of beneficiaries. The focus on gender-inclusive training aligns with the national goal of fostering inclusivity and equal opportunities. The expansion of undergraduate programs in Hargeisa and Burao addresses the broader national objective of advancing education and human resource development.

**Sustainable Development Goals (SDGs):** The Civil Service Institute's (CSI) 2023 annual report demonstrates a noteworthy alignment with the Sustainable Development Goals (SDGs), reflecting the institute's commitment to global sustainability.

To sum up, CSI's 2023 annual report attests to its compliance with the Sustainable Development Goals, National Development Plan III, the strategic plan 2022–2026, and the yearly work plan. The institute's accomplishments and landmarks significantly advance the larger national development goal in addition to reflecting its own internal success.

## 2. CSI 2023 Key Achievements

### 2.1 Academic Achievements

#### 2.1.1 Establishment for the School of Graduate Studies (SGS)

As a logical extension of CSI's dedication to high-quality education, the School for Graduate Studies (SGS) opened its doors in January 2023 in response to the changing nature of education and the growing need for advanced credentials. A deliberate step towards achieving the requirement for higher qualifications among civil servants is the setting up of SGS. The Civil Service Commission's headcount report revealed that just 3.1% of public servants have master's degrees. This is a comparatively low ratio. CSI further demonstrates its dedication to developing a highly qualified and competent group of professionals by establishing an organization that is solely focused on postgraduate studies and research-oriented programs.

#### **Achievements and Contributions about SGS**

The School for Graduate Studies (SGS) at the Civil Service Institute (CSI) has demonstrated exceptional achievements and contributions throughout the year 2023, showcasing its commitment to academic excellence, innovation, and the strategic development of both the department and its students.

#### **Annual Work Plan Development**

SGS took on the painstaking effort of creating a thorough yearly work plan, which included a detailed list of 27 important tasks and deadlines that were set for completion by the end of the 2023 fiscal year. This work plan acts as a strategic road map, giving the department's operations a clear course and guaranteeing that they are in line with its main goals.

#### **Need Assessment for Master's Degree Program:**

A thorough and in-depth needs assessment was carried out to determine the demands and prerequisites for programs leading to master's degrees. This involved extensive data collection from various educational institutions, emphasizing a commitment to evidence-based program development. The successful submission of the postgraduate assessment tool, coupled with the validation of the report, underscores the department's dedication to maintaining academic quality and relevance.

### **Program Descriptions:**

By creating comprehensive program descriptions, SGS shown initiative in offering clarity and insight into its Master's Degree programs. These descriptions, meticulously crafted for Public Management, Public Policy, and Public Financial Management, serve as foundational documents. They not only assist prospective students in making well-informed judgments, but they also demonstrate the department's dedication to openness and unique programming.

### **School of Graduate Studies Profile Draft**

One of the most important steps toward promoting the department's identity and competencies is the development of the draft profile for the School of Graduate Studies. This document functions as a comprehensive reference, including the vision, mission, accomplishments, and future objectives of the department. It is intended to meaningfully and educationally engage stakeholders, such as students, faculty, and possible partners.

### **Master's Program Module Development**

By carefully creating modules for its Master's degrees, SGS significantly improved the quality of its academic offerings. The department concentrated on improving the courses for Disaster Risk Management (DRM), Public Policy, Public Management, and Public Financial Management. By making this effort, the academic material is kept up to date, rigorous, and in line with the changing demands of the public and commercial sectors.

### **Launching Ceremony of SGS in Hargeisa and Burao**

For SGS, the planning and execution of a launching ceremony successfully marked a significant occasion. This formal event was intended to convey the school's future goals in addition to showcasing its CSI's past accomplishments. The event is a formal statement of SGS's dedication to innovation, academic quality, and its important role in reshaping the educational landscape.



### Academic Calendar Establishment:

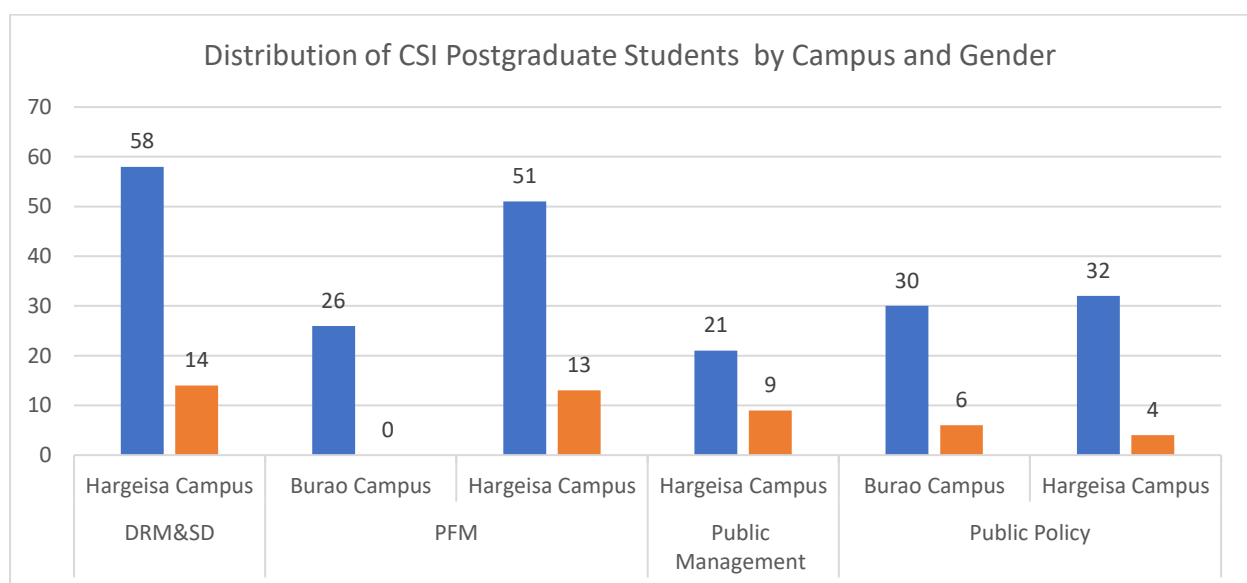
By creating a well-organized academic calendar, SGS showed careful preparation and organizational skill. This calendar functions as a fundamental instrument for organizing a wide range of educational pursuits, such as seminars, tests, and research projects. The department's dedication to both academic quality and operational efficiency is shown in its methodical approach to academic planning.

### Students Registration

The successful completion of the student registration process is a testament to SGS's administrative prowess. Over 260 students across four distinct departments enrolled in the Master's programs in Hargeisa and Burao campuses, highlighting the demand for quality postgraduate education. The streamlined registration process not only ensures operational efficiency but also fosters a positive student experience.

**Table 1: Postgraduate Students Admitted in the Academic Year: 2023/2024**

Program	Male	Female	Total
Public Policy, Hargeisa Campus	32	4	36
Public Policy, Burao Campus	30	6	36
Public Financial Management, Hargeisa Campus	51	13	64
Public Financial Management, Burao Campus	26	0	26
Public Management	21	9	30
Disaster Risk Management and Sustainable Development	58	14	72
<b>Grand Total</b>	<b>218</b>	<b>46</b>	<b>264</b>



Source: Dept of Planning

## Lecturer's Master's Program

A further indication of SGS's dedication to academic excellence is the careful selection of professors for the Master's programs. The department seeks to enhance the educational experience for students through a stringent selection procedure that includes hiring highly skilled professors from both domestic and foreign sources, most notably Ethiopia. This calculated move demonstrates a dedication to offering a range of viewpoints and promoting an international learning environment.

## Venue Preparation for Classes

SGS made sure that academic classes were held in the best possible settings, displaying their dedication to giving students a comfortable learning environment. This meticulous devotion to detail includes providing classrooms with the tools and amenities they need to create an atmosphere that encourages active learning and academic engagement.

### 2.1.2 Postgraduate Students Orientation in Hargeisa and Burao campuses.

Recognizing the importance of a smooth transition for new students, SGS organized a comprehensive orientation event. This event served as a platform to communicate essential information regarding roles, regulations, and expectations within the institute. By prioritizing student orientation, SGS actively contributes to building a sense of community and belonging among its student body.



## Commencement of Classes

SGS successfully initiated academic classes for the first semester across all departments, with an impressive attendance of more than 230 students. This signifies not only the readiness of the department but also the tangible interest and demand for the Master's programs. The commencement of classes marks a crucial step in realizing SGS's commitment to delivering high-quality education.



Commencement of Postgraduate classes in Hargeisa and Burao

### 2.1.3 Undergraduate Academic programs

One of the Civil Service Institute’s core functions is creating, improving and overseeing the academic programs that will ensure the birth of cadre of professionals in both and public sector in Somaliland. At present, the Institute runs various undergraduate programs in its campuses in Hargeisa and Burao.

#### 2.1.3.1 Launching of CSI Burao undergraduate programs

The bachelor's degree opening ceremony at CSI Burao marked a major advancement in the academic programs offered by the institute. With notable visitors from many ministries, the inaugural ceremony officially launched the bachelor's and diploma programs at the Daalo Hotel. The Insitute announced openin two undergradaute programs namely: public adminstration and admin and finance. The Institute has chosen the course as part of training needs assessment conducted in Burao depicted the desire of civil servants to improve their capacity in public adminstration offices as well as enhancing the tranprancy of public financy through skilled personnel in the sector. The event was graced by notable government officials incuding the Executive Director of CSI who demonstrated the broad support and acknowledgement for CSI's dedication to advancing higher education in eastern regions of Somaliland.



Officials and Guests attended CSI Burao Undergraduate Launching Event

### 2.1.3.2 Registration and Admission of undergraduate programs in Burao CSI

#### Entrance Exam for Bachelor Degree Programs

A rigorous entrance exam for bachelor's degree candidates was recently held by CSI Burao Center, receiving 276 participants from a broad cohort. Students from two different departments: public administration and accounting and finance were able to take the exam at the prestigious Daalo Hall. The exam was a testament to the school's dedication to diversity and opportunity for students in all fields of study. The center's effective logistical preparation was evident in the fact that only two classes were needed to handle the large number of examinees, indicating an efficient use of resources.



