



**CIVIL SERVICE
INSTITUTE (CSI)**

ANNUAL PROGRESS REPORT 2024





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:





Excellence

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



Teamwork

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



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



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



Proactive, innovative, and creative

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



Professionalism, cleanliness, and discipline

We ensure a healthy work environment through measures and disciplines.



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

Terms	Abbreviations
Civil Service Commission	CSC
Civil Service Institute	CSI
Disaster Risk Management	DRM
Ethiopian Civil Service University	ECSU
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 celebrate the outstanding accomplishments of the Civil Service Institute (CSI) in 2024, I extend my heartfelt gratitude to our dedicated team for their unwavering commitment to excellence. This year has been transformative, marked by a clear strategic vision, collaborative teamwork, and steadfast pursuit of our organizational goals.

The establishment and continued growth of the School for Graduate Studies (SGS) remain a testament to CSI's dedication to delivering high-quality education. In 2024, SGS further solidified its role by developing a comprehensive annual work plan, conducting in-depth needs assessments, and refining master's degree program modules in key areas, exemplifying a strong commitment to academic rigor and

innovation.

The successful launch ceremonies in Hargeisa and Burao reaffirmed SGS's pursuit of academic excellence and its innovative approach to higher education. Similarly, the expansion and efficient management of undergraduate programs, particularly at CSI Burao, highlight our responsiveness to the evolving needs of civil servants and the broader community.

The graduation ceremony in Hargeisa, where 215 graduates celebrated their achievements across diverse fields, underscores CSI's impact in shaping competent and well-rounded professionals. Additionally, the intake of 922 students in Hargeisa across various departments reflects the institute's growing reputation and its commitment to offering a high-caliber curriculum.

In the realm of capacity building and consultancy, CSI has significantly enhanced the skills and knowledge of its beneficiaries, reinforcing our commitment to developing a diverse and capable workforce. Advances in automation services and human resource performance demonstrate our strategic emphasis on leveraging technology to improve organizational efficiency and staff development.

To the entire CSI team, I offer my sincere appreciation for your dedication and hard work in reaching these remarkable milestones. Your relentless efforts are the cornerstone of our success, and I am confident that we will continue to achieve even greater progress in the years ahead.

*Sincerely,
Omar Eid Qalonbi
Executive Director*

CSI 2024 ACHIEVEMENTS IN SNAPSHOT



1813

The Civil Service Institute (CSI) has positively impacted 1813 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.



334

CSI has achieved significant training milestones with a total of 334 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.



1247

CSI excelled in the academic year 2024/2025 by enrolling an impressive 1247 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.



297

CSI current enrolled students for postgraduate programs in CSI campuses including the fresh students in 2024/2025. The figure underscores sustainable postgraduate school in Hargeisa and Burao campuses with 195 and 102 students, respectively. As the schools turns to its second academic year, the leadership strives to innovative academic programs for educational excellence.



1185

CSI garnered significant public interest with 1185 applicants for its undergraduate programs in Hargeisa and Burao campuses. Through a rigorous entrance exam, the institute upheld stringent admission criteria, admitting 26%—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.



269

CSI reaffirmed its commitment to fair employment by offering contracts to 260 instructors and 9 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.



215

In 2024, CSI marked a notable achievement with a graduation ceremony, applauding 215 graduates from a various undergraduate degree such as Public Administration, Development Management, Political Science and international relations, human resource management and Accounting and Finance.

1. INTRODUCTION

The Civil Service Institute's (CSI) Annual Report for 2024 provides a detailed account of the institute's alignment with its strategic objectives, highlighting significant accomplishments and key milestones. The report underscores CSI's dedication to fulfilling its annual work plan, advancing the strategic goals outlined for 2022-2026, and contributing to the broader objectives of the National Development Plan III (NDP III). This commitment is reflected in the institute's focus on academic excellence, program expansion, and its contributions to capacity building and consultancy services.

CSI's implementation of a meticulously crafted annual work plan demonstrates its dedication to transparency and accountability. By aligning its operations with overarching organizational goals, the institute has fostered an environment of productivity and strategic focus.

The report also showcases CSI's achievements in 2024, emphasizing the growth of its undergraduate and postgraduate programs, advancements in training methodologies, and the expansion of international partnerships. Notable accomplishments include the development of the annual work plan, advancements in technology and administration, the creation of modules for master's programs, the preparation of the academic calendar, and the successful commencement of classes. Furthermore, the report highlights CSI's exceptional organizational capabilities in recruiting expert lecturers, enrolling students, and preparing infrastructure for academic activities.

CSI's commitment to enhancing skills and knowledge through its training programs is prominently featured. The institute's dedication to gender-inclusive training is evident through diverse initiatives conducted in Hargeisa and Burao, which have significantly contributed to the professional development of civil servants and the broader community.

