



**FEDERAL REPUBLIC OF SOMALIA**

**NATIONAL CIVIL SERVICE COMMISSION (NCSC)**

**THIS PROGRESSIVE REPORT COVERS THE PERIOD FROM 1<sup>ST</sup>  
JANUARY 2022 TO 31<sup>ST</sup> OF DECEMBER, 2022**

**REPORT ON THE STATUS OF WOMEN IN SENIOR LEADERSHIP  
POSITIONS FOR**

**THE PREVIOUS YEAR 2022.**

**JUNE 2023**

## **1.0. Introduction**

In the last two years, the commission has been preparing reports on women in the public sector to show their situation in terms of number, grades in FGS disaggregated by MDAs, challenges, and recommendations to take the appropriate measures. However, this progressive report covers the period from 1<sup>st</sup> January 2022 to 31<sup>st</sup> of December, 2022 and details the progress made in accordance with the RCRF II Disbursement Linked Indicator (**DLI**) **5.4** across the following areas; the number of women in various grades in FGS, Achievements made on women promotion in the year of 2022, and an action plan for the next reporting period to eventually achieve the 25% ratio of women in senior leadership positions by June 2024.

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

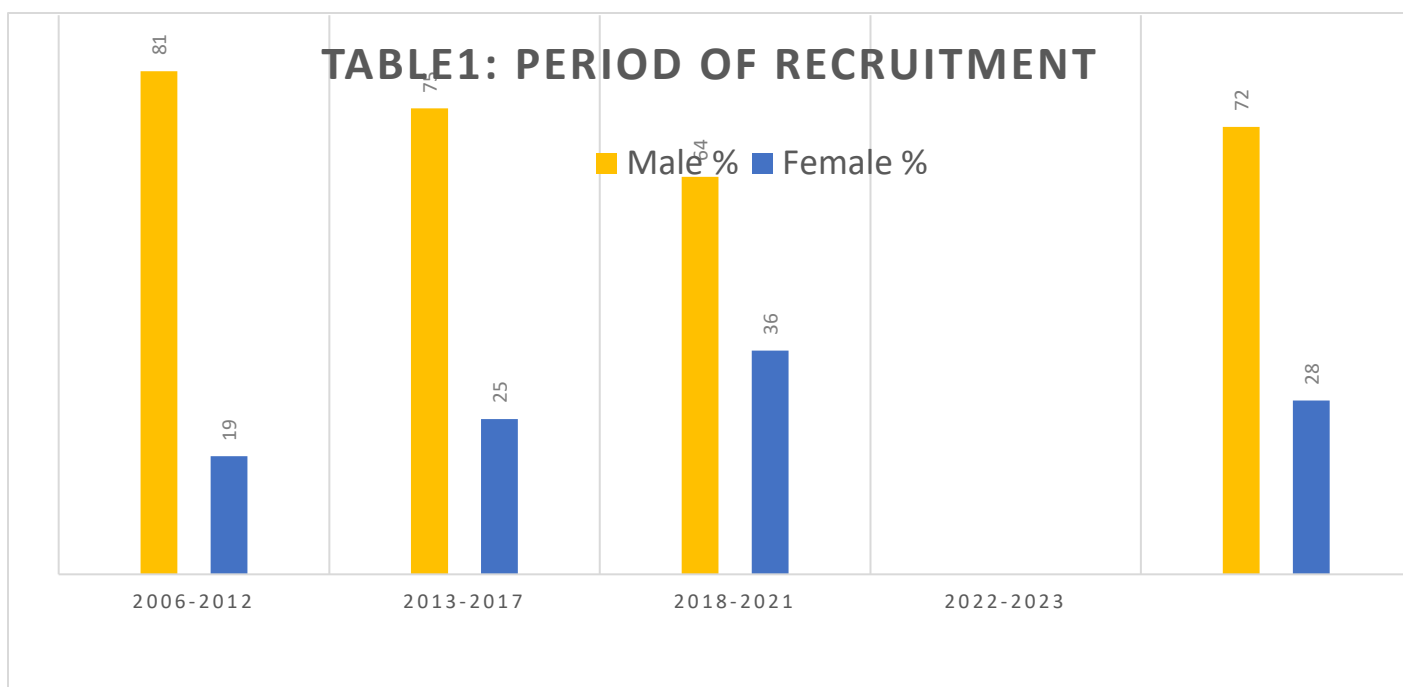
Upon establishment in December 2006, the National Civil Service Commission has been recruiting civil servants for the federal government of Somalia. However, the recruitment of the current civil servants has gone through different stages which has often been a challenge for women to join the government, particularly the senior leadership positions. 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, delays, and lack of salary could be isolated as major causes. During this period, the National Civil Service Commission(NCSC) hired a few staff for each ministry on the bases of those who are willing to take risks. The majority of the staff who were recruited during this period were male and women were either not willing to take the risks, or less were known to the women about the governance and public sector.