Entrance Exam Hall Student Lines

This academic initiative was made considerably more complicated by the fact that the students who took part came from 37 different Ministries, Departments, and Agencies (MDAs), which included both public and private sector workers. This combination of participants from the public and private sectors attests to the center's outreach as well as its function in serving a wide range of clients. With 119 students passing the test, the conclusion was successful and highlights the center's dedication to supporting professional and educational growth among a diverse range of people, ultimately advancing knowledge and skills across the community.



Burao Undergraduate Entrance Exam at Daalo

### 2.1.3.3 Commencement of Undergraduate Classes at CSI Burao

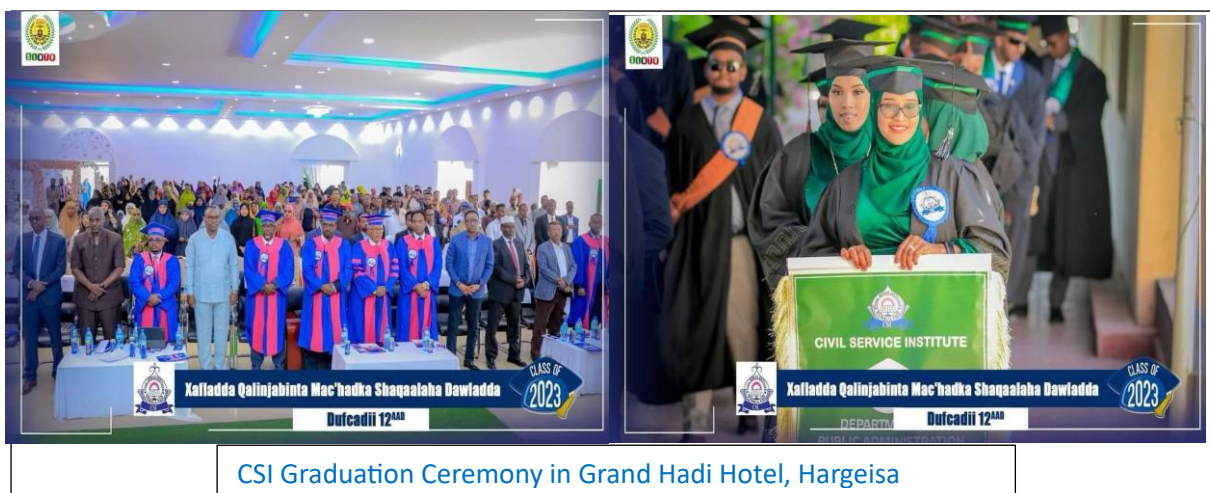
The CSI Burao Center has initiated Bachelor's Degree programs in Public Administration and Accounting and Finance, marking a noteworthy advancement in the field of education. Starting these long-term programs, which have class sizes of 54 for Public Administration and 65 for Accounting and Finance, is a significant accomplishment for CSI Burao. Students' strong interest demonstrates the need for high-quality education in these areas in the eastern regions, honoring public servants as well as the local community at large. This accomplishment not only broadens the CSI Burao Center's academic offerings but also shows a dedication to meeting community educational requirements and fostering the professional development of local residents.



Commencement of undergraduate degree classes

### 2.1.4 Graduation Ceremony

In 2023, CSI celebrated a significant academic milestone with a graduation ceremony honoring 220 graduates. Among them, 209 achieved undergraduate degrees in Urban Management, Public Administration, Development Management, and Accounting and Finance, showcasing program diversity. Additionally, 11 students graduated from the joint postgraduate program in Disaster Risk Management and Sustainable Development with Jigjiga University. CSI's success in producing a well-rounded cohort of graduates underscores its commitment to providing diverse and impactful educational opportunities, contributing to the development of skilled professionals across various disciplines. The graduation ceremony was opened by the Vice President of Somaliland H.E Abdirahman Ismail Saylici accompanied by ministries, deputy House of Representative Speaker among other senior government officials.



CSI Graduation Ceremony in Grand Hadi Hotel, Hargeisa

### 2.1.5 Undergraduate Programs in CSI Hargeisa Campus

At our Hargeisa campus, we provide six Bachelor of Arts (BA) degree programs, which encompass public administration, political science and international relations, development management, human resource management, and accounting and finance. The academic committee has developed and sanctioned course offerings for each program. Throughout the academic year, a total of 188 courses were successfully concluded.

#### Admission and registration in Hargeisa Campus

In light of the Institute's consistently expanding reputation and its high-caliber curriculum, this year was one of the highest intake admission years ever, with 842 applications accepted, as the following table shows:

**Table 2: Fresh Intake Registration in Hargeisa Undergraduate (2023/2024).**

Department	Program /Gender				Total
	Public		Private		
	Male	Female	Male	Female	
<b>Accounting</b>	105	57	111	55	328
<b>Public Administration</b>	77	25	43	13	148
<b>LAW</b>	81	17	41	9	158
<b>Human Resource Management</b>	43	72	36	57	208
<b>Total Applied Students 2023/2024</b>					<b>842</b>

### 2.1.6 Entrance Exam

In October 2023, the Civil Service Institute held an entrance exam for undergraduate program applicants. The total number of applications for registration from various departments who attended the exam were 842 candidates out of which only 41.3% (348) passed where the rest 58.7% (494) failed. The Institute acknowledged registering all of the passed students. This suggests that CSI is not occupied with increasing quantity but rather intends to concentrate on quality.



Entrance Exam for Undergraduate program candidates

### Orientation Session for undergraduate students in Hargeisa

Providing new students with all the knowledge they require to comprehend the Institute's academic and student affairs policies is the aim of orientation. An orientation program was offered by CSI to the admitted students for the 2023–2024 intake. Most of the 348 admitted students who passed the admission exam were present for the orientation session. A set of instructions containing the policies, procedures, and guidance that incoming students needed to follow was given to them. All CSI top officials, who had presented a wide range of documents exhaustively, attended the session. Admitted students have the opportunity to query presenters about the presentations, and they received timely responses.



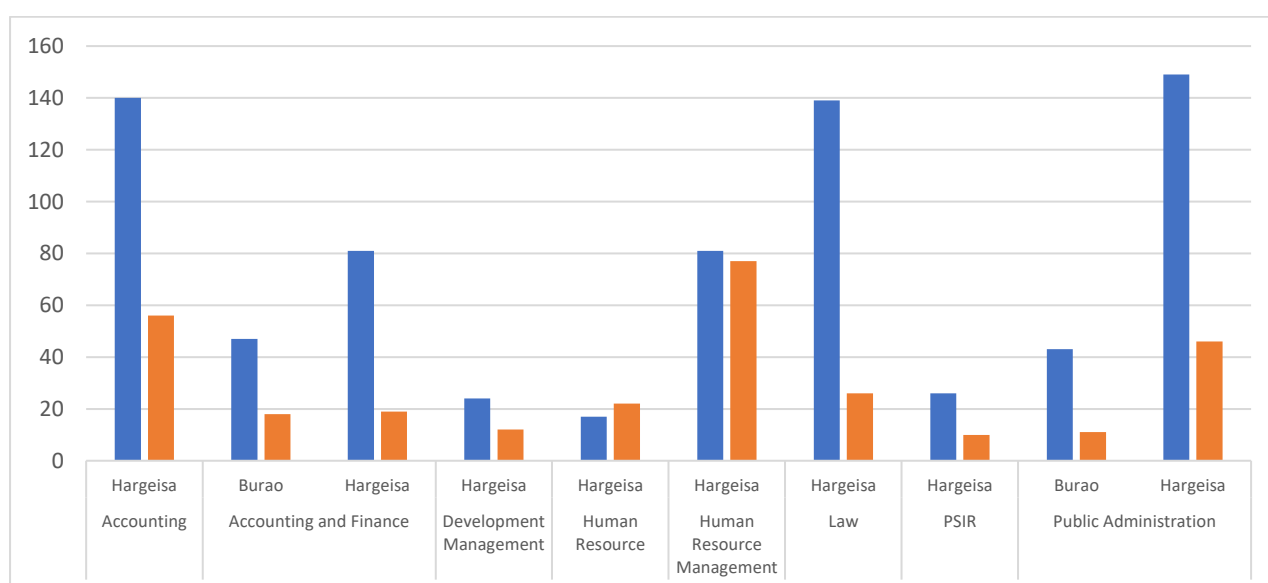
New Students orientation session, CSC Hall

### 2.1.7 CSI Current Enrolment for Undergraduate Programs

In the academic year 2023/2024 at CSI, 1044 students are enrolled, comprising 747 males and 297 females. Hargeisa Campus hosts 925 students across Public Administration, Accounting, HR Management, Political Science, Development Management, and Law, with 657 males and 268 females. Meanwhile, Burao Campus has 119 students in Public Administration and Admin & Finance, with 90 males and 29 females.

**Table 3: Current CSI Undergraduate Program Enrolments**

Departments	Campus	Male	Female	Total
Accounting	Hargeisa	40	12	52
Development Management	Hargeisa	24	12	36
Public Administration	Hargeisa	45	12	57
Human Resource	Hargeisa	17	22	39
PSIR	Hargeisa	26	10	36
Accounting and Finance	Hargeisa	81	19	100
Public Administration	Hargeisa	40	23	63
Human Resource Management	Hargeisa	49	28	77
Law	Hargeisa	71	16	87
Accounting	Hargeisa	100	44	144
Public Administration	Hargeisa	64	11	75
Human Resource Management	Hargeisa	32	49	81
Law	Hargeisa	68	10	78
Public Administration	Burao	43	11	54
Accounting and Finance	Burao	47	18	65
<b>Total</b>		<b>747</b>	<b>297</b>	<b>1044</b>



Source: Dept of Planning

## 2.2. Training and Capacity-building Achievements

### 2.2.1 Institute's Annual Training Coverage

The largest mandatory capacity building facility for government employees in the country is the Civil Service Institute. This year, the Institute achieved significant progress in enhancing the skills and expertise of civil servants, despite obstacles such as financial ones. The Institute extended its scope and provided skill training to a variety of participants, including civil service private sectors employees at its campuses in Hargeisa and Burao.