In conclusion, the 2024 Annual Report highlights CSI's substantial progress in aligning with its strategic objectives, achieving academic excellence, and advancing capacity-building

efforts, thereby playing a pivotal role in supporting the national development agenda.

CSI Annual Report 2024: Alignment with Strategic Objectives

Annual Work Plan Execution:

The Civil Service Institute's (CSI) Annual Report for 2024 highlights the institute's strong alignment with its detailed annual work plan. Through the precise execution of essential tasks within set deadlines, CSI has demonstrated a clear strategic direction. Its focus on developing and adhering to the annual work plan underscores a commitment to transparency and accountability, fostering a productive and goal-oriented operational environment that aligns seamlessly with organizational priorities.

Strategic Plan 2022–2026 Alignment:

The report reflects CSI's alignment with the strategic objectives outlined in its 2022–2026 plan. Establishing the School for Graduate Studies (SGS) to address the evolving educational landscape aligns with the goal of delivering high-quality education. Similarly, the expansion of undergraduate programs at CSI Burao highlights the institute's commitment to addressing the professional development needs of civil servants and the community at large. Technological advancements, such as integrating a payment gateway and implementing an automatic backup system, further emphasize CSI's dedication to leveraging technology to enhance operational efficiency.

National Development Plan III (NDP III) Contributions:

In line with the objectives of the National Development Plan III, CSI has made substantial contributions to capacity building and consultancy services. Its focus on gender-inclusive training reflects national priorities for promoting inclusivity and equal opportunities. Moreover, the expansion of undergraduate programs in Hargeisa and Burao aligns with the broader national goal of improving education and advancing human resource development.

Sustainable Development Goals (SDGs):

The 2024 Annual Report demonstrates CSI's alignment with the Sustainable Development Goals (SDGs), showcasing the institute's commitment to supporting global sustainability through its initiatives and achievements.

Conclusion:

CSI's Annual Report for 2024 underscores the institute's alignment with its strategic plan (2022–2026), National Development Plan III, Sustainable Development Goals, and its annual work plan. These accomplishments highlight not only the institute's internal success but also its significant contributions to advancing national development priorities.

2. CSI KEY ACHIEVEMENTS, 2024

3. Academic Achievements

3.0.1. Postgraduate program

Develop Modules for three Master's Programs: The School of Postgraduate Studies, with support from the planning department and experts from the Ethiopian Civil Service University, successfully developed modules for the first two semesters of the three master's programs: Public Policy, Public Sector Management, and Public Financial Management.

This effort involved preparing modules for a total of 24 courses across the three programs. Curriculum development experts and consultants were hired to ensure the modules aligned with the curriculum. Each course module was meticulously prepared by subject matter experts.

Due to budget constraints, modules for some courses were not initially completed. To address this, the lecturers who would teach these courses were tasked with developing the modules based on the provided course syllabi. These drafts were subsequently reviewed and approved by the office. As a result, the first two semesters have been fully covered, with modules prepared for a total of 28 courses, including two developed with the assistance of lecturers.

Develop Academic Policy and Thesis Guidelines for Masters: The office has successfully prepared comprehensive thesis guidelines to support postgraduate students in their academic research. However, these guidelines, along with the thesis policy, are currently awaiting approval from the top management. Once approved, they will provide a standardized framework for thesis development and submission across the master's programs.

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.

New Intake Registration 2024/25: In Hargeisa Campus, the new intake process for the 2024/25 academic year is still ongoing, with both office-based and online registration options available. However, the enrollment numbers have been lower than expected. Several factors have contributed to this challenge:

- 1. Political Climate:** The ongoing presidential election has created uncertainty, with concerns about potential conflict affecting people's decisions to enroll.
- 2. Transition in Government Agencies:** Due to changes in the government ministries and agencies, student referrals and registrations from these bodies have been delayed.
- 3. Financial Constraints:** Many prospective students are facing difficulty in affording the semester fees, which has further impacted enrollment.

As a result, registration has not yet been closed, and efforts continue to attract more students for the new academic year.

In Burao Campus, the new intake students have already finished, and the new enrollment of postgraduate programs were as follows:

Table 1: New Intake of Postgraduate Classes in Burao, 2024-2025

New Intake of Postgraduate Classes in Burao, 2024-2025			
Department	Male	Female	Total
Disaster Risk Management and Sustainable Development	17	12	29
Public Financial Management	12	4	16
Public Policy	9	0	9
Total Fresh Intake Students in Burao	38	16	54

Source: CSI Burao Center, (2024)

Current Postgraduate students:

Table 2: Postgraduate Students Admitted in the Academic Year: 2024-2025

Campus	Program	Male	Female	Total
Hargeisa Campus	Public Policy	20	5	25
	Public Financial Management	20	6	26
	Public Management	24	12	36
	Disaster Risk Management and Sustainable Development	19	13	32
Burao Campus	Public Policy	28	6	34
	Public Financial Management	21	4	25
	Grand Total	132	46	178

Source: registration office, (2024)

3.0.2. Undergraduate Academic programs, 2024

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 processionalals in the public sector in Somaliland.