Between 2013 and 2017, the interest in public sector employment was gaining momentum of which 80% of current civil servants were recruited. This is due to the enhancement of security, the post-transition government, the influx of Somalia diaspora into the country, and of course the engagement of international development partners not only in the public reforms but also the support of salary payment to the government employees. During this period both the number of female participation and qualified staff in the civil service machinery has increased

tremendously. However, the federal government of Somalia has employed few civil servants since the beginning of 2017 until now. 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 a number of reforms going on in restructuring and modernization exercises across all federal MDAs and the development of establishment control to effectively manage the wage bill of the federal employees. However, the detailed breakdown of the current civil servant's data is presented and will be addressed in various sections each presenting meaningful information as evidenced by the below tables.

**Table1: Period 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	36
2022-2023	141	55	196	72	28
Total	6351	2284	8635	74	26



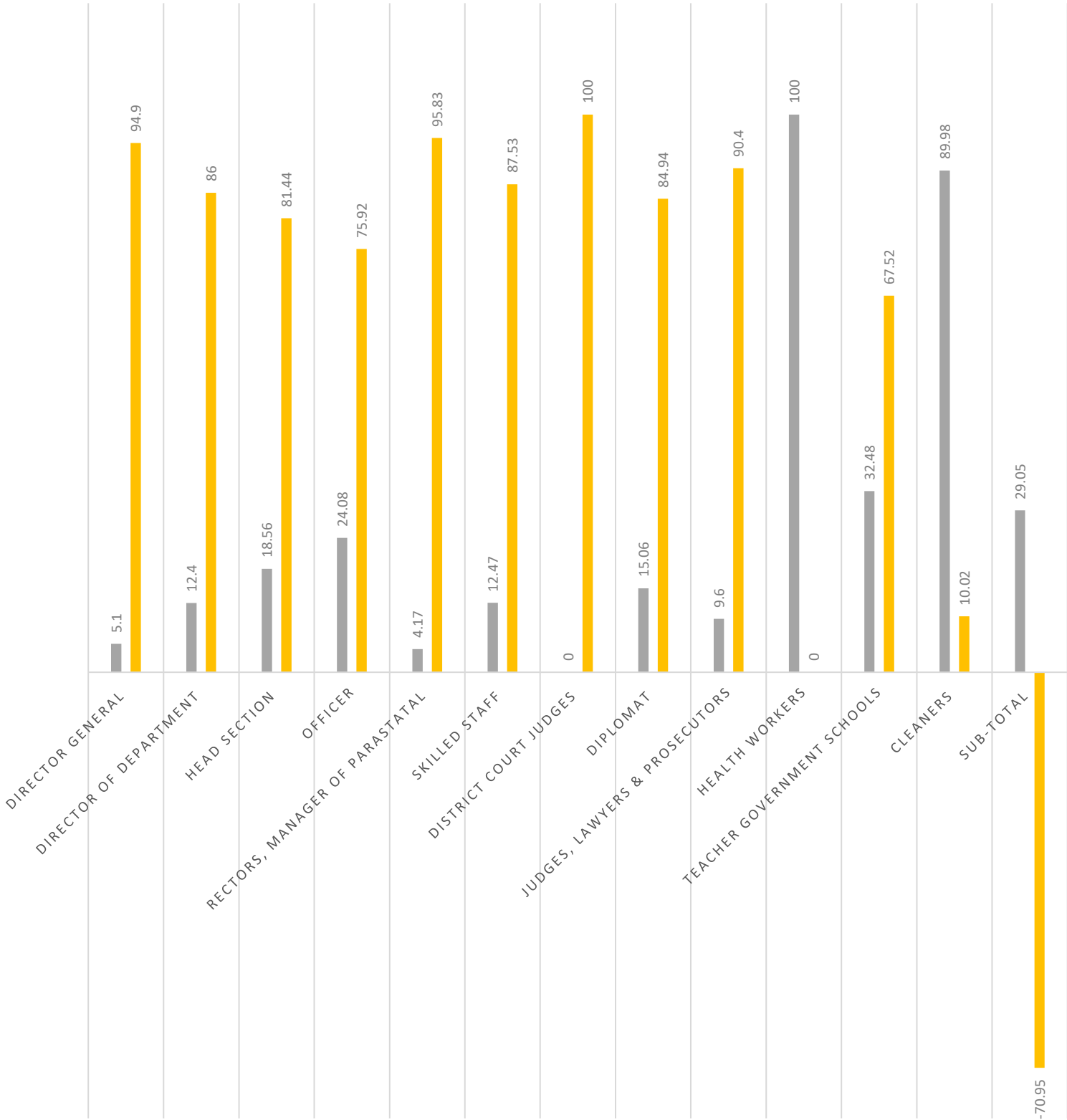
As illustrated in the above graph, the recruitment of females has increased from the inception date of the commission to date. As can be seen from the above graph, in the period between 2006-2012, the percentage of female participation in public sector recruitment stood only at 19%. That percentage increased to 25% in the period between 2013-2017 when massive recruitment occurred due to internationally supported civil service reforms and financial assistants. However, the percentage further increased to 36% during the period of 2018- 2021. But, unfortunately, the federal government of Somalia has employed a few civil servants in the year 2022, this is due to the fact that government wage bills have increased without increasing government revenues and international wage subsidies have been declining gradually. However, according to the above chart, this is evidence that there has always been an increase in the number of women working in the government.