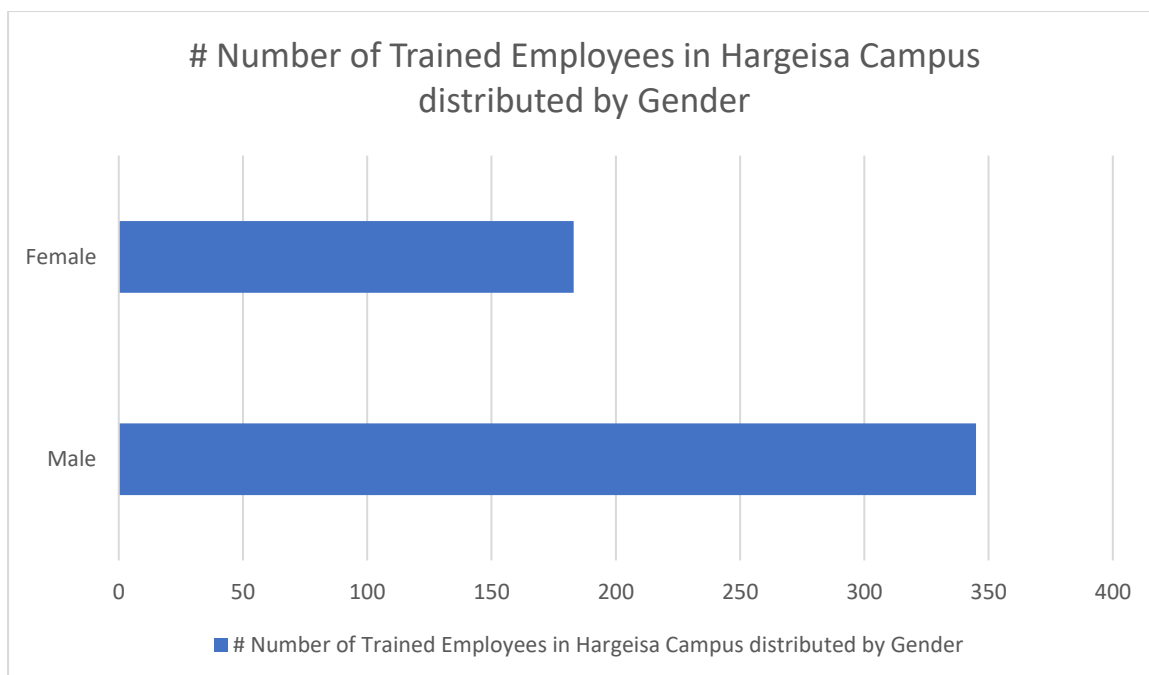


#### 2.2.1.1 Training Covered in Hargeisa Campus

The Institute provided three different kinds of training programs in Hargeisa. The first section consisted of training that was both voluntary and supported by the government. Since the Institute realized it cannot meet its training target this year due to financial restrictions, a few top CSI employees have volunteered for trainings. The second section consisted of English programs designed up to the certificate level successfully implemented. The third part was demand-driven project supported by Somaliland Development Fund (SDF). The project was a successor of previous training project phase. The following table summarizes

**Table 4: Training Conducted successfully in CSI Hargeisa Campus**

# of Participants	Male	Female	Total
Short-term training conducted	310	165	475
English certification program	35	18	53
<b>Total</b>	<b>345</b>	<b>183</b>	<b>528</b>



Source: CSI Dept of Planning

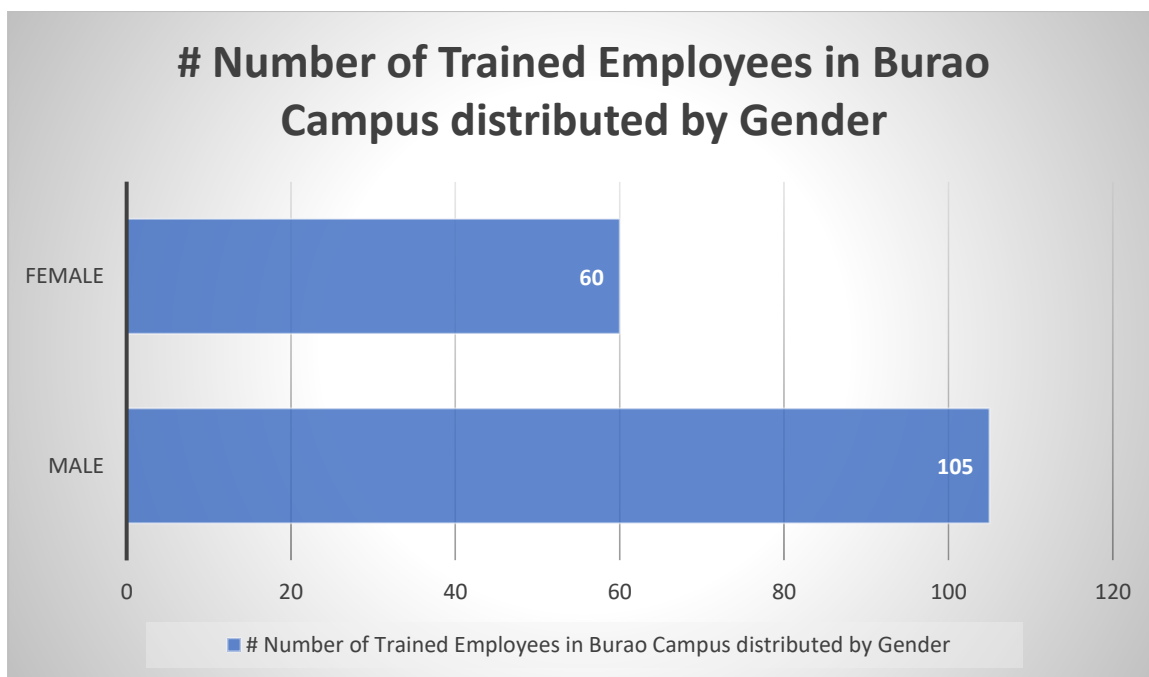
### 2.2.1.2 Training Covered in Burao Campus

Through a number of training projects, the CSI Burao Center has been instrumental in improving the skills and expertise of civil servants. The center hosted five training sessions in 2023 that were only open to civil servants, with 165 people attending in total. The courses addressed a wide range of subjects with the goal of providing civil servants with the skills required for efficient public administration. The gender distribution of the training population was noteworthy, with 36.4% of female participants and 63.5% of male participants. This indicates the center's dedication to promoting inclusivity and offering opportunities for professional growth to individuals of all genders.

CSI Burao Center expanded its outreach to the general public in addition to concentrating on civil servants. A total of 227 people attended gathering containing training, counselling and orientation sessions that the center conducted. The sessions demonstrate the center's commitment to meeting the educational requirements of the community as a whole, with a noteworthy representation of 66% female and 34% male participants. The CSI Burao Center is a useful tool for those who want to improve their skills. It offers skill-building seminars and other training programs that help people become more competent and capable workers in the public sector and in society at large.

Table 5: Summary of the Trainings in CSI Burao

No	Name of the Training	Training Participants		
		Male	Female	Total
1	Short Term Certification Training	105	60	165
	<b>Total</b>	<b>105</b>	<b>60</b>	<b>165</b>



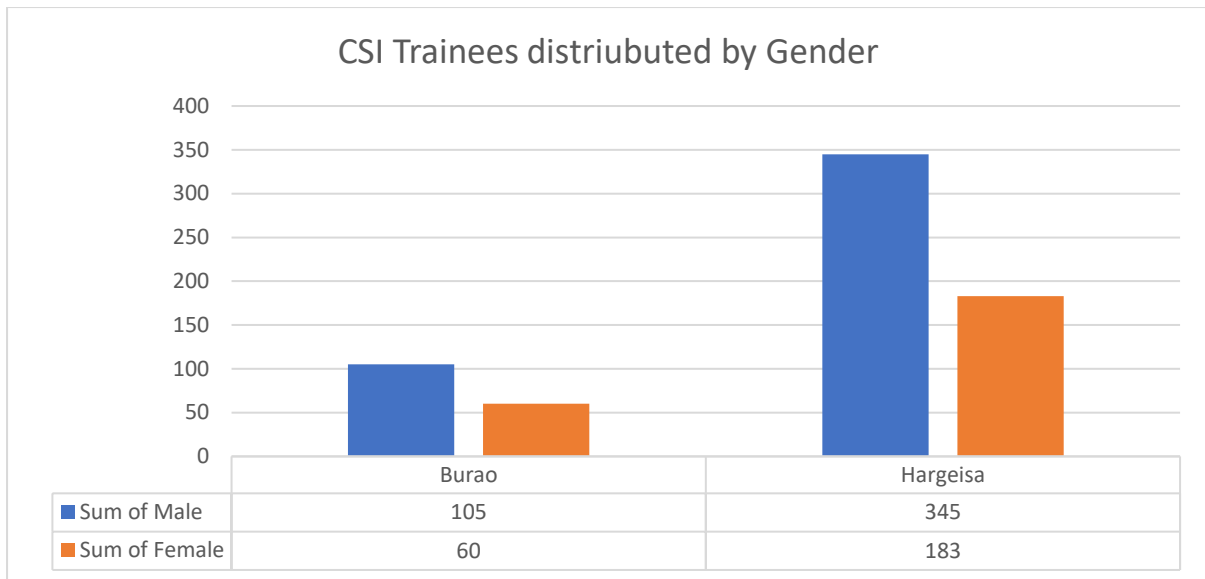
Source: CSI Dept of Planning

#### 2.2.2 Overall Institute’s Training Outreach

In 2023, the Civil Service Institute (CSI) demonstrated a robust commitment to gender-inclusive training, with a total of 693 participants. Notably, 450 male and 243 female trainees benefited from diverse programs aimed at enhancing skills and expertise. The geographical distribution revealed a higher participation rate in Hargeisa, where 528 individuals engaged in training, compared to Burao's 165 participants. This gender-inclusive approach, coupled with regional outreach, underscores CSI's dedication to fostering a diverse and skilled workforce, contributing to equitable professional development in Somaliland.