With the primary objective of “Improved Skills and Knowledge of Civil Servants” of the CSI Strategic Plan, the academic department has prepared its 2024 Annual Work Plan. At present, the Institute runs various long-term undergraduate programs in its campuses in Hargeisa and Burao.

3.0.3. Undergraduate Programs in CSI Hargeisa Campus

In Hargeisa campus, the institute provides six Bachelor of Arts (BA) degree programs, which

encompass Public Administration, Human Resource Management, Accounting, Law, and Economics. The academic committee has developed and approved course offerings for each program in every block. Throughout the academic year, a total of 228 courses were successfully prepared.

3.0.3.1. Admission and registration in Hargeisa Campus

i. Fresh intake admission, 2024

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 922 applications accepted, as the following table shows:

Table 3: Undergraduate Fresh Intake Admission (2024-2025).

Campus	Department	Program /Gender				Total
		Public		Private		
		Male	Female	Male	Female	
Hargeisa Campus	Accounting	77	47	113	65	302
	Public Administration	51	43	37	20	151
	Law	71	19	36	16	142
	Human Resource Management	55	73	45	48	221
	Economics	39	14	36	17	106
	Total Number of Applicants in Hargeisa Campus 2024-2025					922

Source: Admission and Registration Office, 2024

ii. Fresh Students Entrance Exam

In November 2024, 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 **922 candidates out of which only 32.4% (299) passed where the rest 67.6% (623) 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.

Table 4: Fresh Student Entrance Exam Passed, 2024 - 2025

Campus	Departments	Passed	Failed	Total
Hargeisa Campus	Accounting	84	218	302
	Public Administration	48	103	151
	Human Resource Management	61	160	221
	Law	50	92	142
	Economics	56	50	106
Total		239	623	922

Source: Registration Office

iii. Fresh Student Orientation 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 2024–2025 intake. Most of the 299 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

CSI Current Enrolment for Undergraduate Programs

In the academic year 2024/2025 at CSI, 1247 students are enrolled, comprising 826 males and 421 females. Hargeisa Campus hosts 925 students across Public Administration, Accounting, HR Management, Political Science, Development Management, Law, and Economics with 607 males and 313 females. Meanwhile, Burao Campus has 327 students in Public Administration, Admin & Finance, Law and Urban Management with 219 males and 108 females.

Table 5: Current CSI Undergraduate Program Enrolments

Campus	Level	Departments	Male	Female	Total	
Hargeisa Campus	Senior	Accounting	83	18	101	
		Public Administration	35	25	60	
		Law	63	16	79	
		Human Resource	43	32	75	
	Sophomore	Accounting	79	46	125	
		Public Administration	44	8	52	
		Law	51	9	60	
		Human Resource Management	24	46	70	
	Fresh	Accounting	48	35	83	
		Public Administration	36	12	48	
		Law	35	15	50	
		Human Resource Management	30	31	61	
		Economics	36	20	56	
		Sub-total		607	313	920
	Burao Campus	Sophomore	Accounting	40	15	55
Public Administration			24	8	32	
Fresh		Law	40	15	55	
		Urban Management	28	10	38	
		Accounting and finance	44	29	73	
		Public Administration	43	31	74	
	Sub-total		219	108	327	
	Total Current Students		826	421	1247	

Source: Registration Office

3.1. Training and Capacity-building Achievements

CSI has a strategic plan for 2022-2026 which outlines the objectives and activities the institute aims to achieve during those periods. The strategic plan has an implementation plan which outlines the activities, timeline, and resources to achieve those objectives. The T&C department prepared an annual work plan that aligns with the implementation plan. The work plan outlines the activities, timeline, and resources that the department aims to achieve in 2024. The following table shows the objectives and the main activities the department planned to cover during January-December 2024.

Table 6. Training & Consultancy Objectives and Main Activities

No	Objective	Main Activity
1	Improved Skills and Knowledge of Civil Servants	Prepared Annual training schedule 2024
		Design and Conduct Training for MDAs
2	Improved English Language Proficiency	Design and Deliver English Learning Programs.
3	Improved Consultancy Services	Conduct Consultancy Service

Table 7. Summary of CSI Training Activities of 2024

No	Objective	Main Activity	Indicators	Status
		Prepare Departmental Annual Workplan	Annual Work Plan available and functional	100% completed
1	Improved Skills and Knowledge of Civil Servants	Prepare annual training schedule by 2024	Training Schedule available and operational	100% completed
		Design and Conduct Training for MDAs	9 training courses delivered to 233 civil servants	100% completed