**Table 2: Disaggregation of Positions**

<b>Name of the Position</b>	<b>Male</b>	<b>Female</b>	<b>Female %</b>	<b>Male %</b>
Director General	74	4	5.1	94.9
Director of Department	319	45	12.4	86
Head Section	680	155	18.56	81.44
Officer	2052	651	24.08	75.92
Rectors, Manager of parastatal	23	1	4.17	95.83
skilled staff	730	104	12.47	87.53
District Court Judges	18	0	-	100.00
Diplomat	203	36	15.06	84.94
Judges, lawyers & prosecutors	113	12	9.60	90.40
Health Workers	0	223	100.00	0.00
Teacher Government Schools	657	316	32.48	67.52
Cleaners	52	467	89.98	10.02
Sub-total	4920	2014	29.05	(70.95)
<b>Grand Total</b>	6,934			

# DISAGGREGATION OF POSITIONS

■ Female %   ■ Male %

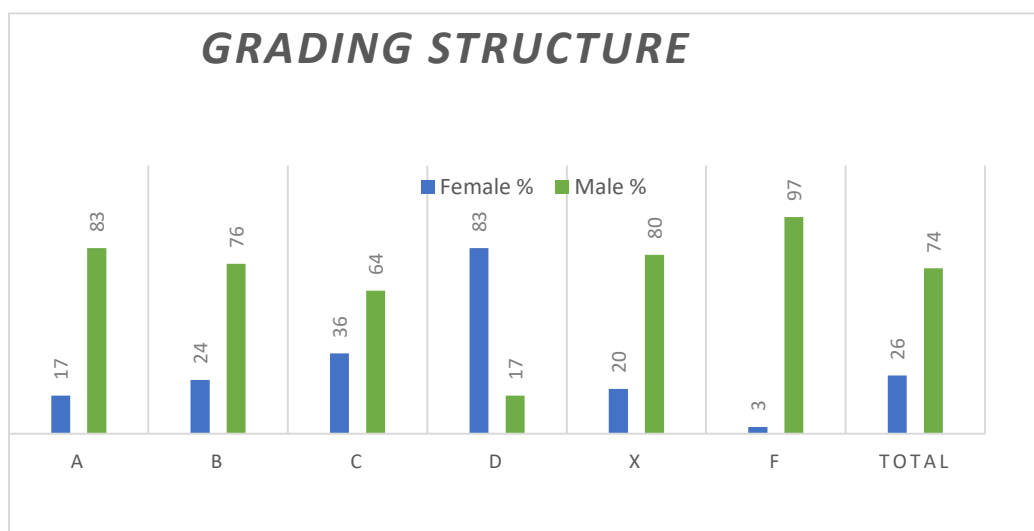


As shown by the trends in the Graph above, the number of women in Director General positions is **5.1%**. Director of department positions across the MDAs of the FGS **12.84%**, while the Head Sections positions are **18.56%**. In the same graph, we can also observe the percentage of females increase as we move towards lower grades. For instance, the female percentage increased almost to **89.98%** for cleaner positions across the federal MDAs with **zero %** for judicial positions of judges of district courts and a little more of **9%** for prosecution, judges, and advocate positions.