**Table 6: Summary table for CSI training**

Location	Male	Female	Total
<b>Hargeisa</b>	345	183	528
<b>Burao</b>	105	60	165
<b>Grand total</b>	450	243	693



Source: CSI Planning Dept

### 2.3 CSI Technology and Automation Services Achievements

The annual progress report of the CSI ICT Department reflects a transformative year marked by significant achievements, strategic developments, and ongoing efforts to enhance technological capabilities. The report is structured to provide a comprehensive overview of key accomplishments, challenges faced, and recommendations for future endeavors.

#### 2.3.1 Achieved Results

##### **Payment Gateway Integration**

The successful integration of a payment gateway emerges as a standout achievement. This accomplishment not only facilitates seamless financial transactions but also positions the organization as technologically progressive and user-friendly.

##### **Automatic Backup Service for eCampus**

The development and implementation of an automatic backup service for eCampus represent a pivotal step toward ensuring data security and system reliability. This achievement mitigates the risks associated with data loss and system downtime.

##### **Improving Systems**

The dedicated efforts to improve existing systems have yielded commendable results. Operational bottlenecks have been reduced, and overall system efficiency has been enhanced, contributing to a more streamlined and productive work environment.

### Improving Wireless Network

The strategic focus on enhancing the wireless network infrastructure has resulted in improved connectivity. Users now experience a more reliable and faster network, promoting increased efficiency in day-to-day operations.

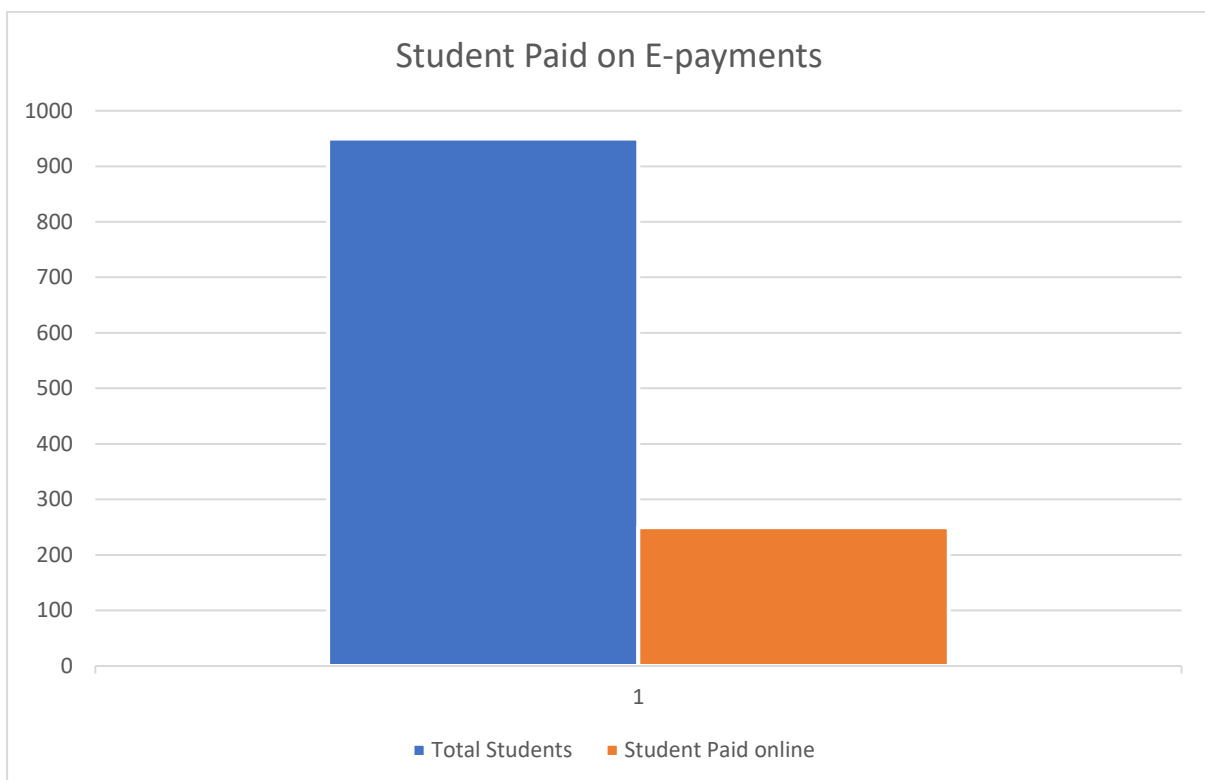
### Supporting CSI Systems

The department's commitment to providing robust support for CSI systems has contributed to a stable and responsive technology ecosystem. This support ensures that stakeholders can leverage technological tools effectively.

### 2.3.2 Other Achieved Results

The successful establishment of eCampus for the CSI Buraao center expands the organization's digital footprint. This achievement fosters collaboration and knowledge-sharing, promoting a unified and interconnected organizational culture.

### Online Payment System



Source: CSI Dept of Planning

The data on the chart above indicates that in CSI, there are more than 900 students, but only about 250 students have opted to pay their fees online. This discrepancy between the total

number of students and the number of online payments suggests that a significant portion of students has not yet adopted online payment methods for their fees.

The primary observation is that there is a low adoption rate of online payment methods among the students. This could be attributed to several factors, such as a lack of awareness, concerns about online security, or a preference for traditional payment methods.

From the management perspective, we need for proactive measures to address the low adoption of online fee payments among CSI students. Effective communication, education, infrastructure improvements, and incentives can play crucial roles in encouraging students to embrace online payment methods, contributing to a more efficient and streamlined financial process for the institution.

#### 2.4 Enhanced Human Resource Management

The Civil Service Institute has achieved significant milestones in the year in regarding HR development as outlined in the summary as follows:

**Improved Staff Development:** The HR Department organized a training on Somali Literature where by all the staff including management attended. In addition, HR department successfully implemented measures to enhance staff control. This included the preparation of monthly attendance reports, effective management of employee leaves and absences, and regular updates to the HR Management Information System (HRMIS). The department demonstrated a commitment to maintaining accurate and up-to-date employee records, contributing to improved organizational efficiency.



CSI Staff attended capacity building training in Hargeisa

**Recruitment and Selection of Instructors:** The recruitment process for instructors was conducted precisely, with stringent criteria requiring applicants to hold a Master's degree or Ph.D. and possess at least 2 years of teaching experience. The recruitment committee carefully reviewed applications, conducted interviews, and selected 219 qualified instructors. The successful recruitment process ensures that the institute has competent and experienced instructors across various departments.

**Recruitment and Selection of Trainers:** The HR Department successfully recruited 28 trainers who provided valuable training throughout the year. Contract management was effectively handled, and staff attended courses on performance management and Somali literature with writing skills. This highlights the department's commitment to staff development and capacity building.

**Performance Management:** The HR Department played a pivotal role in implementing a robust performance management system aligned with Act No.07/97 Civil Servants Performance Management and Appraisal Policy and Procedure. The performance planning stage involved collaborative goal-setting between departmental directors and employees, directly linking performance objectives to the institute's strategic plan. The performance evaluation and appraisal stage at the end of the year ensured a comprehensive assessment of individual and departmental performance, setting the stage for reward systems and improvement programs.

**Develop and Review Employee Job Descriptions:** The HR Department demonstrated its commitment to clarity and transparency in job roles by developing and reviewing employee job descriptions. This revision process ensured that all positions had clearly defined terms of reference, outlining the knowledge, skills, competencies, and attributes required for each role. This initiative contributes to a better understanding of job responsibilities among staff members.

In conclusion, the HR Department's achievements in 2023 reflect a commitment to aligning HR processes with the institute's strategic goals, fostering staff development, and addressing operational challenges to enhance overall organizational performance.

## 2.5 Institute's Financial and Administrative System Enhanced.

The Administrative and Finance Department (AFD) of the Civil Service Institute (CSI) has demonstrated significant achievements in the year 2023. The department plays a crucial role in ensuring the effective and efficient management of the institute's financial resources, assets, inventories, and administrative activities. Here is a summary of the key achievements:

### 2.5.1 Finance Section Key Achievements:

**Data Entry and Financial System Management:** Successfully completed the data entry of students' income from January to December 2023, including tuition fees, service charges, and other related fees. Achieved 50% completion of voucher data entry into the E-compass finance system and 100% completion for the IFMIS.

**Operationalized Online Portal Payment:** Implemented online portal payment for service fees, linking the portal to E-Dahab. Achieved 100% implementation in the last quarter.

**Budget Preparation and Monitoring:** Completed the preparation of the yearly budget and re-adjusted quarterly budgets. Successfully coded every head and sub-head of the budget, ensuring thorough monitoring of budget usage.

**Consultancy Service Fee Management:** 100% completion of consultancy service fee management, including the collection of fees from students and organizations, registration, training, and depositing funds into designated banks.

**Warrant and Voucher Preparation:** Prepared quarter warrants and monthly/quarterly vouchers, ensuring proper processing and approval.

**Financial and Activities Reports:** Over 97% completion of financial and activities reports for the year, pending finalization of the IFMIS report in the first week of January 2024.

**Additional Activities:** Proposed financing education by master students to the Somaliland central bank and proposed the construction of the back wall, both of which were completed.