2	Improved English Language Proficiency	Design and Deliver English Learning Programs.	One level based English program was completed and a total of 42 civil servants were successfully completed.	100% completed
			A new English level based program was started on April 2024 and is still ongoing.	60% Completed
3	Improved Consultancy Services	Conduct Consultancy Service	Consultancy service were not conducted.	Not completed

3.1.1. Annual Training and Consultancy Work Plan, 2024

The Training and Consultancy Department has diligently prepared the annual work plan for 2024, aligning it with the implementation plan for the strategic plan of CSI. With a clear focus on enhancing the Knowledge, Skill, and Ability of civil servants. The 2024 annual work plan is to Improve the Skills and Knowledge of Civil Servants, improve English Language Proficiency, and conduct Consultancy Services. By strategically aligning training objectives with CSI's overarching goals, the Training and Consultancy Department aims to empower civil servants and contribute to the long-term success of the MDAs. The 2024 annual training work plan was presented to the top management in the early months of 2024, where the comments were incorporated and finalized the annual work and now it already functioned.

3.1.2. Annual Training Schedule, 2024

In the early months of 2024, the Training and Consultancy Department diligently prepared a comprehensive training calendar. This calendar outlines the schedule and dates of numerous courses that will be conducted throughout the year. After presenting the training calendar to the top management, their valuable feedback was incorporated to further refine and optimize the schedule. The finalized training calendar is now available and fully functional. This user-friendly resource empowers civil servants to plan and enroll in relevant courses.

Table 8. Annual Training Calendar

ANNUAL TRAINING CALENDAR-2024				
No	Short-term training courses	Date	Duration	Shift
1	Strategic Management	11-15 May 2024	1 week	Morning Shift
2	Security and Personal Protection	8-12 June 2024	1 week	Morning Shift
3	Advanced Excel	6-11 July 2024	1 week	Morning Shift
4	Monitoring and Evaluation	20-24 July 2024	1 week	Morning Shift
5	Public Financial Management	3-7 August 2024	1 week	Morning Shift

6	Occupational Health and Safety	17-21 August 2024	1 week	Morning Shift
7	Performance Management	7-11 September 2024	1 week	Morning Shift
8	Public Procurement and Asset Management	21-25 September 2024	1 week	Afternoon shift
9	Report Writing	5-9 October 2024	1 week	Morning Shift

Source: Training Department, 2024

3.1.3. Training Methodology

The training was delivered by two facilitators through group presentations, question-and-answer interaction, focus group discussion, and refresher exercises. At the beginning of the 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 presentations where every group presented after the facilitators completed each session.

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.

3.1.4. Annual Training Participant profile

The participants in the training courses were predominantly civil servants from various MDAs (Ministries, Departments, and Agencies). Specifically, there were representatives from **24** ministries and **17** agencies, reflecting a diverse range of government sectors. A total of **233** participants attended the courses, with **126** being male and **107** being female, indicating a balanced gender representation. These civil servants, drawn from different MDAs, brought a wealth of experience and expertise to the training sessions.

Table 9: Training Participant

Participants	Male	Female	Total
The Participants were from 24 Ministries and 17 Agencies.	126	107	233
	54%	46%	100%

Source: Training Department, 2024

In addition to that, the below table shows all the gender distribution based on the training courses they attended. The table shows almost a fair distribution according to each course, except the

security and personal protection one where almost 99% of the participants was males.

