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**جمهورية الصومال  
الفيدرالية**

**اللجنة الوطنية للعمل  
المدنى للدولة**

**The Federal Republic of Somalia  
NATIONAL CIVIL SERVICE COMMISSION (NCSC)**

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**REPORT ON WOMEN PROMOTION COVERING THE BENCHMARK, AND THE ENTIRE  
PROGRESS ACHIEVED AS PER THE NCSC GENDER-RELATED GUIDELINES.  
PREPARED BY NATIONAL CIVIL SERVICE COMMISSION**

## **NOVEMBER 2021**

### **Introduction**

This progressive report covers the period from 1<sup>st</sup> February 2021 to 31<sup>st</sup> of December ,2021 and details the progress made against the implementation of **DLIS** across the following areas; the number of women in various grade levels, achievements made in women's employment since 2006-2021 both federal, and federal member states including senior leadership positions, guidelines promoting opportunities for women, the progress achieved as per the measures prescribed and goals set forth in NCSC gender-related guidelines, and an action plan for the next reporting period to eventually achieve the 30% ratio of women in senior leadership positions by December 2024.

However, it's a long-term plan, and government's agenda to advance women's role in government where by the National civil service commission(NCSC) developed Gender guidelines which is in line with the national development plan(NDP) which clearly states that women should be empowered through training and skill development to ensure inclusive work environment, and gender representation in employment. therefore, the Somali government is committed to continuously empowering women and taking all necessary steps to ensure that the number of women working in the government are increased.

### **Background on FGS Employment/ Recruitment**

Upon establishment in December 2006, the National Civil Service Commission has been recruiting civil servants to the federal government of Somalia. However, the recruitment phases of the current civil servants could be categorically classified into three different categories.

#### **Period of insecurity and less interest:**

Between 2006 and 2012 was described as one of the most difficult days for the commission to attract and recruit qualified human capital into the public sector of Somalia. This is attributed to a number of factors including insecurity, lack of office spaces, uncertainty about the situation, delayed and lack of salary could be isolated as majors causes. In this period, the National Civil Service Commission hired few staff for each ministry on the bases of those who are willing to take the risks. Majority of the staff who were recruited during this period were male due to that women was either not willing to take the risks, or less were knows to the women about the governance and public sector.

#### **Period of massive interest and international support 2013-2017**

Between 2013 and 2017, the interest of public sector employment was gaining momentum of which 80% of current civil servants were recruited. This is due to enhancement of security, the post transition government, influx of Somalia diaspora into the country, and of course the

engagement of international development partners not only in the public reforms but also support of salary payment to the government employees. During this period both the number of female participation and qualified staff into the civil service machinery has increased tremendously.

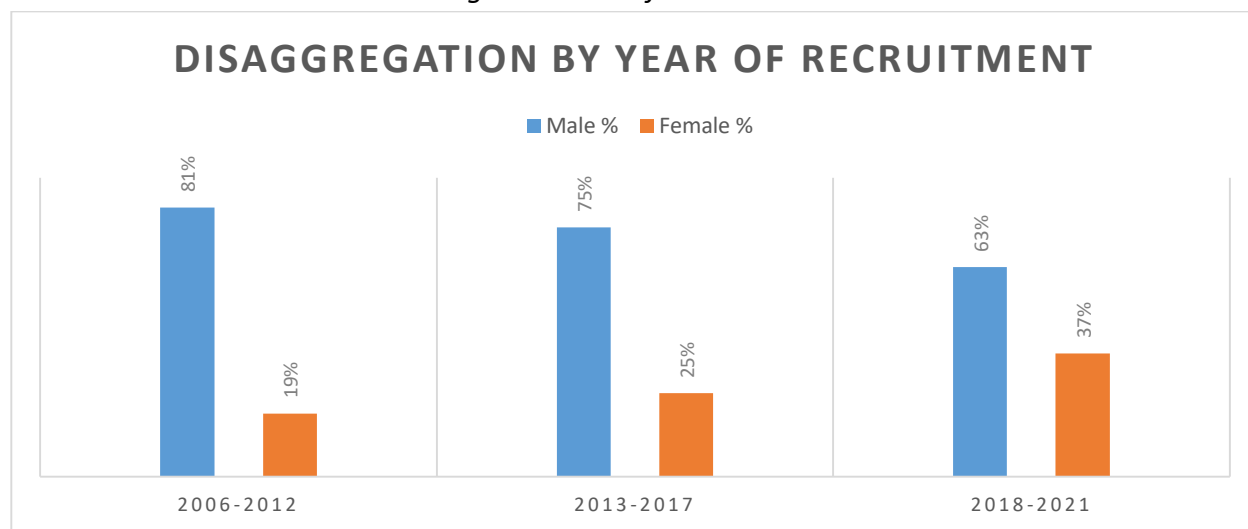
**Period of stagnation: 2018 to 2021**

The federal government of Somalia has not employed any civil servants during the last three years. This is due to the fact that government wage bills have increased without increasing government revenues and international wage subsidies have been declining gradually, Similarly, there are number of reforms going on in restructuring and modernization exercise across all federal MDAs and development of establishment control to effectively manage the wage bill of the federal employees. However, the detailed breakdown of the current public sector data is presented, and will addressed in various sections each presenting meaningful information as evidenced the below tables.

*Table 1: Periods of Recruitment*

Year	Male %	Female %	Total	Male %	Female %
2006-2012	1253	290	1543	81	19
2013-2017	3705	1243	4948	75	25
2018-2021	1252	696	1948	64	37
Grand Total	6210	2229	8439	74	26

*Figure: 1 Year of Recruitment*



As depicted in the above graph, the recruitment of female by the National Civil Service Commission has increasing from the inception date of the commission to date. As can be seen from the above graph, in the period between 2006-2012, the percentage of the female participation to the public sector recruitment stood only at 19%. That percentage increased to 25% in period between 2013-2017 where massive recruitment occurred due to internationally supported civil service reforms and financial assistants. However, the percentage further increased to 37% during the period of 2018- 2021. This is an evidence that there has always been an increase in the number of women working in government