### 2.5.2 Administration Section Key Achievements

**Data Entry and Asset Management:** Completed 50% of E-compass purchase order data entry and 100% of new asset registration, labeling, and updating of previous assets in the IFMIS system.

**Disposal Asset Management:** Successfully managed the disposal of defective assets, including projectors, computers, and chairs.

**Graduation Ceremony:** Precisely organized and executed the graduation ceremony, ensuring all necessary preparations were made for venue reservation, refreshments, decorations, and seating arrangements.

**Archive Management:** Partial completion (60%) of archive management, including stamping and filing incoming correspondence and distributing outgoing mail.

**Additional Activities:** Completed graduation awards, processed visas, booked hotels, and made ticket arrangements for master instructors, which were not initially planned.

## 2.6 Institute's policy assessment, policies development and enforcement improved.

The Planning and Development Department at the Civil Service Institute (CSI) has achieved significant milestones in 2023, contributing to the institute's strategic direction, operational efficiency, and overall development. The key achievements of the department can be summarized as follows:

**Reviewed the Institute's Strategic Plan:** The department took the lead in reviewing the institute's strategic plan, forming a committee tasked with aligning it with the National Development Plan III (NDP III) and Sustainable Development Goals (SDGs). Notably, the strategic plan was updated to reflect a new focus on postgraduate programs, presenting a proposed draft with enhanced objectives.

**Led the Preparation and Finalization of the Annual Work Plan:** Following the strategic plan review, the department spearheaded the preparation of departmental annual work plans and the finalization of the institute's annual work plan. Through an open discussion workshop, all plans were meticulously tailored to align with the CSI strategic plan and NDP III, successfully gaining validation from top management.

**Developed, Validated, and Disseminated Quarterly Work Plans and Reporting Templates:** To enhance the institute's monitoring system, the department introduced quarterly work plans and reporting templates. These tools were circulated and adapted across departments, ensuring the successful implementation of planned activities. The quarterly reports served as early warning signals, facilitating prompt adjustments to achieve goals.

**Improved and Developed Policies, Procedures, and Guidelines:** Conducting a comprehensive assessment of institutional policies and procedures, the department identified gaps and strengths. A prioritized report was produced, leading to the review of the finance

policy and the development of the training and consultancy policy. Additionally, the department played a pivotal role in updating the thesis guideline and developing teaching guidelines.

**Developed Lecturer and Trainer Evaluation Guidelines:** Recognizing the importance of effective teacher and trainer evaluations, the department led the development of comprehensive guidelines for both. Collaborating with academic and training departments, these guidelines aimed to enhance the quality of education and training provided by the institute.

**Conducted Lecturer and Trainer Evaluations:** a. *Lecturer Evaluations:* The department conducted thorough evaluations of 219 lecturers, assessing performance and impact on student learning. A new self-evaluation tool was introduced for lecturers to provide a comprehensive understanding of their performance.

*Trainer Evaluations:* Simultaneously, the department conducted fourteen training evaluations, ensuring compliance with expected outputs and assessing the effectiveness and impact of training programs. The evaluations aimed to improve the quality of training and ensure alignment with organizational needs.

**Supervised Lecturer and Trainer Recruitment Process:** The department actively supervised thirty-three lecturer recruitment processes, overseeing the selection and hiring of qualified teachers. This supervision aimed to ensure a fair, transparent, and needs-aligned recruitment process to attract highly qualified educators.

**Continuously Generated Human-Interest Stories:** The department engaged in generating human-interest stories showcasing the achievements and impact of CSI alumni. These narratives highlighted how alumni improved based on national achievements and performed in their respective roles, emphasizing the institute's influence on their knowledge and skills.

**Redesigned and Updated the Institute's Website:** A comprehensive redesign of the institute's website was undertaken by the department. This included adding a new department (Training and Consultancy) and improving existing departments (Academic department). All institute policies and procedures were updated and made accessible on the publications portal, contributing to transparency.

In conclusion, the Planning and Development Department's achievements in 2023 underscore its pivotal role in shaping the strategic direction of the institute, ensuring effective planning, policy development, and continuous improvement across various operational aspects. The

successful execution of these activities positions the department as a key driver of CSI's overall success and development.

## 2.7 General Service Department's Achievements

In 2023, the General Service Department at the Civil Service Institute demonstrated commendable dedication to the maintenance and enhancement of various institute assets. Notably, a proactive proposal was put forth by the department for the procurement of a new vehicle to support staff operations. The management, in response, executed the purchase through pre-financing facilitated by the Somaliland National Bank. This strategic investment aligns with the department's commitment to ensuring the efficient mobility of staff members, contributing to the overall effectiveness of the institute's daily operations.

Furthermore, the General Service Department undertook comprehensive initiatives to enhance the physical infrastructure of the institute. All-encompassing furniture procurement for both undergraduate and postgraduate facilities was executed, fostering a conducive learning environment. The department's focus on routine maintenance, spanning CSI vehicles and essential utilities like electrical, water, and machinery, played a pivotal role in sustaining operational efficiency. Additionally, the successful completion of publishing hundreds of students' textbooks, exams, and handouts highlights the department's commitment to supporting the educational endeavors of the institute. Through these achievements, the General Service Department has proven instrumental in fortifying the foundation for a thriving and well-equipped learning institution.

## 3. Improved Institute's Communications, Partnership and International Relations

In 2023, the Civil Service Institute (CSI) demonstrated a remarkable commitment to strengthening strategic partnerships, both internationally and locally. These partnerships encompassed collaborations with esteemed institutions, contributing to the institute's mission of enhancing the competency of the civil service. The key achievements in CSI's partnership endeavors are highlighted below:

### 3.1 International Partnerships:

**Strategic Partnership with ECSU:** Despite funding challenges faced by the Ethiopian Civil Service University (ECSU), CSI continued its longstanding partnership. ECSU offered eleven scholarship positions to CSI, requiring a merit-based selection process. The successful

candidates were then sent to Addis Ababa and ECSU campus, fostering educational collaboration.

**Strategic Partnership with AABS:** CSI officials participated in a high-level continental conference organized by the African Association of Business Schools (AABS) in Ghana. AABS extended an invitation for CSI to become a member, offering discounted membership fees. This opportunity facilitated networking with representatives from prestigious African business schools and exploring potential collaborations.



**Strategic Partnership with RADA College Ethiopia:** CSI formalized a partnership with RADA College through a Memorandum of Understanding (MOU). The collaboration aimed to enhance the competency of the civil service in both countries, outlining objectives, roles, responsibilities, and implementation mechanisms.



**Strategic Partnership with the University of Bristol and Transparency Solutions:** The Institute initiated cooperation with the University of Bristol, resulting in training on Data Science offered to ten CSI staff. This collaboration signifies a commitment to enhancing skills and knowledge through international educational partnerships.



Official Guests from University of Bristol with CSI Management in Bilateral Cooperation

**Strategic Partnership with JJU:** CSI has been continuing to provide master's programs in collaboration with Jigjiga University (JJU) in Disaster Risk Management and Sustainable Development and Accounting and Finance. The institute witnessed the graduation of the first batch of students in DRM, while the Accounting and Finance program progressed with thesis approvals. However, the two organization's will shift their cooperation in other areas since CSI established its SGS.

### 3.2 Local Partnerships

**Strategic Partnership with SDF:** CSI engaged in a strategic partnership with the Somaliland Development Fund (SDF), aligning with government priorities outlined in the National Development Plan. SDF2, covering the period 2018-2024, focuses on inclusive economic development, infrastructure, and government capability enhancement.



SDF Delegates with CSI top management discussing SDF2 Cooperation

**Strategic Partnership with Takaful Insurance:** CSI established a memorandum of understanding with Takaful Insurance of Africa, fostering collaboration in research and development, training programs, awareness raising, and internships.



Official from Takaful Insurance Company Signing MOU with CSI Top Officials

**Strategic Partnership with Somaliland Quality Control Commission:** Collaborating with the Somaliland Quality Control Commission, CSI initiated a research project on the prevalence of cancer cases in Somaliland. The planning department led this technical collaboration on behalf of the institute.



CSI Top Management with Somaliland Quality Control Officials @CSI Meeting Room

In summary, CSI's partnership achievements in 2023 underscore its proactive approach to building meaningful connections with both international and local institutions. These collaborations contribute to the institute's goal of improving the civil service's competency and fostering development in Somaliland.

#### 4. Improved CSI's Research Activities, Conferences and Publications in 2023

CSI's dedication to enhancing its research endeavors is evident through its proactive involvement in both national and regional research conferences. The institute's commitment to intellectual discourse and scholarly pursuits is reflected in its enthusiastic participation and meaningful contributions to these academic gatherings.

##### 4.1 IGAD's Center of Excellence for Preventing and Countering Violent Extremism

The Institute's Director of Planning and Development played a prominent role by attending IGAD's Center of Excellence for Preventing and Countering Violent Extremism. During this engagement, a research paper titled "Citizen Centered Approach to Preventing Violent Extremism" was presented. The focus on a citizen-centric strategy emphasized CSI's commitment to innovative solutions in addressing the complexities of violent extremism at both regional and international levels.



CSI Top Official Presenting Research Paper at IGAD ICECPVE Research Conclave

#### 4.2 Regional Conference on Security and Climate Change in Hargeisa

CSI's Director of Planning and Development took part in a regional conference focused on Security and Climate Change, organized by the Academy for Peace and Development (APD). The presented paper, "Drivers of Radicalization and Recruitment Strategies in the Region," showcased CSI's dedication to comprehensively understanding and addressing the interconnected challenges of security and climate change. This participation highlighted CSI's active engagement in regional dialogues pertaining to critical issues affecting stability.