However, when you compare male and female, the men are dominant in leadership positions including Director General, Departmental Directors, Head Sections, Judges, Managers of parastatals institutions, diplomats, and skilled staff whereas women are dominant in the lower grades including cleaners.

**Table3: Disaggregation by Grading Structure**

Grade	Male	Female	Total	Female %	Male %
A	2317	491	2808	17	83
B	1003	324	1327	24	76
C	231	129	360	36	64
D	84	405	489	83	17
X	544	139	683	20	80
F	69	2	71	3	97
Total	4248	1490	5738	26	74



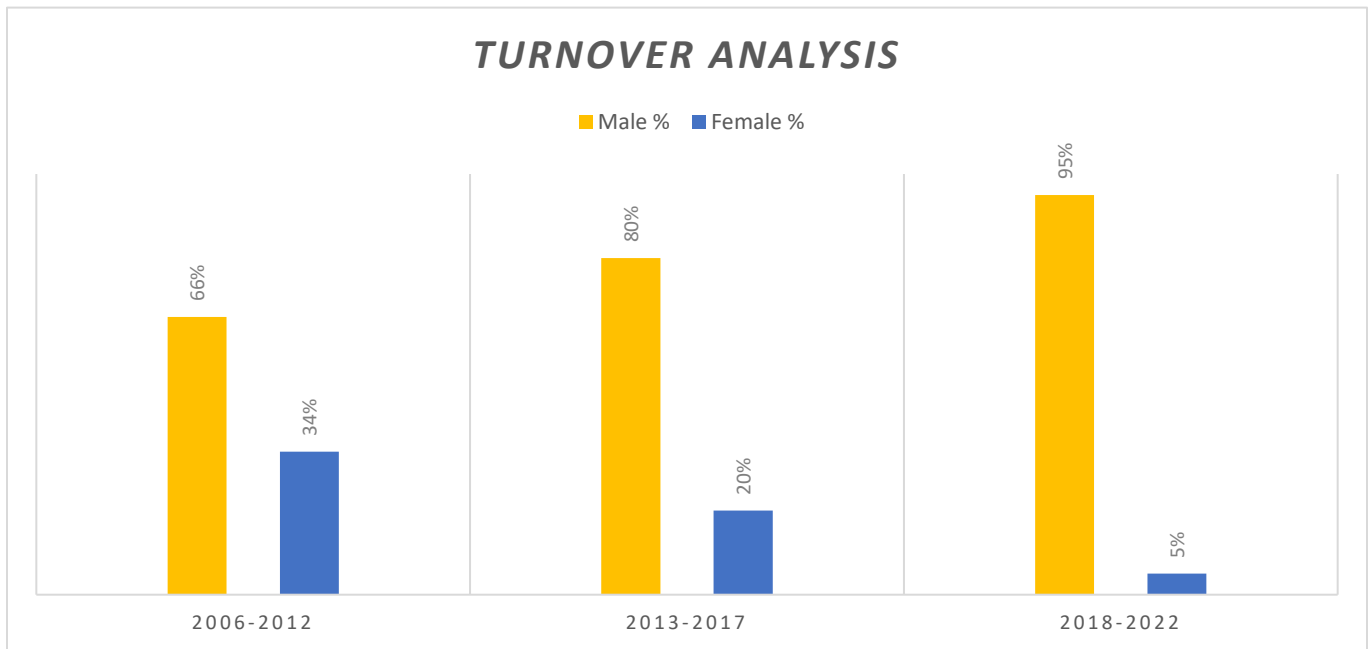
As shown by the graphs above, from the grading structure, we observed that men are dominant in Grades A, B, C, X, and F while women are only dominant in D-Grade. It is also observed The decline could be attributed to the nature of the skill requirement for those grades. In the disaggregation, a total of **1,196** employees consisting of teachers and health workers have been omitted due to a lack of grading structure. Therefore, when this number is added to the overall staff, the total share of employed women stands at 29.05% which is shown in *Figure Table 2*.