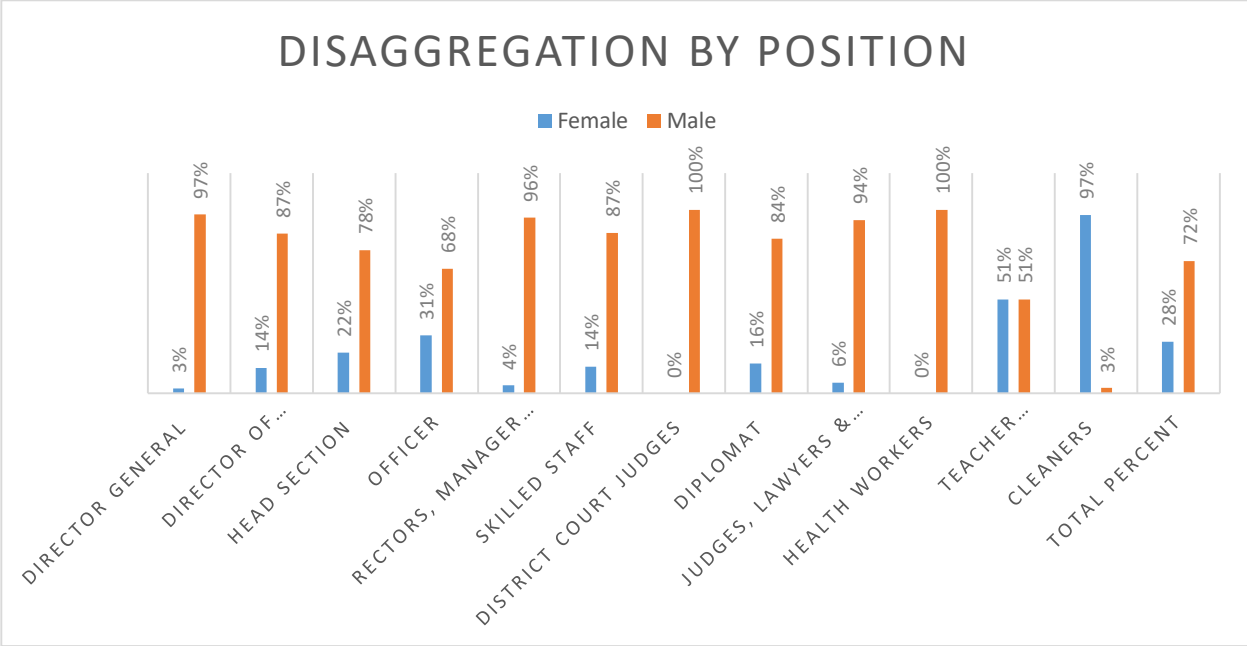
### Grading Structure

FGS has been working on grading structure as well as pay scale attached to each structure. While the process is still at its novice, the current civil servants were recruited through the old grading system of the central government of Somalia before 1991. It has four grading structure namely A/AY, B/F, C/X, and D Grades. These Grades could be technically classified as Top Management (Director General of MDAs, Managers of Parastatal institutions), Middle Management (Directors of departments, managers of special agencies, and Heads of Sections), technical staff (officers, and administrators). As you can see from the below graphs, a total of twelve classifications have been made for the analysis of this report.

*Table: 2 disaggregation of Positions*

Name of the Position	Male	Female	Female %	Male %
Director General	73	2	3%	97%
Director of Department	319	44	14%	87%
Head Section	680	152	22%	78%
Officer	2052	651	31%	68%
Rectors, Manager of parastatal	23	1	4%	96%
skilled staff	724	104	14%	87%
District Court Judges	18	0	0%	100%
Diplomat	203	32	16%	84%
Judges, lawyers & prosecutors	109	8	6%	94%
Health Workers	0	222	0%	100%
Teacher Government Schools	611	307	51%	51%
Cleaners	52	460	97%	3%
Sub-total	4864	1983	28%	72%
Grand Total	<b>6847</b>			

*Figure: 2 classification of Grades by Position.*



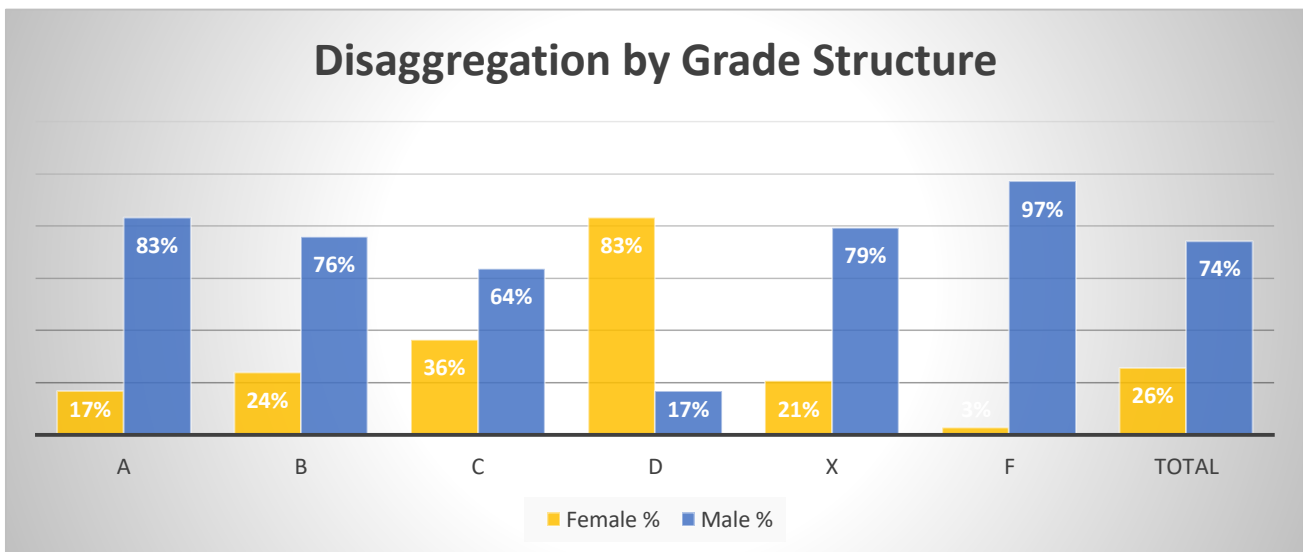
As shown by the trends in the Graph above, the number of women for the Director General positions is 2.74% with increase of the percentages to 13.21 for the director of department positions across the MDAs of the FGS. The same Pattern is observed for the head section and officers who are all Grade (A) at 22.1 % and 31.40% respectively. However, the percentage decline almost to 4.35% for the parastatale institutions with only one female among 14 heads of parastatale institutions.

In the same graph, we can also observe the percentage of the female increase as we move towards lower grades. For instance, female percentage increased almost to 98% for cleaner positions across the federal MDAs with zero % for judicial positions of judges of district courts and little more of 5% for prosecution, judges, and advocate positions. If you look at the patterns, the male is dominant at leadership positions including Director General, Departmental Directors, Head Sections, Judges, Managers of parastatals institutions, diplomats, and skilled staff whereas females are dominant in the lower grades including cleaners.