CSI Director of Planning Serving as Panelist at APD Regional Conference

#### 4.3 Somaliland National Economic Forum Conference in Hargeisa

The Institute's Executive Director and Deputy Planning and Development Department made significant contributions at the National Economic Forum conference in Hargeisa. Their presented paper, "Somaliland's Economic Diversification: Challenges & Opportunities," underscored CSI's active involvement in economic discourse. By addressing the challenges and

opportunities in Somaliland's economic diversification, CSI demonstrated a commitment to shaping policies and strategies for sustainable economic development within the national context. This engagement reinforced CSI's role as a key contributor to the economic dialogue and development initiatives in the region.

## 5. Conclusion, Challenges and Recommendations

### 5.1 Overall Conclusion

The annual report of the Civil Service Institute (CSI) for the year 2023 reflects a year marked by notable achievements, strategic advancements, and concurrent challenges. Across various departments, CSI demonstrated a commitment to academic excellence, community outreach, and the enhancement of institutional systems. The establishment of the School for Graduate Studies (SGS) and the expansion of undergraduate programs underscored CSI's dedication to providing diverse educational opportunities.

### 5.2 Challenges

Several challenges were encountered throughout the year, spanning human resources, financial constraints, and technical issues. Staff changes, delays in training for new appointments, and budget reductions posed operational challenges. Technical issues, such as problems with the E-compass system and errors in the portal payment system, presented obstacles. The rejection of education financing proposals and the need for budget reallocation added to the financial complexities faced by CSI.

In summary, the challenges faced by CSI in 2023 were met with resilience, innovative solutions, and strategic planning. Despite financial constraints and technical hurdles, the institute made significant strides in its academic offerings, community engagement, and institutional systems. The commitment to addressing challenges head-on, coupled with the dedication to providing quality education, positions CSI for continued success in its mission to contribute to the development of skilled professionals in Somaliland. As the institute navigates future endeavors, the lessons learned and proactive recommendations will play a crucial role in sustaining and enhancing its impact on education and capacity building.

### 5.3 Recommendations

To enhance the operational efficiency of the Civil Service Institute (CSI), a comprehensive set of recommendations is proposed. It is imperative to prioritize budget management by ensuring strict adherence to budget plans, precisely allocating funds according to the outlined financial framework. Additionally, timely troubleshooting and training, as per the annual plan, must be a focal point to address technical challenges promptly. Specialized training programs for the Admin and Finance staff in report writing and work plans are crucial, contributing to enhanced proficiency.

Infrastructure development is pivotal, necessitating the exploration of additional resources to overcome limitations in space and facilities. Addressing staff transportation issues is paramount

to ensure punctuality and operational efficiency. Allocating additional resources to key areas, including bachelor degree lecturers and operational costs, is essential for sustained academic excellence. The formulation of a fundraising strategy is imperative for the long-term sustainable budgeting of the institute.

Moreover, CSI should actively pursue international collaboration by facilitating knowledge transfer through sending employees abroad for collaboration with partner institutions. Seeking government support for space expansion is vital to meet the growing demand for educational services. Lastly, investing in network security, smart gateways, and prioritizing the ICT budget based on activity needs will fortify the technological infrastructure of the institute. These recommendations collectively aim to propel CSI towards a future of resilience, growth, and continued impact on education and capacity building.

## 6. Annexes: Success Story of Mohamed Haldoor

### 6.1 The Success Story of Mohamed Muse Jama (Haldoor): A Graduate of CSI



Mr. Haldoor receiving CSI Special Award from the Minister of Education along with CSC/CSI Top Management

Mohamed Muse Jama, affectionately known as Haldoor, emerged as a charismatic and joyous figure despite facing the challenges of disability. Recognizing his innate charisma, CSI extended a scholarship to Haldoor, marking the beginning of a transformative journey.

In a moment of pride, CSI celebrated Haldoor's graduation in 2023, acknowledging his resilience and unwavering commitment to achieving his lofty ambitions. The scholarship provided by CSI not only facilitated his education but also became a catalyst for a profound shift in Haldoor's outlook on the future.

Witnessing remarkable improvements in his capabilities, Haldoor decided to share his inspiring life journey. He authored a biography titled

"Hadhiwaa," drawing from the Somali word meaning resilient. This poignant narrative recounted his experiences, including his battle with illness during his early years. The culmination of Haldoor's academic journey was marked by a grand graduation ceremony, where CSI honored him for his tenacity. The event garnered attention from senior officials in Somaliland, along with representatives from CSI's top management, amplifying the significance of Haldoor's accomplishments.

Haldoor's story is a witness to the transformative power of education and the impact of a supportive environment. His shift in perspective, emphasizing that disability is a mindset rather than a reality, underscores CSI's commitment to reshaping the lives of young individuals with leadership potential.

In a symbolic move, Haldoor's biography launch became a rallying point for change and inspiration. His resilience, coupled with CSI's commitment, serves as a beacon of hope for others facing similar challenges. This success story, encapsulated in a few pages, echoes the transformative journey of a young man who, against all odds, emerged as a symbol of triumph and inspiration.



***Civil Service Institute***  
***“Centre of Excellence”***

**CAPACITY DEVELOPMENT TRAINING SERVICES FOR  
SDF PROJECT HOLDERS**

***COMPREHENSIVE REPORT***

# **December 2023**

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## 1. Introduction to Somaliland Development

The Somaliland Development Fund (SDF) was established in 2012 to provide a single vehicle through which development partners could support Somaliland’s development goals. The first phase of the SDF was implemented in 2013-2017 and supported the Government of Somaliland (GoSL) in filling a critical gap through funding projects that are fully aligned to the National Development Plan (NDP) while at the same time recognizing the role of GoSL in the delivery of basic services.

The Somaliland Development Fund – Phase 2 (SDF2) covers the period 2018-2024. SDF2 is conceived as an inclusive economic development program. It supports the GoSL in delivering infrastructure that is relevant for inclusive economic development. It focuses on sustainable investments that spur job creation and fast growth, while at the same time laying the foundation for long-term resilience and development, leading to a more stable and peaceful Somaliland. SDF2’s support is fully aligned with government priorities as defined in the National Development Plan 2 (NDP2) 2017-2021 and reflects the priorities set out in Somaliland Vision 2030.

The objectives of the SDF2 are threefold:

- Support increased inclusive economic growth through investment in productive, strategic infrastructure to enhance economic growth and revenue generation.
- Strengthen and maintain the capabilities of the government of Somaliland to priorities and manage the sustainable and equitable development of Somaliland’s infrastructure.
- Support strong government ownership of development priorities aligned with the National Development Plan.

### 1.1. Background to the Assignment

**Table 1. SDF 2 Funded Projects**

<b>Ministry, Department, Agency</b>	<b>Project name</b>
Hargeisa Water Agency (HWA)	Increasing Water Production from Lasdhure Aquifer and Connecting to Existing System at New Geed Deeble Pumping Station (NGDPS) Project
Ministry of Water Resource Development (MoWRD)	Borama Water Supply Expansion Project
Ministry of Agricultural Development (MoAD)	Sustainable Land Management Project
Ministry of Transport and Roads Development (MoTRD)	Burao-Berbera Road Rehabilitation project
Ministry of Livestock and Fisheries Development (MoLFD)	<ul style="list-style-type: none"><li>• Strengthening Animal Production and Health Services Project in Togdheer and Sanaag Regions</li><li>• Maydh Jetty Construction Project</li><li>• Strengthening Artisanal Fisheries in Sanaag Project</li></ul>

The SDF has allocated funds for the implementation of various projects implemented by the following Ministries, Departments and Agencies:

The projects are implemented by the Project Management Teams (PMTs), which sit in the implementing Ministry or Agency, also known as the Project Holder (PH). The PMT comprises a small team composed of civil servants and staff engaged from the market. Each SDF2-funded project is aligned to one or more technical departments that prepared the initial project concept note, supported by the PH planning department. All SDF2 projects include an output dedicated to capacity development, contributing to the SDF2 overall objective at the fund level (outcome indicator 1.4).

The SDF2 Capacity Development Framework (Dec 2020) describes Capacity Development as one of the critical objectives of the SDF to be integrated into all activities and projects. The Capacity Development Framework (CDF) is the guiding framework for all capacity development activities funded through the SDF. More specifically, it provides a clear roadmap to increase Ministries, Departments and Agencies' (MDA) capacity in public resource management. The framework follows the well-recognized UNDP definition of capacity development as *“the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their development objectives over time”* and specifies strengthening:

- the capabilities of the Government of Somaliland (GoSL) to prioritize and manage the sustainable and equitable development of Somaliland's investments
- the capacity of MDAs to better plan, budget, and monitor strategic and sustainable infrastructure investments

The CSF identified three complementary levels of capacity development: individual, organizational, and enabling environment levels.

The Civil Service Institute (CSI) has been contracted through a framework contract to provide capacity development services to the 5 PMTs and MDAs on various Project Cycle Management (PCM) topics such as Result Based Management, Work Planning, Budgeting, M&E, Data Analysis, Reporting, and Procurement & Contract Management.

## 1.2. Scope of Work

The first Terms of Reference (ToR) was the first call-down assignment under the framework contract was on September 2022 with the purpose of designing a 10-day Project Cycle Management Foundation course and deliver five times. The introductory course familiarizes all participants with core project management concepts and skills and the course consists of various modules on Results-Based Management, Work Planning and Budgeting.

The second Terms of Reference (ToR) was the second call-down assignment under the framework contract on July 2023 with the purpose of providing the following:

- 4-day refresher training for the alumni of the foundation course on PCM
- 8-day Monitoring, Evaluation and Reporting training for selected staff from the MDAs who completed the PCM.
- 4-day Procurement & Contract Management training for MOAD, MOLFD, MOTRD, HWA, and MOPND.
- 5-day Monitoring, Evaluation and Reporting training for selected staff from the those who took the refresher training.

The four-day refresher training aims to draw out practical cases participants encountered in applying their action plans, refresh their use of RBM tools and methods and offer participants peer learning opportunities through best practices. The advanced training modules (M&E and Procurement & Contract Management) will build on the ten-day foundation course on project cycle management conducted earlier in 2022/2023 and on the practical application in participants' work settings.