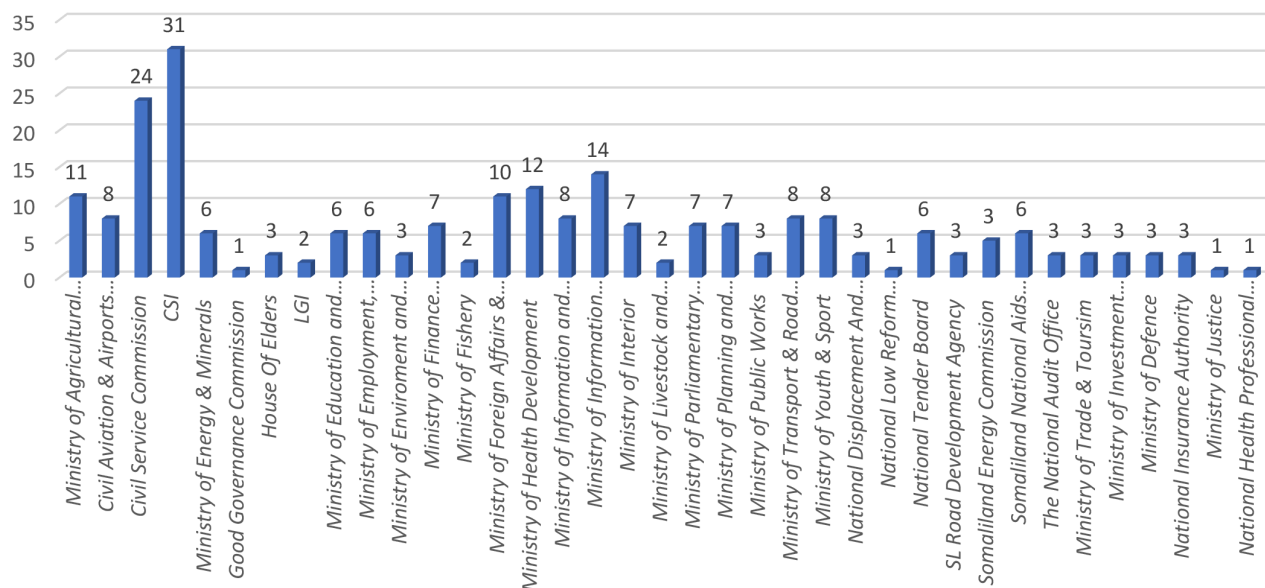
Table 10: Courses Vs Gender

NO	Training Course	Male	Female	Total
1	Strategic Management	22	8	30
2	Security and Personal Protection	12	1	13
3	Advanced Excel	13	10	23
4	Monitoring and Evaluation	19	14	33
5	Public Financial Management	7	18	25
6	Occupational Health and Safety	16	14	30
7	Performance Management	14	16	30
8	Public Procurement and Asset Management	11	14	25
9	Report on Writing Skills	12	12	24
Total		126	107	233

Source: Training Department, 2024

Figure 1: Target Vs MDAs

Target Vs MDAs



Source: Training Department, 2024

3.1.5. Training Covered in Burao Campus

The training programs were organized to build the capacity of civil servants and align with the strategic goals of the CSI Burao Center. These initiatives focused on equipping participants with essential skills in areas such as record management, human resource management, leadership, student counseling, and health care services. By targeting key groups such as school principals, health facility staff, and regional office employees, the trainings aimed to enhance their efficiency and effectiveness in serving their communities.

The center hosted six training sessions in 2024, with 96 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(35.6%) of female participants and 65(64.4%) of male participants. This indicates the center's dedication to promoting inclusivity and offering opportunities for professional growth to individuals of all genders.

Table 11: Summary of the Trainings in CSI Burao

Training Course	Male	Female	Total
Filling and record management training "oodwayne"	31	4	35
Filling and record management training for regional office staff	5	2	7
HRM training	9	9	18
Leadership and students counselling training	14	0	14
Health care customer service and patients' satisfaction training	5	17	22

Filling and record management training "sci staff"	1	4	5
TOTAL	65	36	101

Source: Burao Centre, 2024

These programs reflect CSI's commitment to strengthening public service delivery by addressing specific professional needs and fostering competency development. Through these efforts, CSI continues to advance its mission of empowering civil servants with the knowledge and skills necessary to achieve sustainable development and improve institutional performance across various sectors.

3.1.6. Overall Institute's Training Outreach

In 2023, the Civil Service Institute (CSI) demonstrated a robust commitment to gender-inclusive training, with a total of 334 participants. Notably, 191 male and 143 female trainees benefited from diverse programs aimed at enhancing skills and expertise. The geographical distribution revealed a better participation rate in Hargeisa and Burao compared to last year. 233 individuals engaged in training in Hargeisa, compared to Burao's 101 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 12: Summary table for CSI training

Location	Male	Female	Total
Hargeisa	126	107	233
Burao	65	36	101
Grand total	191	143	334

Source: Planning Department, 2024

3.1.7. English Program

Overview:

The delivery of the English language is an essential element in the evolution of CSI Somaliland. Students are provided with English language courses delivered by expert English teachers. CSI Somaliland has committed to providing an English Program to improve the English skills of civil servants. In 2024 CSI planned one-year English level-based program. T&CD has planned the English level-based program.

T&CD prepared and distributed circulation to thirteen MDAs. A total of **76** were applied for this program. The placement test was prepared and submitted by the lecturer. On **10 March 2024, 76** applicants sat for the entrance exam, where **50** were male, and **26** were female.

On **19 March 2024**, T&CD produced the eligible list, where **47** students graded beginner level, **28** male and **19** female. Beginner level was the first level where the class started on April 2024 and is still on going where they are at pre-intermediate level and total of **33** students are officially attended the class **14 were females** and **19 were males**, the remaining not fulfilled the requirements while other leave for the personal issues.

In addition, CSI planned to add other 4 months for the previous English program, a total of 42 students where **30 where males** and **12 where females** completed the duration of the Eight months.