Table 3: Disaggregation by Grading structure excluding health and education staff

Grade	Male	Female	Total	Female %	Male %
A	2289	460	2749	17%	83%
B	1024	324	1348	24%	76%
C	234	134	368	36%	64%
D	82	410	492	83%	17%
X	539	140	679	21%	79%
F	69	2	71	3%	97%
Total	4237	1470	5707	26%	74%

Figure: 3 Grading Structure in Place



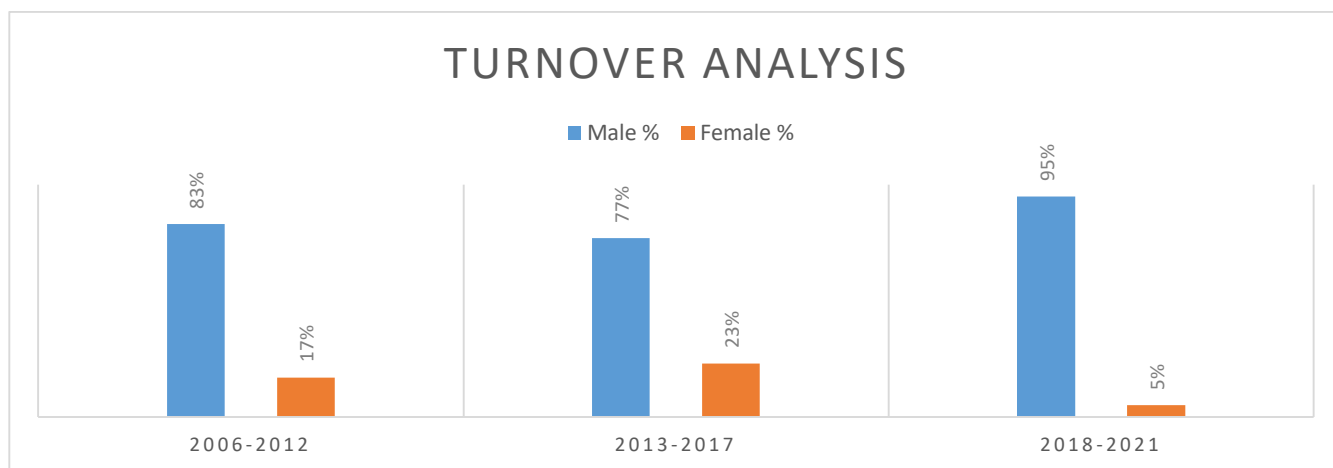
As shown by the graphs above, from grading structure, we observe that male is dominant at the Grades of (A, B, C, X, and F) while female is only dominant at D-Grade. Similarly, it is also observed that the percentage increase of female grows as we move from A towards D grades scoring 16 %, 23%, 37%, and 84% for (A, B, C, and D) grades respectively whereas the decrease in % started to decline for X and F Grades at 19% and 3% respectively. The decline could be attributed to the nature of the skill requirement for those grades.

In the disaggregation, a total 1,042 employees consisting of teachers and health workers have been omitted due to lack of grading structure. The National Civil Service Commission recently started to register the service delivery staff of which no grading structure has not yet been development. Therefore, where this number is added to the overall staff, the total female percentage stood at 28.01% which is shown at *figure 2*.

*Table: 4 Turnover Analysis*

Years	Male %	Female %	Total	Male %	Female %
2006-2012	359	72	431	83%	17%
2013-2017	451	136	587	77%	23%
2018-2020	626	58	684	95%	5%
Sub-total	1436	266	1702		30%

*Figure: 4 Turn Over Analysis*



Explained by the graph above, the total turnover for various years of recruitment (2006-2012, 2013-2017, 2018-2020) stood at 30%, 12%, and 28% respectively. Looking further at the turnover patterns, it is observed that male dominates the total turnover for each of the years in the analysis. For instance, highest turnover is observed for male during the 2018-2020 at 95% of the total turnover followed by 83% and 77% of the total turnover for 2006-2012 and 2013-2017 respectively while female accounted only 5%, 12%, and 17% for 218-2020, 2013-2017, and 2006-2012 respectively.

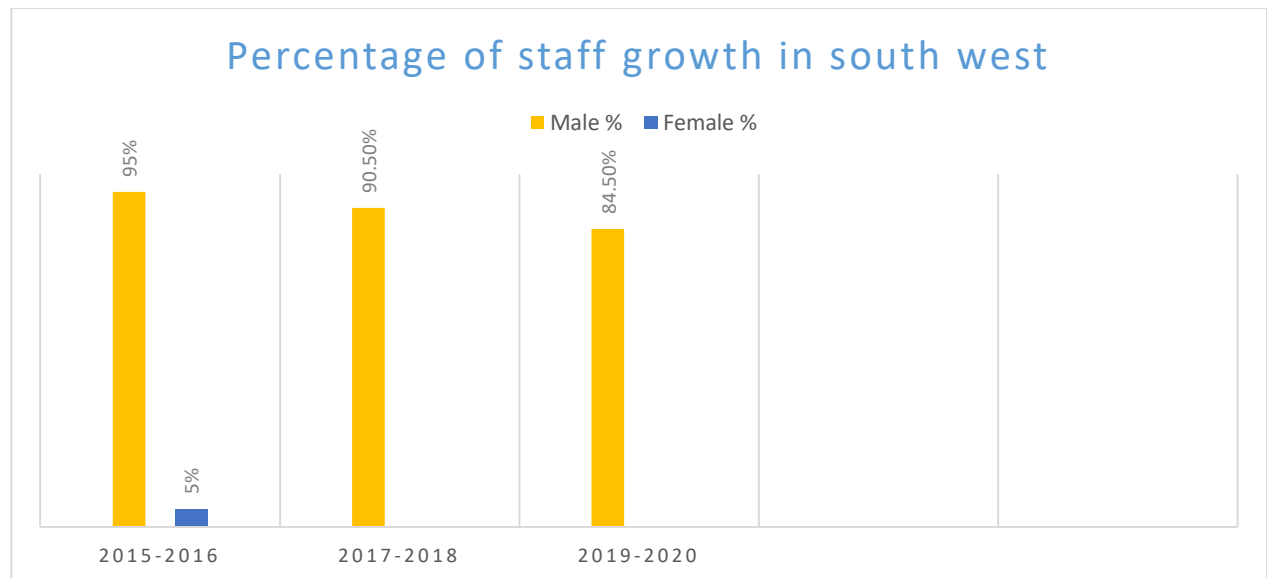
An interesting issue could also be isolated that the turnover of the female against the male colleagues has been reducing starting with 17% and approaching to 5% accounting for 12% reduction in the total turnover for the female employees whereas for male small decline has been noticed in 2013-2017 with more increase observed the next period of 2018-2020.

**FMS Recruitment Status (GSS, HSS, SWS, JSS, PSS)**

The number of women recruited across the Federal Member States(FMS) are increasing day after day. But there is still a large gender gap in terms of the hiring and recruitment of women as evidenced in the table below.