To deliver those training courses, CSI was responsible for the preparation and delivery of the course's contents, organizing and conducting the scheduled activities of the agreed training course as well as provide the following:

- Provision and contracting of experienced and qualified trainers
- Training room facility
- Refreshment during the training sessions
- Stationery and multimedia needs for the training

All these training programmes is expected to be experiential, in line with good practice in adult learning techniques. Trainees will be challenged by practical tasks to apply the content, draw out their existing experience, and learn from each other, including developing an action plan with tasks to complete individually/in a team after the training.

## 2. Training Modules, Duration and Schedule

The following table shows the four training courses duration and schedule delivered. The project cycle management course was at first delivered as pilot course and then delivered 5 times to 5 cohorts from the above four MDAs. It took six days at different points of times between 31<sup>st</sup> October 2022 up-to 27 December 2023. Then, 4-day refresher training was delivered to the alumni of the foundation course on PCM to draw out practical cases participants encountered in applying their action plans, refresher their use of RBM tools and methods and offer participants peer learning opportunities through best practices.

The advanced training modules (M&E and Procurement & Contract Management) build on the ten-day foundation course on project cycle management conducted earlier in 2022/2023 and on the practical application in participants' work settings.

*Table 2. Training Course*

**Table 2. SDF Project Holders Training Courses, Duration and Timeline**

	<b>Training Course</b>	<b>Duration</b>	<b>Timeline delivered</b>
<b>1.</b>	<b>Project Cycle Management (PCM)</b> <ul style="list-style-type: none"> <li>• <i>Result Based Management</i></li> <li>• <i>Work Planning</i></li> <li>• <i>Budgeting</i></li> </ul>	10 days	31 <sup>st</sup> October 2022-14 <sup>th</sup> March 2023
<b>2.</b>	<b>Refresher training for the participants completed the PCM</b>	4 days	5 <sup>th</sup> -13 <sup>th</sup> September 2023

<b>3.</b>	<b>Monitoring &amp; Evaluation</b>	8 days	21 <sup>st</sup> -29 <sup>th</sup> October 2023
	<ul style="list-style-type: none"> <li>• <i>M&amp;E</i></li> <li>• <i>Data Collection</i></li> <li>• <i>Data Analysis &amp;</i></li> <li>• <i>Reporting</i></li> </ul>		
<b>4.</b>	<b>Procurement &amp; Contract Management</b>	4 days	30 <sup>th</sup> October- 2 <sup>nd</sup> November 2023
<b>5.</b>	<b>Monitoring &amp; Evaluation</b>	5 days	23 <sup>rd</sup> -27 <sup>th</sup> December 2023
	<ul style="list-style-type: none"> <li>• <i>M&amp;E</i></li> <li>• <i>Data Collection</i></li> <li>• <i>Data Analysis &amp;</i></li> <li>• <i>Reporting</i></li> </ul>		

### 3. Training Methods and Materials

#### 3.1. Training methodology

The training course was delivered through the adult learning method. The training was a trainee-centric approach, practical and participatory. The trainers used short-term lectures, experimental tasks, in-class activities and exercises, and open discussions based on what trainees already knew and the skills and knowledge received during the training.

At the beginning of each training session, participants were introduced to the training program, the outline of the training program and expectations. Throughout the workshop participants were given assessment tasks and group exercises. The tasks included group presentation where every group presented after the facilitators completed each session.

The learning methods used during the training involved experiential adult learning styles. The four steps in the learning process utilized during the training were:

- A. **Concrete Experience (do it):** The participants were involved in concrete exercises that were provided in the training. The learner explored a new situation first-hand; and learnt by demonstration, explanation and lecture.
- B. **Reflection and Observation (Think about it):** The participants maintained concrete involvement, and also became a reflective observer. This involved taking a step back to observe and reflect on a situation and what it meant to him/her. Learning took place through question-and-answer periods, discussion, or individual reflection at work.
- C. **Abstract Conceptualization (Think about how to apply it):** Based on the reflection, the learner analyzed the situation and formed theories, generalizing about the particular, the hypothetical, and the general interaction with peers. The facilitators helped to facilitate the situations.
- D. **Active Experimentation (Try it out):** The facilitators formulated a plan or a strategy to apply the newly attained information on him/herself

The learning methods employed throughout the Workshop included:

- ✓ Presentations to explain information and ideas;
- ✓ Plenary discussions to obtain participants views and opinions;
- ✓ Group activities to enable participants to work with one another;
- ✓ Demonstrations, role plays and case studies.

The trainers encouraged the participants to freely ask and answer questions, listen to their opinions and also gave time at the end of every session for the participants to present their newly gained knowledge.

### 3.2. Training Materials

Prior to the training, the trainers prepared training materials which composed of

- PCM Training course manual
- PCM PPTs
- M&E, Data Analysis and Reporting course manual, templates, case studies
- M&E, Data Analysis and Reporting PPTs
- Procurement & Contract Management course manual, templates, case studies
- Procurement & Contract Management PPTS

All these materials were thoroughly reviewed and approved by the SDF-CDT, Ella Haruna. All these materials were printed and given participants during the training.

The power point slides, manual and templates, and other training materials were printed on a daily basis and given to the participants according to the topics being covered on that particular day. At the end of the training session, all the training materials were also shared to the participants in soft copy through the procurement and contracts management WhatsApp group.

## 4. Participant Profile

A total of 253 training participants completed all the four training programs were constituted 27% the PCM has the highest number of training participants since it was given to six cohorts at six different of time periods. The refresher training was similarly given to four groups with each group attending the training one full day. 72 training participants from the 114 trainees attended the PCM course attended where as, the M&E and the Procurement & Contract management was delivered.

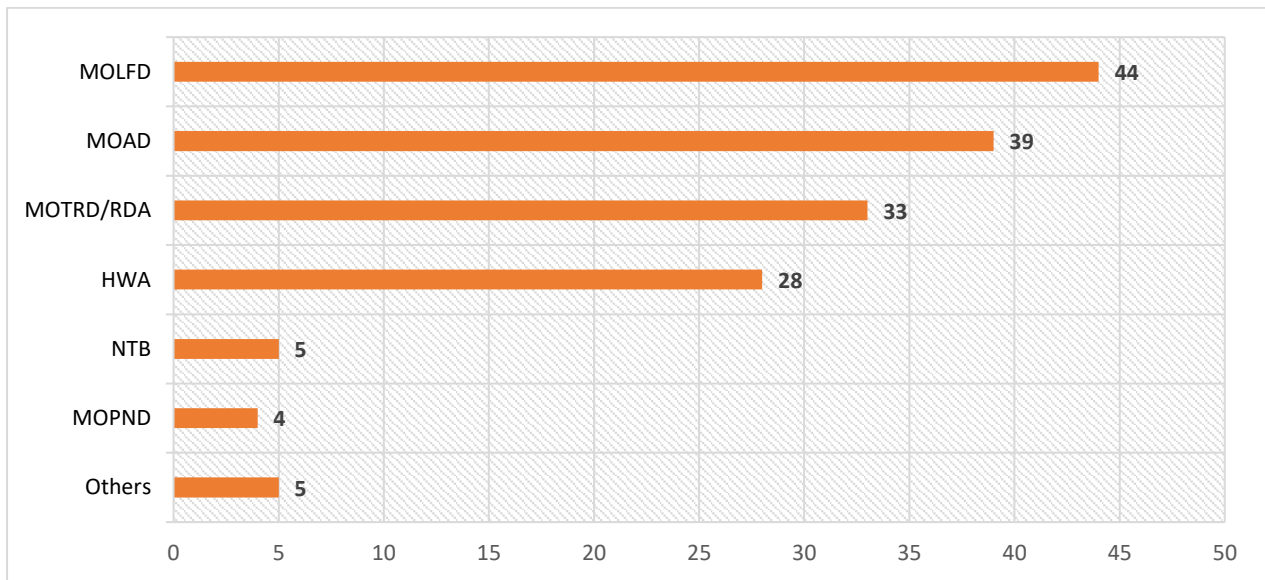
*Table 1. Total Training Participants of all Course vs. Gender*

**Table 3. Training Participants of all SDF 2 Courses vs Gender**

S.N	Training Courses	Duration	Total	Male	Female
1	Project Cycle Management	60 days	114	80	34
2	Refresher Training	4 days	72	55	17
3	Monitoring, Evaluation, Data Analysis and	8 days	23	20	3
4	Procurement & Contract Management	4 days	21	11	10
5	Monitoring, Evaluation, Data Analysis and reporting for	5 days	23	17	6
	<b>Total</b>	81	253	183	70

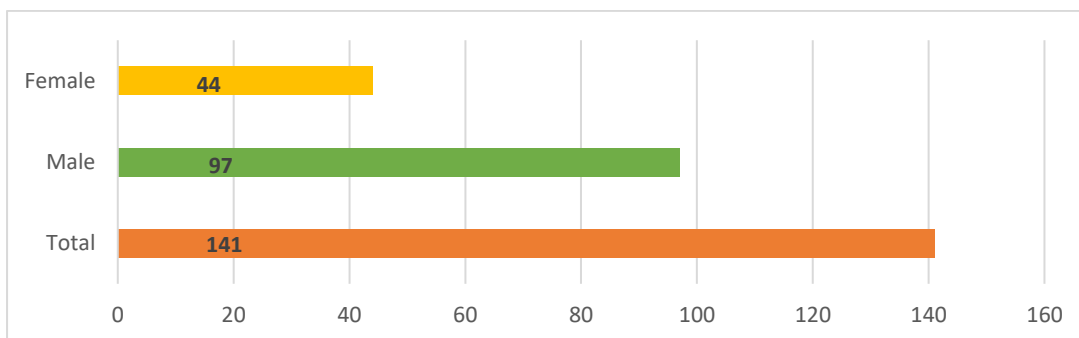
The following table describes the distribution of MDAs on the PCM and the two advanced courses of M&E and procurement. The refresher training is excluded from this table since the training participants attended the refresher training where 63% of those attended the PCM course and the purpose of the refresher training was participants to share their experience and challenges in applying the knowledge and skill gained during the PCM training. As a result, the MOLFD has the highest score of training participants (including 3 participants attended all training courses) followed by MOAD with 39 (including 10 participants attended one or more courses). HWA has 33 training participants completed all training courses (including 1 individual attended two courses). The National Tender Board (NTB) trainees containing 5 participants attended the procurement training course while the Ministry of Planning and National Development (MOPND). The others were; 3 participants from the Civil Aviation Authority, 1 from Ministry of Water Resources and 1 from National Election Commission.