**NB:** When we compare the data from November 2021 report to the current one, you can see that there is a slight increase in Female number in senior leadership positions because the average number of women in senior leadership positions was 18% as per the report published in November 2021, where they are now 19% because in the 2021 report, there were 44 female departmental directors, but now they are 45, while the female in the head section positions were 152 and now they are 155, while the general directors was 2 but they are now 4 still female, which means that there has been a one percent increase in the number of female in senior leadership positions. This shows that the Government is still far from the target of 25% that should be reached by June 2024. However, there are also 5 female civil servants who have not yet completed their recruitment process and are not included in the above table.

**Table: 4 Turnover Analysis**

Years	Male	Female	Total	Male %	Female %
2006-2012	481	164	645	66%	34%
2013-2017	359	72	431	80%	20%
2018-2022	597	28	625	95%	5%
Sub-total	1,437	264	1,701	81.7	18.3%





As explained by the graph above, the total turnover for various years of women recruitment (2006-2012, 2013-2017, 2018-2022) stood at 34%, 20%, and 5% respectively. It is observed that male dominates the total turnover for each of the years in the analysis. For instance, the highest turnover is observed for males during 2018-2022 at 95% of the total turnover followed by 80% and 66% of the total turnover. However, an interesting issue could also be isolated that the turnover of female against male colleagues has been reducing starting with 34% and approaching 5% in the year 2018-2022.

### **3.0. Efforts made by NCSC in the year 2022**

Since the 2021 Women in Leadership report, NCSC has made significant progress including developing gender guidelines and holding women's consultative workshops that were aimed to empower women. During this reporting period in 2022 the NCSC conducted in particular a large consultative forum that aimed to support women working in the government. This forum was attended by most of the Director Generals, some ministers, and other relevant people to seek opinions on how to enhance women's recruitment, as well as to ensure that the government's institutional leadership, particularly DGs who are the machinery of the government, are on the

same page on to improve women's recruitment and retention. However, some of the key recommendations and points of discussion that came out of this meeting are here.

1. The chairpersons of the Federal and State Civil Service Commissions, the Director Generals(FGS), and other participants who attended the meeting agreed upon the importance of increasing the number of women in the Civil Service, especially in senior Government positions;
2. All the participants of the meeting agreed that priority should be given to women when recruiting civil servants without compromising the principles that guide the recruitment process of civil servants which is an open, transparent, and accountable competition, and void anything that may cause unfairness or fraud;
3. The meeting Participants agreed that all Civil service positions that come through the promotion and appointment process, especially senior positions, should be given priority and special consideration to women who are qualified to hold those positions in order to reach the set standard of 25% by June 2024;
4. Development and training programs should be given for women working in the Government to improve their knowledge, skills, and abilities to ensure that women working in the government are capable and qualified to hold senior government positions.
5. Build a "support system" with other women within the programme. Meet role models and hear "success stories" to support actively acting as a positive role model for other women in the government intuitions.
6. Have the opportunity to develop personal and intuitional action plans related to putting their learning into practice in the workplace together with monitoring and reviewing checkpoints.
7. The participants of the meeting agreed that the agenda of prioritizing women's issues should be presented to councils to ensure that the government has common thoughts on women's empowerment to make it easier to reach the target of 25% by June 2024.