**Number of civil servants (South West State of Somalia)**

Year	Male	Female	Total	Male %	Female %
2015-2016	19	1	20	95%	5%
2017-2018	38	4	42	90.5%	9.5%
2019-2020	76	14	90	84.5%	15.5%



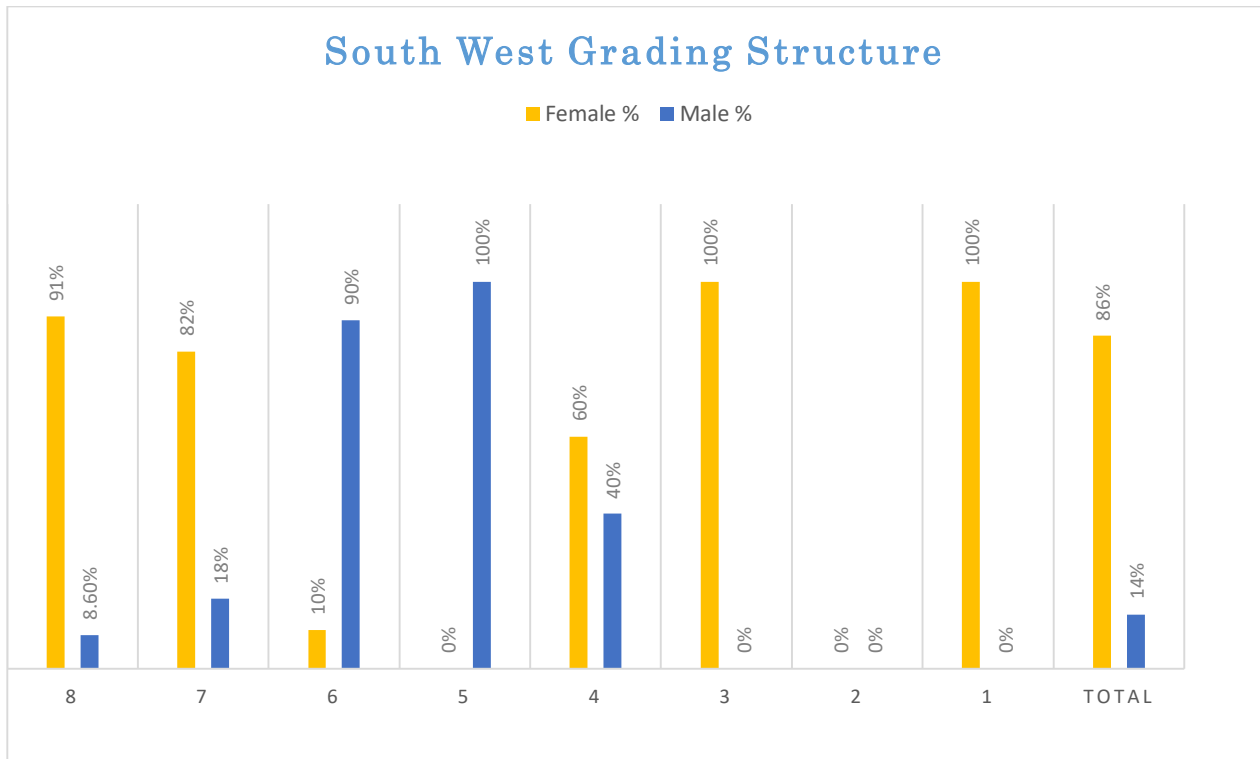
As showed in the above graph, the recruitment of female by the South west Civil Service Commission has increasing from the inception date of the commission to date. As can be seen from the above graph, in the period between 2015-2016, the percentage of the female participation to the public sector recruitment stood only at 5%. That percentage increased to



9.5% in period between 2017-2018, However, the percentage further increased to 15% during the period of 2019- 2020. This is evidence that there has always been an increase in the number of women working in south west state of Somalia

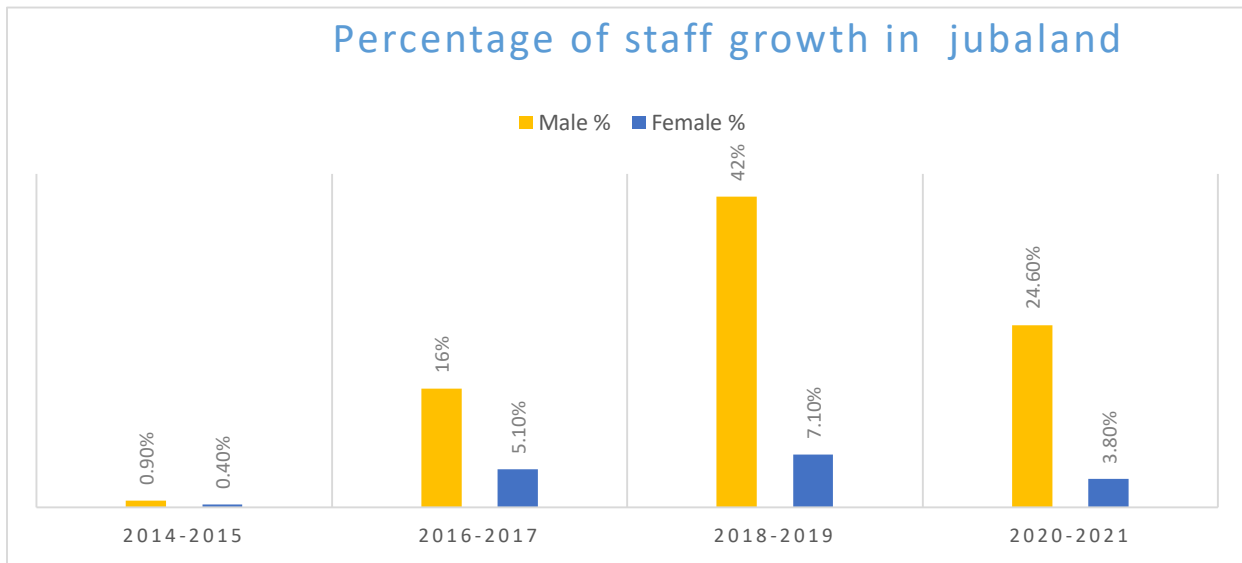
**Grading Structure (South West State of Somalia)**

Grade	Male	Female	Total	Female %	Male %
8	21	2	23	91%	8.6%
7	32	7	39	82%	18%
6	70	8	78	10%	90%
5	4	0	4	0%	100%
4	3	2	5	60%	40%
3	2	0	2	100%	0%
2	0	0	0	0%	0%
1	0	1	1	100%	0%
Total	132	20	152	86%	14%