Program Objectives

- To provide material for the students to learn the pronunciation of English sounds, to learn to read, write, and to know the fundamentals of English grammar and vocabulary.
- To develop the students' reading skills to enable them to skim an adapted text for the main idea, scan an adapted text for specific information, interpret an adapted text for inferences.
- To develop the student's writing skills to enable them to respond to input by applying the information to a specified task, to elicit, to select, and to summarize data in essays.
- To develop the students' listening skills to enable them to understand and apply specific information from the input.
- To develop the students' speaking skills to enable them to use general, social, and professional language.
- To develop the student's general capacity to a level that enables them to use English in their professional and work environment (within the framework of the Breakthrough level).

Course Materials

The course curriculum of this course is Navigate books for all its level from Beginner (A1) to Advanced (C1).

Duration and schedule of this program

Table 13: Duration and schedule of English program

No	Level	Duration	Days	Hours per day	Hours per level
1	Beginner level	3 Months	36 days (Sat, Sun, Mon)	2 hours	72 hours
2	Elementary (A2)	2 Months	32 days (Sat, Sun, Mon, Tues)	2 hours	64 hours
	Pre-intermediate level (B)	2 Months	32 days (Sat, Sun, Mon, Tues)	2 hours	64 hours
3	Intermediate (B1)	2 Months	32 days (Sat, Sun, Mon, Tues)	2 hours	64 hours
4	Upper-intermediate (B2)	2 Months	32 days (Sat, Sun, Mon, Tues)	2 hours	64 hours

5	Advanced (C1)	2 Months	32 days (Sat, Sun, Mon, Tues)	2 hours	64 hours
		1 Year	3 to 4 days a week	6 to 8 hours per week	hours

Source: Training Department, 2024 Levels of the program

Table 14: Levels of the Program

Level	Level Name	Description
Basic	Beginner (A1)	Can understand and use basic phrases and expressions. Can communicate in simple ways when people ask slowly to you
	Elementary (A2)	Can take part in a simple exchange on familiar topics. Can understand and communicate routine information
	Pre-Intermediate (A2+)	Can participate in short conversations in routine contexts on topics of interest. Can make and respond to suggestions

<p>Independence(B1)</p>	<p>(B1) Intermediate</p>	<p>Can communicate in situations and use simple language to communicate feelings, opinions, plans, and experience</p> <p>Can understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc.</p> <p>Can deal with most situations likely to arise while traveling in an area where the language is spoken.</p> <p>Can produce simple connected text on topics that are familiar or of personal interest.</p> <p>Can describe experiences and events, dreams, hopes and ambitions and briefly give reasons and explanations for opinions and plans.</p>
	<p>B2 (Upper-Intermediate)</p>	<p>Can communicate easily with native English speakers.</p> <p>Can understand and express some complex ideas and topics</p> <p>Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization.</p> <p>Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party.</p> <p>Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.</p>

Proficient	C1 Advanced	<p>Can understand and use wide range of language.</p> <p>Can use English flexibly and effectively for social and academic purposes.</p> <p>Can understand a wide range of demanding, longer clauses, and recognize implicit meaning.</p> <p>Can express ideas fluently and spontaneously without much obvious searching for expressions.</p> <p>Can use language flexibly and effectively for social, academic and professional purposes.</p> <p>Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.</p>
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3.2. 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.

Develop New IOS attendance App and Integrate it with E-Campus: In 2020, the CSI ICT team accomplished a milestone by deploying an E-attendance system, marking a significant advancement in campus management technology. However, this E-Campus attendance solution faced several challenges, prominently its inability to integrate seamlessly with IOS devices, limiting accessibility for a portion of the user base. Additionally, concerns arose regarding the security of the attendance app, particularly in terms of its public-facing features.

To address these issues, efforts were directed towards enhancing security measures to fortify the system and ensure the confidentiality and integrity of user data. In 2024, the ICT department started the development of this new attendance app and integrate it with the institute’s E-Campus which have successfully completed and is now fully operational.

Integrate WhatsApp with E-Campus: Within the e-campus framework, one of the paramount challenges lies in establishing robust support channels and enhancing communication with students. In response, we have strategically selected WhatsApp, SMS, and Facebook for seamless integration with the e-campus ecosystem. At present, our efforts have culminated in the successful incorporation of OTP sending functionality tailored for both teachers and students alike. Furthermore, we are actively expanding our capabilities to include features such as automated reminders and personalized assistance through an AI-driven bot interface.

Create AI chatbot to assist CSI inquiries for the Training department: The department has developed an AI-powered chatbot specifically designed to streamline the training registration process and automate both pre-training and post-training assessments. This chatbot serves as an efficient tool for participants, allowing them to easily register for courses while reducing the need for manual intervention.

Implement two Factor Authentication for (Admin, Cashier, Accountant, registrar, examination):

To improve the security of the E-Campus, the department has integrated e-campus with google authenticator to improve security.

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.

3.3. Enhanced Human Resource Management

The Civil Service Institute has achieved remarkable milestones in human resource development during the year, as summarized below:

Enhanced Staff Development and Control: The HR Department successfully implemented measures to improve staff management and operational efficiency. These measures included preparing monthly attendance reports, effectively managing employee leaves and absences, and ensuring regular updates to the HR Management Information System (HRMIS). By maintaining accurate and up-to-date employee records, the department contributed significantly to improved organizational performance.