It is important to note, however, that there were other activities as outlined in the Action Plan that was planned but were not conducted due to limited budget, an inability to identify or recruit focal points to oversee implementation, and a lack of significant female staff through civil service recruitment ultimately impeding efforts to reach the target of 30 percent. However, the gender guideline plus the 2021 action plan are attached as Appendix

#### **4.0. Issues faced**

There is no doubt that there is a range of challenges that are specific to women., continue social and cultural barriers are the major challenge that prevent women from progressing through the ranks in line with their male colleagues. One notable structural barrier that prevents women from being promoted to more senior roles in the civil service is that there are widely-held beliefs and perceptions of a lack of female leadership, ambition, and capacity. Additional key challenges for women working in the government are identified here below: -

- Cultural barriers: meaning that lack of support and motivation (from society, family, education/ learning centers, and workplace)
- limited budget, inability to recruit focal points, and lack of significant civil service recruitment making reaching the target difficult.
- Another barrier to employment across sections is also cultural roles that assign women responsibility for domestic tasks (e.g. childcare) which prevents their participation in the 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 senior government 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 in women in employment
- Job opportunities in the country are very limited.

## **5.0. Recommendations and next steps**

- Enforcing existing laws, regulations, and policies that are governed by Civil Servants.
- Publicizing institutional policies with ongoing education and communication campaigns, using posters and other media, as well as incorporating sexual harassment and GBV awareness into worksite safety campaigns.
- To do a review of existing legislation to see where there are gaps that could be prioritized and addressed by the civil service commission.
- Implementing gender guidelines developed and issued by the National civil service commission (NCSC)
- Educate women through training programs, coaching, and mentoring in the workplace, especially providing professional training to enhance the knowledge of women who work for the government and give them the skills and confidence to use their abilities.
- Conducting Women's Forums to discuss challenges, and progress, share success stories, and also decide future plans
- Establishing lobbying offices and effective gender focal points for related stakeholders to empower women.
- Conducting Fair recruitment and Open competition to remove clan-based nominations and political interventions.
- To consciously promote and encourage women in public service as well as job seekers by doing workshops and seminars to advance women's empowerment.

## **6.0. Conclusion**

The National Civil Service Commission (NCSC) believes in promoting people just because of gender/ethnicity/etc. makes matters worse, people should be promoted because they can do the job. Therefore, training and capacity-building programs are the best and permanent solutions that can help women working in the government to step toward top positions. Capacity-building programs can empower female civil servants to realize their full potential on an equal footing with their male colleagues. The capacity building program supports women in the civil service by enhancing their skills and abilities, challenging power and inequality, whilst building confidence, assertiveness, and self-esteem within a safe and comfortable environment.

## **7.0. The action plan for the period of January 2023-December,2023**

- Appointing gender focal point, and professional consultant to build the professional capacity of female employees.
- Delivering women in government workshops (two phases), covering the area of leadership and managerial skills, human resource management, policy and planning, communication skills, public relation, report writing, and conflict management. And Etc
- Conducting training for women working in the government to educate them on the civil service administrative regulations
- Conducting Women's Forums to discuss challenges, and progress, share success stories, and also decide future plans
- Ensure that trained women are promoted to higher positions in accordance with the procedures set out in Regulations.
- Informing the office of the prime minister about the importance of increasing the number of women working for the government and the office of the Prime Minister should play an important role in empowering women.

## **Appendix**



**Gender  
Guidelines.pdf**