### Number of civil servants (Jubbaland State of Somalia)

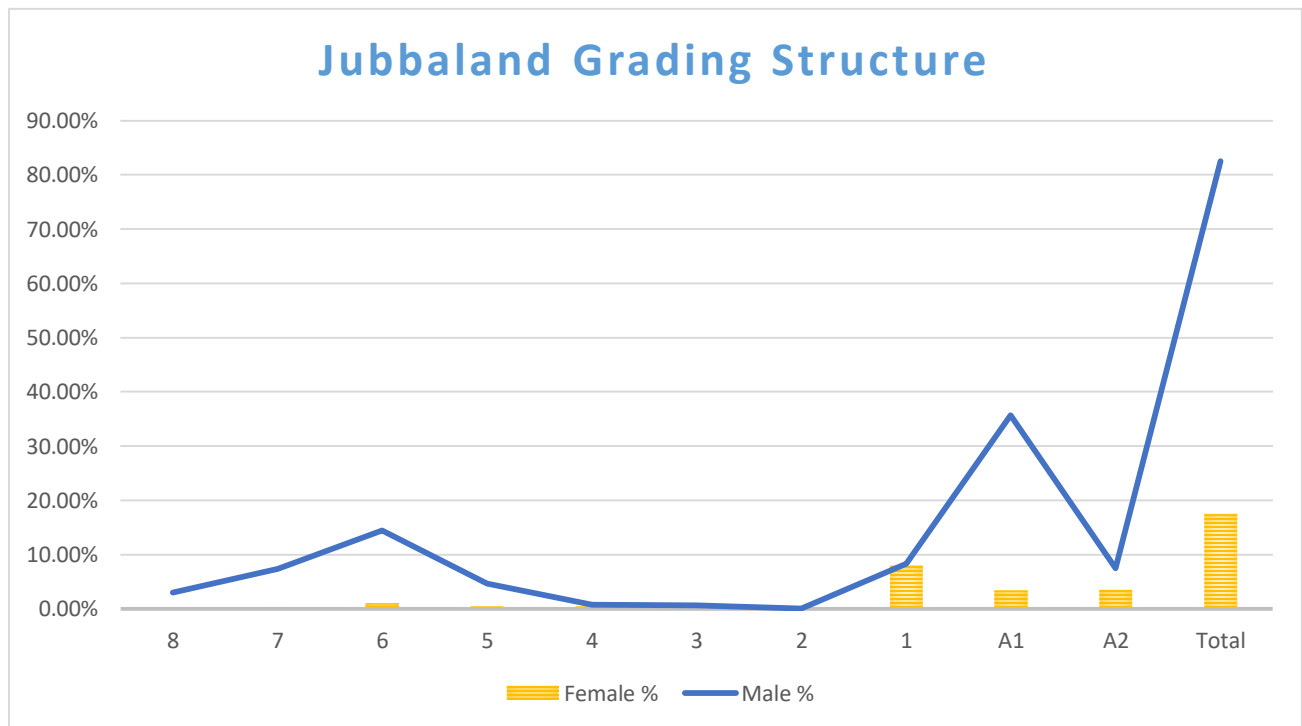
Year	Male	Female	Total	Male %	Female %
2014-2015	8	3	11	0.9%	0.4%
2016-2017	130	42	172	16%	5.1%
2018-2019	338	58	396	42%	7.1%
2020-2021	199	31	230	24.6%	3.8%



As showed in the above graph, the recruitment of female by Jubbaland Civil Service Commission has been increasing from the inception date of the commission to date. As can be seen from the above graph. in the period between 2014-2015, the percentage of the female participation to the public sector recruitment stood only at 4%. That percentage increased to 5% in between 2016-2017, However, the percentage further increased to 7.1% during the period of 2018- 2019. But unfortunately the percentage decreased in between 2020-2021.

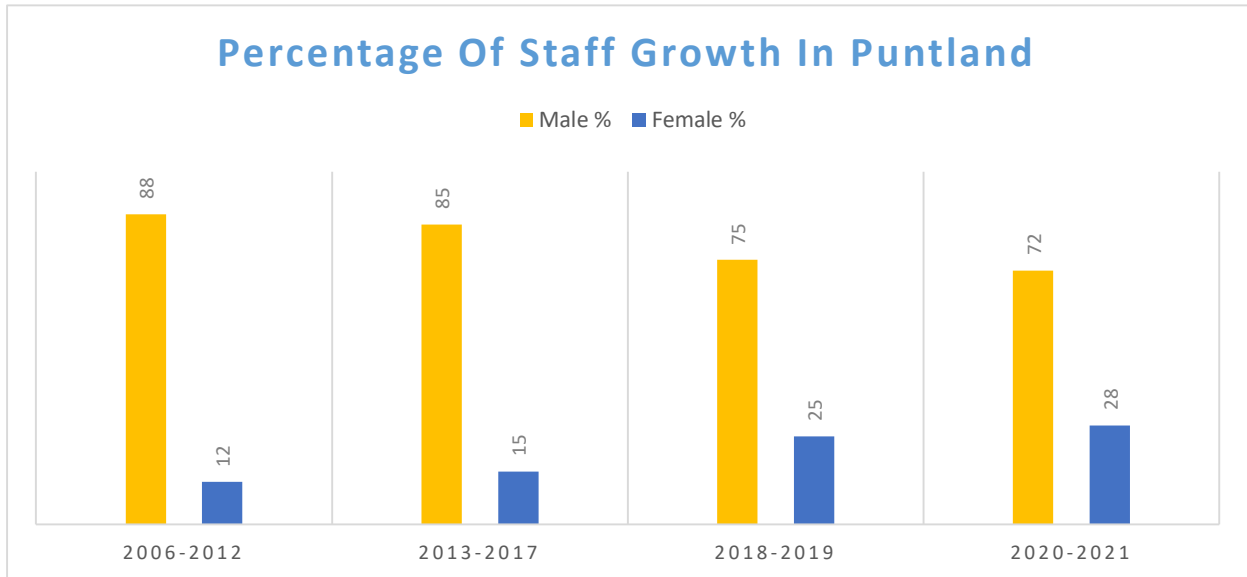
### Grading Structure (Jubbaland State of Somalia)

Grade	Male	Female	Total	Female %	Male %
8	22	1	23	0.1%	3%
7	52	3	55	0.4%	7.4%
6	95	8	103	1.1%	14.4%
5	34	4	38	0.5%	4.7%
4	6	4	10	0.5%	0.8%
3	4	0	4	0	0.6%
2	1	0	1	0	0.1%
1	58	55	113	8%	8.3%
A1	250	24	274	3.4%	35.7%
A2	53	25	78	3.5%	7.5%
<b>Total</b>	<b>575</b>	<b>124</b>	<b>699</b>	<b>17.5 %</b>	<b>82.5 %</b>
<b>Total</b>	<b>699</b>				