Recruitment and Selection of Instructors: A meticulous recruitment process was conducted to ensure the selection of qualified instructors. Bachelor's degree instructors were required to hold a Master's degree or Ph.D. with at least two years of teaching experience, while Master's degree instructors were required to hold a Ph.D. and have similar experience. The recruitment committee rigorously reviewed applications, conducted interviews, and contracted 260 instructors for bachelor's programs and 30 for master's programs. This rigorous process ensured the institute employs highly competent and experienced faculty across its departments.

Recruitment and Selection of Trainers: The HR Department also successfully recruited nine trainers who delivered essential training sessions throughout the year.

Performance Management: The HR Department implemented a comprehensive performance management system in alignment with Act No.07/97 Civil Servants Performance Management and Appraisal Policy and Procedure. This system emphasized collaborative goal-setting between departmental directors and staff during the performance planning phase, aligning individual objectives with the institute's strategic goals. At the year's end, performance evaluations provided a thorough assessment of both individual and departmental achievements, laying the groundwork for rewards and improvement initiatives.

Development and Review of Job Descriptions: The HR Department undertook a thorough review and development of employee job descriptions to ensure clarity in roles and responsibilities. The revised terms of reference detailed the required knowledge, skills, competencies, and attributes for each position, fostering a clear understanding of job expectations among staff members.

In summary, the HR Department's accomplishments in 2024 highlight its dedication to aligning HR processes with the institute's strategic objectives, fostering professional growth, and addressing operational challenges to enhance overall organizational effectiveness.

3.4. Institute's Financial and Administrative System Enhanced.

The Administrative and Finance Department 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:

Data Entry and Financial System Management: Successfully completed the data entry of students' income from January to December 2024, 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.

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.

Asset Registration, labeling and updating: The process of asset registration and updates was completed thoroughly and successfully. We registered a total of sixty (60) new chairs, four (4) projectors, and three (3) whiteboards. Each item was labeled appropriately for easy identification.

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.

3.5. 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 2024, contributing to the institute's strategic direction, operational efficiency, and overall development. The key achievements of the department can be summarized as follows:

Led the Preparation and Finalization of the Annual Work Plan: 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.

Prepared quarterly, semi-annually and annual reports: Quarterly, semi-annual, and annual reports are critical for a variety of reasons, particularly for the Institute. These reports serve as essential tools for tracking performance, making informed decisions, ensuring transparency, and building trust.

Conducted lecturer and trainer evaluations: The department's achievements regarding lecturer and trainer evaluations are as follows;

a. Lecturer Evaluations: Teacher evaluation is a process of assessing and evaluating a teacher's performance, effectiveness, and impact on student learning. A teacher evaluation involves using multiple data sources to provide feedback on a teacher's strengths and areas for improvement. The process is used to identify effective teaching practices and support teachers in achieving their goals. This evaluation was conducted at the end of every block of each semester. The result was revealed before starting the next block.

Therefore, this year, the department conducted lecturer evaluations of 177 lecturers, The summer semester had 33 instructors which all most all of the students did not fill the evaluation form probably, which hinder the necessary data (the needed percentage to conduct successful evaluation) to complete we decided to generate a new a system which will make the students to fill the evaluation form if they fail to do so, the system will detect and impose a drastic measures.

b. Trainer Evaluations: simultaneously to the lecturer evaluations, the department has also conducted trainer evaluations and assessed the training conducted, to ensure whether they are in compliance with expected outputs. Conducting training evaluation involves assessing the effectiveness and impact of a training program on the knowledge, skills, and behavior of the participants. The evaluation process typically involves collecting data through surveys, assessments, and observations to determine the success of the training program in achieving its objectives. The data collected is then analyzed to identify areas of success and areas for improvement. The goal of conducting training evaluations is to improve the quality of training programs and ensure that they are meeting the needs of the participants and the organization. Effective training evaluation helps to ensure that the resources invested in training are being used efficiently and that participants are able to apply what they have learned to their work. This year, the department conducted 8 short training programs and 2 long training programs (English level base program).

Supervised lecturer recruitment process: Effective supervision of teacher recruitment helps to attract and retain highly qualified teachers who are committed to providing a high-quality education to the students. Supervision of the teacher recruitment process involves overseeing the selection and hiring of qualified teachers. The process typically involves identifying job vacancies, advertising the positions, screening resumes and applications, conducting interviews, and checking references.

The department actively supervised twenty lecturer recruitment processes, overseeing the selection and hiring of qualified teachers. This supervision aimed to ensure a fair, transparent, and aligned with the needs of the institute to attract highly qualified educators.