**Figure 1. All training courses Training Participants vs MDAs excluding the refresher training**



As shown in table 10, a total of 253 participants were trained, when excluded 72 training participants completed the refresher training and 35 training participants attended more than 2 training programs (PCM, M&E and Procurement), a total of 141 participants will receive a certificate at the end of the training program.

**Figure 2. # of participants that will receive certificates**



## 5. Challenges and Lessons learned

All trainees were enthusiastic about the training and praised the overall delivery, the practical aspect of the training, and the outcome of the training. There were variations among the trainees regarding the prior knowledge of the course. There was a significant variation among the trainees as they attended the training together, particularly the PMTs, trainees from the regions, and Hargeisa. The PMTs had higher capacity compared to the others. A few participants had prior training similar to this training course. There was also a variation among the different modules before and after the intervention. The RBM course had the most effect and changed in progress compared to work planning and budgeting. Most of the trainees stated that they don't manage projects, which could affect the application of the skill and knowledge acquired.

The punctuality of most of the trainees could have been better. As a result, the completion rate among the MDAs was different, as shown in the participants' profile section. In addition, some trainees had other office commitments and field trips regardless of signing learning contracts.

Some of the MDAs' prospective trainees in the master list were constantly changing, and the number of participants from MOLFD was incomplete. The coordinator regularly followed up with the HR directors of the four MDAs about the status of trainees in each training. The CSI Director General and the Coordinator contacted and met in person with some of the DGs of the MDAs to boost the number of trainees attending the training to gain project management skills and knowledge.

Some of the trainees had prior skill and knowledge compared to the rest although most didn't take any training related to the course for the last two years. However, they are already managing projects. With support from their Junior Trainers, the Senior Trainers covered the training at an introductory level, and the level of understanding of the trainees was outstanding.

During the session, the trainers asked trainees to be creative about using the tools and skills, whether they are working or not, working with projects directly in their current role. Trainees are expected to apply the knowledge and skills acquired during the training as soon as they return to their workplaces. CSI prepared an action plan template for individual trainees to measure the project's success and whether set targets were achieved. The action plan was distributed to all trainees at the end of the training. The trainees had a week to reflect on their key learning points and think about how they want to apply this training in their return to the workplace. Unfortunately, most trainees didn't submit their action plans. The coordinator contacted them for reasons for not submitting it, yet they promised to submit it. That was unsuccessful.

Initially, it was planned that the MDA's procurement officers attend the training and the project managers select the participants at the MDAs. However, the list shared with CSI was different with the initial plan. There were a few participants from the procurement offices while the rest came from different offices. The reason shared with CSI was that there were few participants who work with procurement and some of them were busy and unable to attend the training.

As a result, not all the participants in the training were from the procurement department of the MDA's and therefore found it challenging in understanding the sessions.

A general lack of understanding of the procedures or non-compliance in public procurement with shortage of strong procurement experience portrayed incompetence among the participants from the MDAs.

Even though the trainees from the MDA's came on time and followed instructions to the latter, the four days training was insufficient to adequately cover the procurement processes and practices with practical exercises, case studies, group work and presentations.

Lunch was always served late during the training days except on the last day when this was served on time. The trainers therefore sometimes completed the session of the training after 3 pm in order to cover for the time lost during lunch.

Initially, there was a selection criterion for the procurement trainees which was procurement officers to attend the training, however, only three individuals were from procurement offices. This has an effect on the number of participants who submit their post-training action plans to follow-up the application of the knowledge and skill. No one submitted their action plans after several calls and follow-up.

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## 6. Recommendations

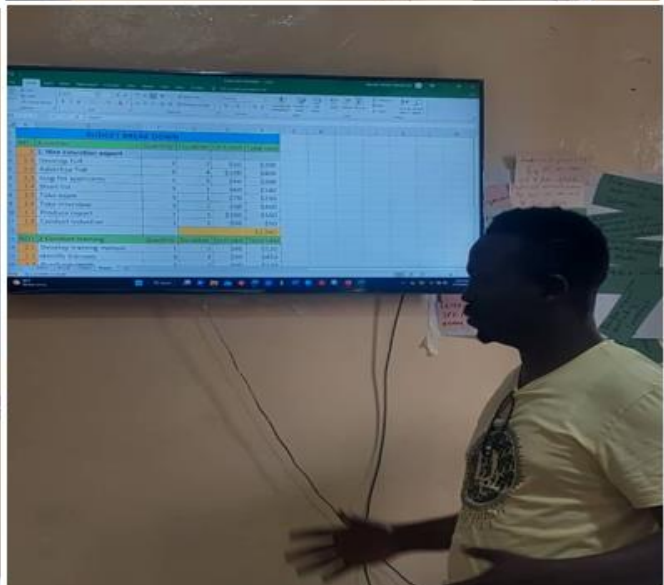
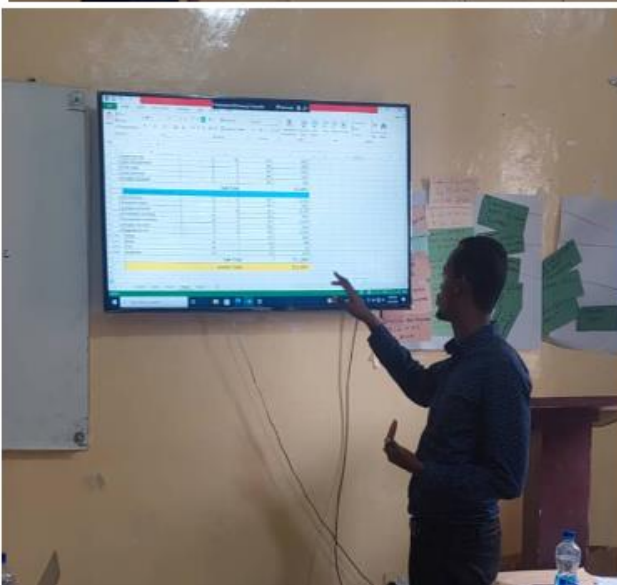
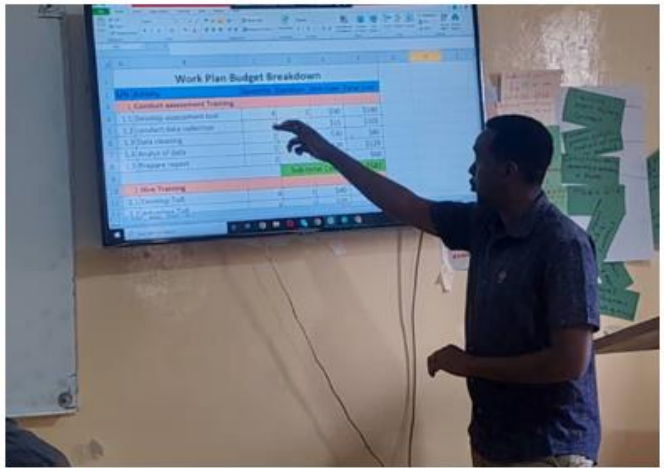
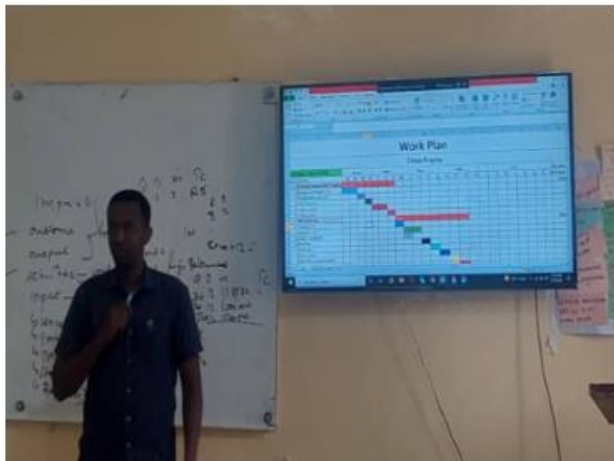
From the observations, and challenges mentioned above, the trainers propose:

- For future procurement trainings, the participants should be pooled from the procurement departments of the MDA's and their level of knowledge to be verified before the beginning of the training so as to set the level of the trainees.
- In order to have a robust procurement training covering the best procurement practices, processes and procedures; a minimum of two weeks should be set. Where this is not possible, four days can be allocated for only one area for instance – contract management.
- Larger rooms for the trainings to be allocated so that the participants can have enough space to discuss in groups without disturbing the other groups.
- On the job procurement training to be introduced in the MDA's so as to make a lasting impact. Each MDA can be practically assisted in their specific procurement activities by the trainers and `challenges streamlined.
- Lunch to prepared by the CSI cafeteria since they provided delicious and yet timely refreshments; we recommend that that they consider providing lunch since it is both economical and efficient.
- **Refined Participant Selection:** Focus on involving individuals with critical responsibilities in monitoring and evaluation to optimize the training's impact.
- **Practical Application:** Continue incorporating case studies and practical exercises that reflect the participants' actual work scenarios to strengthen the applicability of the training.
- **Structured Feedback:** Implement a feedback system post-training to refine the content and approach, ensuring relevance and effectiveness.
- **Ongoing Development:** Establish a mentorship program and provide refresher courses to maintain skill proficiency and encourage continuous learning.

## Annexes

### Annex 1: Photos











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