### Number of civil servants (Puntland State of Somalia)

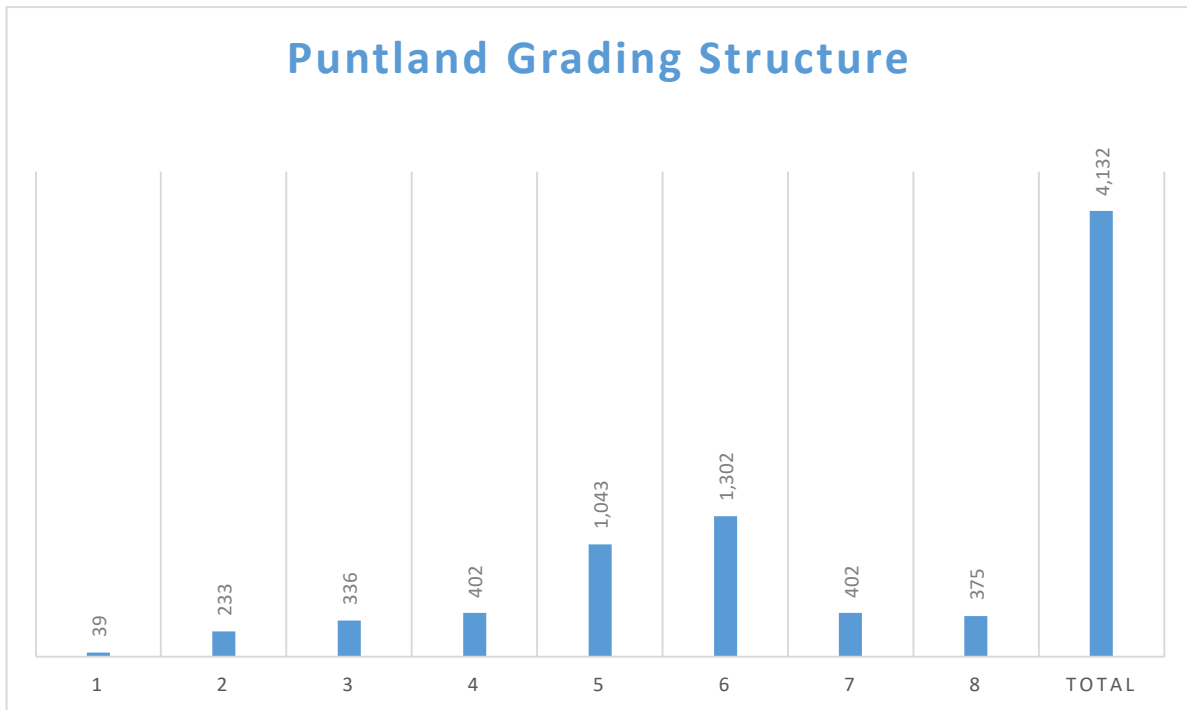
Year	Male	Female	Total	Male %	Female %
2006-2012	3313	452	3765	88	12
2013-2017	3574	636	4210	85	15
2018-2019	4380	1460	5840	75	25
2020-2021	2975	1157	4130	72	28



As showed in the above graph, the recruitment of female by Puntland Civil Service Commission has been increasing from the inception date of the commission to the date. As can be seen from the above graph, in the period between 2006-2012, the percentage of the female participation to the public sector recruitment stood only at 12%. with percentage increased to 15% in between 2013-2017, the percentage further increased to 25% during the period of 2018- 2019, the percentage further increased to 28% during the period of 2020- 2021. This is an evidence that there has always been an increase in the number of women working in Puntland state of Somalia

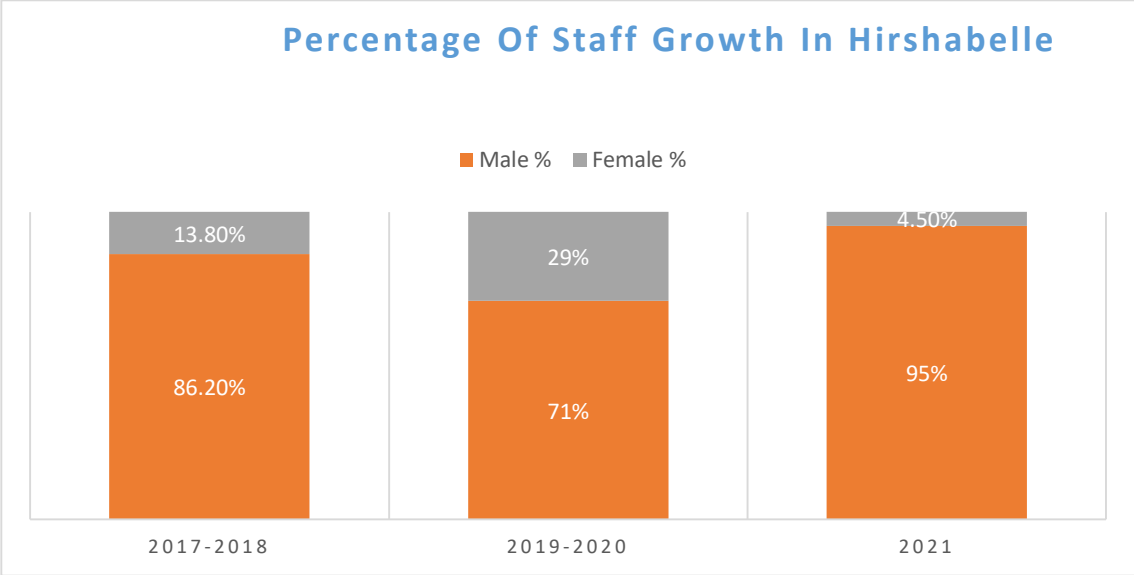
### Grading Structure (Puntland State of Somalia)

Grade	Total
1	39
2	233
3	336
4	402
5	1,043
6	1,302
7	402
8	375
<b>Total</b>	<b>4,132</b>



### Number of civil servants (Hirshabelle State of Somalia)

Year	Male	Female	Total	Male %	Female %
2017-2018	25	4	29	86.2%	13.8%
2019-2020	<b>56</b>	<b>23</b>	<b>79</b>	<b>71%</b>	<b>29%</b>
2021	44	2	46	95%	4.5%



As showed in the above graph, the recruitment of female by Hirshable Civil Service Commission has increasing from the inception date of the commission to date. As can be seen from the above graph, in the period between 2017-2018, the percentage of the female participation to the public sector recruitment stood only at 13%. That percentage increased to 29% in period between 2019-2020, However, the percentage further decreased to 4.5% during the period of 2021.

