



Federal Republic of Somalia (FRS)
National Civil Service Commission (NCSC)

NCSC FIVE YEARS STRATEGIC PLAN

March 2018
Mogadishu-Somalia

STRATEGIC PLAN
2018-2022

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FOREWORD BY THE NCSC CHAIRMAN

As the Chairman of the National Civil Service Commission (NCSC) it gives me great pleasure to present the Five Year Strategic Plan for the NCSC, covering the period 2018 to 2022. This plan directly supports the objectives of the National Development Plan.

The timing of this plan could not be more fitting, as it follows Cabinet approval of the 2018 Civil Service Law. The law provides Government with the clearest vision and commitment to putting in place a modern civil service, in order to deliver good governance, transparency and accountability.

This plan has been established based on an honest appraisal of our strengths, weaknesses, opportunities and constraints. This plan sets out our objectives over the course of the next five years, linking resources to real outcomes, and it has been established based on real priorities and practicable and achievable results. Given the important of a whole-of-government approach in promoting Merit Based Recruitment, this plan balances investments that promote improved capacity within the commission, to driving forward reforms that elevate the entire public service in terms of its commitment to improved human resource management.

In putting this strategic plan together, we have attempted to identify actions that would maximize impact across six strategic objectives. Each objective is then supported by tangible set of investments, that reflects government priorities over the coming period. These objectives focus on strengthening the legal and regulatory environment, improving terms of employment and pay, on comprehensive career development, on performance management and appraisal, on communicating our vision for change, and critically, establishing a new headquarters for the commission in a place that is secure and professionally functional.

We look to the Federal Member states to support implementation of this strategic plan, and we look forward to an open dialogue on how best collaboration can be strengthened.

We acknowledge that without the support of the international community – through support provided by the World Bank and UNDP – that much of what has been outlined here would not be possible. However, given the fiscal limitations affecting government, continued and additional support for construction of a new building including fitting it out with requisite eGovernance solutions, the new modern service that we envisage will struggle to emerge.

As the Chairman I commit to providing an annual performance update against this plan, and I remain thankful to my colleagues – many of whom remain nameless – who will play a critical role in executing this plan going forward.


H.E. Hassan Abshirow
NCSC Chairman



ACKNOWLEDGEMENT

I would like to express my deepest appreciation to all individuals who contributed to the finalization of the National Civil Service Commission 5 Year Strategic Plan 2018-2022. I would like to thank the NCSC Staff to their substantive feedback during the in-depth consultations, and the technical consultants of the HR Firm Geopolicy Inc. for the invaluable input into this strategic plan.

I would also like to thank World Bank- Capacity Injection Project (CIP) for the continuous provision of technical and financial support. Special thanks goes to Omar Abdi of Capacity Injection Mechanism (CIM), Shair Guled Hared of NCSC senior staff, and last but not least, to the Commission executive team for their leadership and support to the attainment of the NCSC Five Year Strategic Plan.

May Allah Bless You All

**Abdiweli Hassan
Director General**



ABBREVIATIONS

CIM	Capacity Injection Modality
CIP	Capacity Injection Project
CSR	Civil Service Reforms
DGs	Director Generals
FGS	Federal Government of Somalia
GoS	Government of Somalia
IFI	International Financial Institutions
IPRSP	Interim Poverty Reduction Strategy
M&E	Monitoring & Evaluation
MBR	Merit Based Recruitment
MoF	Ministry of Finance
MOLSA	Ministry of Labor and Social Affairs
MoPIC	Ministry of Planning and International Cooperation
MPTF	Multi Partner Trust Fund
MTBF	Medium Term Budget Framework
MTEF	Medium Term Expenditure Framework
MTFF	Medium Term Fiscal Framework
MTFS	Mid Term Fiscal Strategy
NAC	National Advisory Council
NCSC	National Civil Service Commission
NDC	New Deal Committee
NDP	National Development Plan
P&G	Pay and Grading
PAR	Public Administration Reforms
PFM	Public Finance Management
SDG	Sustainable Development Goals
SNDP	Somalia National Development Plan
UNDP	United Nations Development Program
WB	World Bank