Developed post-graduate lecturer evaluation form: Developing effective teacher evaluation form is critical for improving the quality of education and ensuring that students receive the best possible learning experience. The department led the development of the post-graduate evaluation form, the executive of the institute appointed a team consisting of the departments of planning and development, training, and the academic department, respectively. Yet the guidelines to execute periodically is yet to be developed

Redesigned and updated the Institute's media platforms: The department has completely redesigned the institute's website; we have created a new portal where information about the 2024 graduates can be found and/or changed the existing departments (Academic department) in the website sub-portal. In addition to that, all the institute policies and procedures have been updated on the publications portal of the website or added new policies. The operation manual, Finance policy, were among the list of publications updated on the website portal of the institute, we have updated the sub-portal of the Institute that discuss the background and the organizational structure.

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. Research Department Achievements: April – June 2024

The Research Department at the Civil Service Institute (CSI) achieved significant milestones during the second quarter of 2024, aligned with the institute's quarterly reports and five-year strategic plan.

3.6. Department of Research and Community Service

The department successfully conducted research on strategic management, navigating challenges such as data access, language barriers, and privacy concerns. All stages of the research, from proposal development to data collection, analysis, and drafting, were completed. The research paper is finalized and awaiting publication funding, while findings were presented in December.

Collaboration with Universities and Research Centers

Efforts to foster joint initiatives with other institutions saw progress, with several activities completed, others ongoing, and some yet to start due to time or resource constraints.

These achievements reflect the Research Department's dedication to advancing innovation, overcoming challenges, and contributing to the Civil Service Institute's strategic goals.

3.7. 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.

The 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.

3.8. Improved Institute's Communications, Partnership and International Relations

In 2024, the Civil Service Institute (CSI) demonstrated a remarkable commitment to strengthening its international strategic partnerships. 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:

3.8.1. Strategic partnership with ECSU



Ethiopian Civil Service University (ECSU) is a long-time partner with Somaliland's Civil Service Institute (CSI). 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. After receiving the scholarship letter from ECSU's admissions office, CSI administered a merit-based selection process where civil servants from

different institutions sat for a competitive exam and top-scorers were chosen to fill up the positions. The institute then communicated the winning list to ECSU's admissions office and organized students' trip to Addis Ababa and ECSU campus.

3.8.2. Strategic partnership with the University of Bristol and Transparency Solutions



The department, fulfilling its mandate of improving the CSI partnership list, CSI and the University of Bristol have agreed to continue their collaborative relationship and expand the programs offered by the University of Bristol to staff and students of the Institute. The team from the University of Bristol thanked the Institute for the benefit of the previous programs and are now ready to start the new ones.

This collaboration has resulted the successful admission of the second cohort on Data Science training offered to ten CSI staff and students. This collaboration signifies a commitment to enhancing skills and knowledge through international educational partnerships.

4. CONCLUSION, CHALLENGES AND RECOMMENDATIONS TOP OF FORM

4.1. Overall Conclusion

The annual report of the Civil Service Institute (CSI) for the year 2024 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 expansion of both the postgraduate and undergraduate programs in both Hargeisa and Burao campuses underscored CSI's dedication to providing diverse educational opportunities.

4.2. 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.

In summary, the challenges faced by CSI in 2024 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.

4.3. 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.

5. Annexes: Success Story of Yonis

5.1. The Success Story of Yonis: A Graduate of CSI



Yonis is a shining example of determination and resilience. A student with special needs, he faced significant challenges but refused to let them define his potential. His journey at the Civil Service Institute is a testament to the power of hard work, talent, and unwavering commitment.

Recognizing his brilliance, CSI offered Yonis a scholarship to pursue his undergraduate studies. The decision was inspired by his outstanding academic achievements and a strong belief in his capabilities. Yonis seized this opportunity with vigor, immersing himself in his studies and contributing meaningfully to the Institute's community.

Throughout his academic journey, Yonis exemplified leadership and dedication. He actively participated in group projects, where his ability to organize, inspire, and guide his peers earned him immense respect. His initiatives often brought together students to tackle challenges collaboratively, fostering a spirit of

teamwork and innovation within the Institute.

Beyond academics, Yonis demonstrated a passion for making a difference. He spearheaded several initiatives, leaving a lasting impact on his fellow students and the broader CSI community. His story became a source of inspiration, showing that barriers could be overcome with determination and support.

Now an alumnus of CSI, Yonis continues to embody the Institute's values of excellence and service. His story resonates deeply, reminding everyone of the importance of creating inclusive environments where talent and hard work can thrive regardless of challenges. Yonis's success is not just his own—it is a victory for inclusivity and the transformative power of education.

As Yonis embarks on the next chapter of his journey, he carries with him the skills, values, and experiences gained at CSI. He remains a role model for many, illustrating that challenges are opportunities in disguise and that true success lies in perseverance and purpose.



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