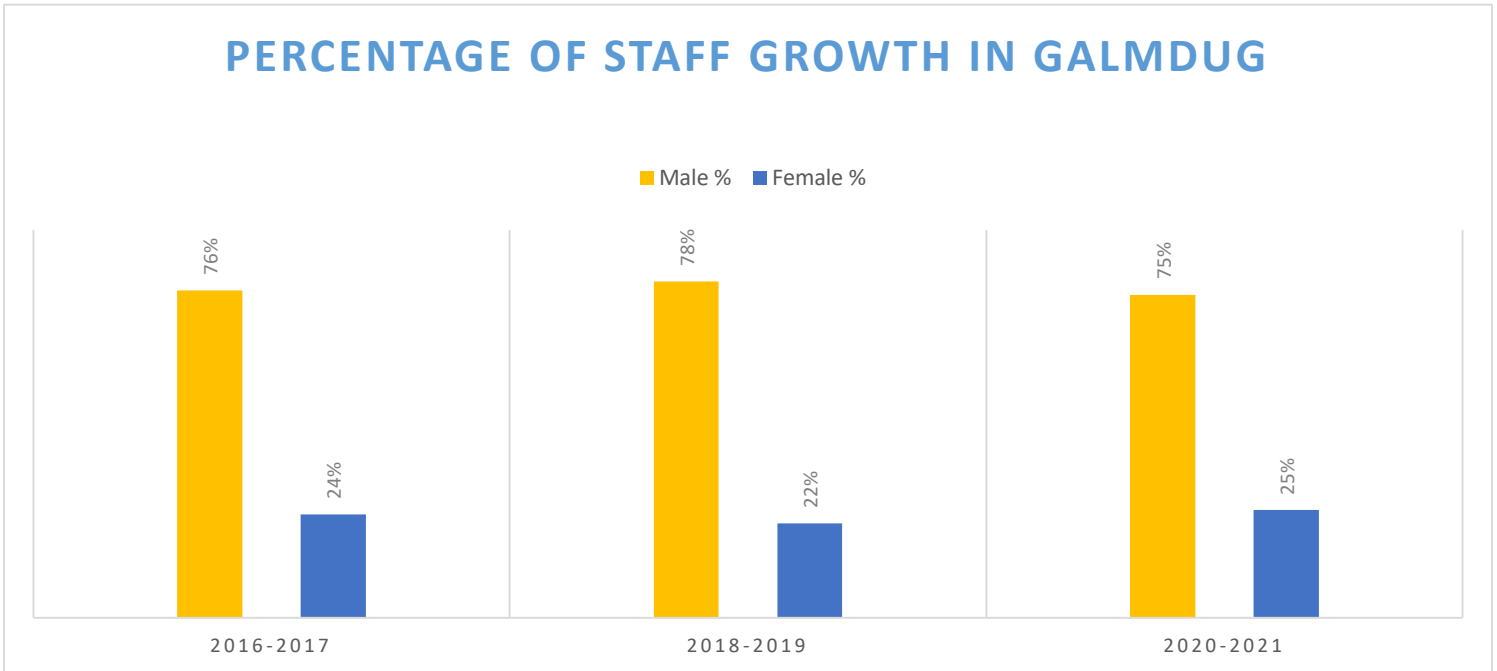
**Grading Structure (Hirshabelle State of Somalia)**

Grade	Male	Female	Total	Male %	Female %
8	1	2	3	33.3%	66.7%
7	26	0	26	100%	0%
6	56	4	60	93.3%	6.7%
5	9	0	9	100%	0%
4	0	0	0	0%	0%
3	0	0	0	0%	0%
2	4	1	5	80%	20%
1	23	20	43	53%	47%
<b>Total</b>	<b>119</b>	<b>27</b>	<b>146</b>	<b>81.5%</b>	<b>18.5%</b>

### Number of civil servants (Galmudug State of Somalia)

Year	Male	Female	Total	Male %	Female %
2016-2017	44	14	58	76%	24%
2018-2019	121	34	155	78%	22%
2020-2021	15	5	20	75%	25%

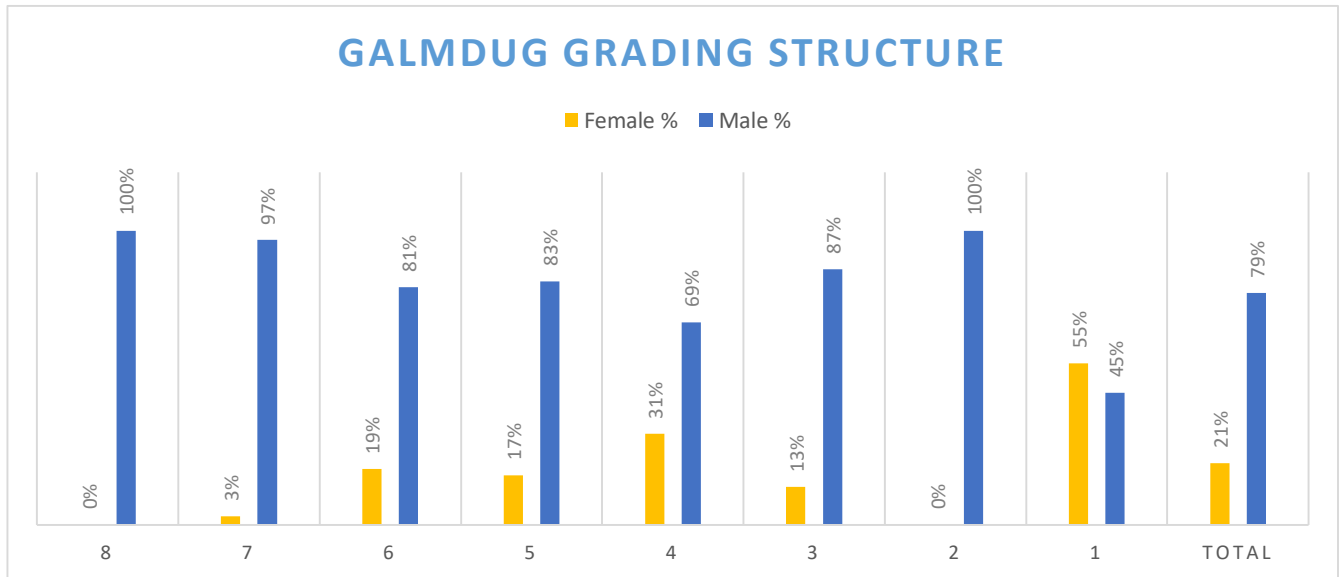
### PERCENTAGE OF STAFF GROWTH IN GALMDUG



As showed in the above graph, the recruitment of female by Galmudug Civil Service Commission has changing from the inception date of the commission to date. As can be seen from the above graph, in the period between 2016-2017, the percentage of the female participation to the public sector recruitment was 24%. That percentage decreased to 22% in period between 2018-2019, However, the percentage further increased to 25% during the period of 2020-2021.

### Grading Structure (Galmudug State of Somalia)

Grade	Male	Female	Total	Female %	Male %
8	6	0	6	0%	100%
7	37	1	38	3%	97%
6	53	12	65	19%	81%
5	20	4	24	17%	83%
4	9	4	13	31%	69%
3	34	5	39	13%	87%
2	4	0	4	0%	100%
1	20	24	44	55%	45%
<b>Total</b>	<b>183</b>	<b>50</b>	<b>233</b>	<b>21%</b>	<b>79%</b>



**Other Achievements that currently made by the National civil service commission(NCSC) on women issue.**

1. Gender related guidelines has been developed and translated in to somali version. The guideline aims at improving the workforce diversity and provide equal employment opportunities for all citizens. It aims to increase and strengthen the participation of women in overall key categorical senior and middle level management positions at the Federal Government of Somalia civil service machinery.
  
2. During this reporting period, the National civil service commission conducted women consultative forum that was held in Mogadishu at Maida Hotel over 3 days from 27<sup>th</sup> – 29<sup>th</sup> September 2021.the forum was attended by 70 female participants from Federal level(FGS), Federal Member states(FMS), and Banadir Regional Administration(BRA). The aim of the forum was being summarized here below.



- To seek opinions/input on how women recruitment will be enhanced
- To Meet role models, hear from guest speakers and hear “success stories” to support actively acting as a positive role model for other women in the government
- To understand the cultural challenges against women and how can it be overcome if women are educated and self-confident.
- To validate the report before an annual report is published in December 2021.
- To agree on common action plan for the purpose of promoting women opportunities in government positions

3. The National Civil Service Commission of the Federal Government of Somalia has been conducting continuous coaching and mentoring for the female empowerment. The commission has identified a number of barriers which reduced the employment of women in government as identified here below.

- There is no employment law for women representative, Although the National civil service commission (NCSC) has currently developed a gender guideline that could go a long way in increasing the number of women in government.
- Cultural barriers: meaning that lack of support and motivation (from society, family, education/ learning centers, and workplace)
- Clan System and Political barriers: Elders, Politicians and community leaders of the clan or sub-clan do not propose a women nominee for senior positions to represent the clan because they undermine female representation
- Limited knowledge, skills and experience that may be required by the government senior positions
- Successful women do not have the opportunity to inspire others because there are no women's forums that could help a long way in achieving visible change on women in employment.
- Most of the women in Somalia don't struggle to get jobs/positions in public sector.

## **Recommendations and next steps**

1. Enforcing of existing laws, regulations and policies and develop legal frameworks to support women representative in employment, nominations, and promotions
2. Publicizing institution policies with ongoing education and communication campaigns, using posters and other media, as well as incorporating sexual harassment and GBV awareness into worksite safety moments.
3. implementing gender guidelines developed and issued by National civil service commission (NCSC)
4. Educate women through training, coaching and mentoring in the workplaces, especially providing professional trainings to enhance the knowledge of women who work for the government and gives them the skills and confidence to use their abilities.
5. Conducting Women Forums to discuss challenges, progress, share success stories, and also decide future plans
6. Ensuring at least 30% of female Quota for nominated positions (Directors and DGs, and all other senior positions).
7. Supporting women on finding scholarships from both local, and international universities.
8. Establishing lobbying offices and effective gender focal points for related stakeholders to empower women.
9. Conducting Fair recruitment and Open competition to remove clan based nominations and political interventions
10. Establishing Women Association (Awareness, Advocacy) to lobby women empowerment in employment, nominations, and promotions
11. Conducting Massive social awareness for society to eliminate culture barriers such as not sending girls to school and leave cooking while the boys are at school.

## **Conclusion**

Training and mentoring programs are a versatile solution that can help any individual with their career development. Mentoring programs can facilitate leadership skill development, among other things. These skills allow women to step towards top positions. However, the National Civil Service Commission of the Federal Government of Somalia has been consistently trying to empower in both recruitment and empowering them during the services. However, with time, the National civil service Commission has been able to increase the female participation in the federal service work force. Therefore, Commission will strive and work hard on attaining further enhancement in empowering women and attracting the right mix of man and women with required knowledge and skill.

**The action plan for the period of December 2021 – December 2022**

<b>ACTIVITIES</b>	<b>TIMELINE</b>	<b>ACHIEVEMENT INDICATORS</b>	<b>RESPONSIBLE /INPUT</b>	<b>LEAD</b>
Develop suitable training materials for women Across MDAs including FMS	<b>1<sup>st</sup>January-February 2022</b>	Training materials are fully developed	NCSC	Director General(DG)
Agree with MDAs on targeted increase of women in leadership positions	<b>Feb 2021</b>	Targeted increase of women in leadership positions agreed by all MDAs	NCSC	Director General(DG)
Cooperate with the FGS Civil Service Academy to promote women participation in training	<b>Throughout the year</b>	Number of trainings provided. Also skills and abilities of women are increased	NCSC	Director General(DG)
Translate all teaching materials into Somali language for easy delivery	<b>1<sup>st</sup> March-30 March, 2022</b>	Translated Training materials should be available.	NCSC	Director General(DG)
Delivering women in government workshop (two phases), covering in the area of leadership and managerial skills, human resource management, policy and planning, communication skills, public relation, report writing, conflict management. And Etc.	<b>1<sup>st</sup>April-May,2022(phase1)</b>  <b>1<sup>st</sup> -30 July(phase2)</b>	Women improved their career development after attending the workshop.	NCSC	Director General(DG)
<b>Conduct post training impact assessment to evaluate the effectiveness of the training delivery method</b>	<b>1<sup>st</sup> – 30<sup>th</sup> August 2022</b>	Workshop Impact assessment report should be available, and provided	NCSC	Director General(DG)
Enforcing of existing laws, regulations and policies to support women representative in employment, nominations, and promotions	<b>Though out the year</b>	Staff clearly understand the exited laws, and regulations though training, Monitoring and couching.	NCSC	Director General(DG)
Communication Campaign on women to eliminate the negative cultural barriers (The biggest challenge for women at work is cultural barriers, now this	<b>1<sup>th</sup>-30 November, 2022</b>	Increased the number of women working in the government since the cultural barriers have been removed, and	NCSC	DG

Communication Campaign helps us to empower women, and eliminate negative attitudes that prevent women from finding work)		women have been encouraged to apply for jobs.		
Annual performance report covering the (a)progress achieved as per the work plan agreed upon, and goals set forth in NCSC gender-related guidelines; and (b) an action plan for the next reporting period to eventually achieve the 30% ratio of women in senior leadership positions by December 2024.	<b>30<sup>th</sup> December,2021</b>	Complete report must be provided and submitted to all stakeholders.	NCSC	DG
To encourage other CS Commissioners at FMS to promote women as well,	During in Kismayo Meeting.	Increased the number of women in the FMS.	NCSC	DG