



Republic of Somaliland

# Civil Service Institute



## Strategic Plan 2022 to 2026



## **Message from the Director**



The Civil Service Institute (CSI) is committed to enhance the skills, knowledge and professionalism of the Somaliland civil servants; and improve the performance of the public institutions and service delivery for the citizens. To this end CSI, in fulfilling its mandate enshrined in the Establishment Charter No. 01/2021, has developed a five year (2022-2026) Strategic Plan for the institute, which aligns with Somaliland's National Vision 2030 and

National Development Plan II (NDP II). It focuses on advancing all forms of knowledge, skills, and scholarship of Somaliland civil servants and executives in keeping with the international standards. With this Strategic Plan, the Civil Service Institute creates a niche in state-of-the-art programs in human and institutional capacities aligned to the ongoing reforms and responds to the training needs of individual institutions.

This strategic plan aspires to develop and promote civil servants' knowledge, skills, and attitude by providing short and long-term professional training programs. It also emphasizes enhancing institutional infrastructure and improving internal systems to triangulate results and help provide quality services to the public. During this strategic plan, the institute also commits to expand the research center to devise evidence-based solutions for challenges in Somaliland's public sector and to instrumentalize specific ideas for societal challenges, socio-economic transformation, and multisectoral development. One of the main strategic focus areas of CSI in this strategic plan is to enhance public trust, institutional brand, strategic partnerships through promotion of the key achievements and integrity of the Civil Service Institute.

I call upon all CSI's stakeholders to embrace and support the implementation of this strategic plan. I instruct all departments to adopt all priority interventions included in this strategic plan and I call upon our local and international partners to support us and align their assistance to the priorities of this strategic plan so that we can achieve our goals and aspirations.

**Omer Eid Qalonbi**

**The Executive Director of the Civil Service Institute (CSI)**

## **ACKNOWLEDGEMENT**

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This strategic plan clearly defines the institute's direction of travel in the coming five years. A team of technical experts have worked hard to define and develop clear and comprehensive strategies and activities that are all included into this strategic plan document. Through the realization of strategic themes, the capacity of CSI to deliver its responsibility and realize its mission statement will be strengthened. Departments, sections, and units will translate strategic themes into results through their operations by molding and implementing a level based annual work plans.

I, as the Executive Director of CSI, would like to note that this Strategic Plan has been developed with the help of many people, both CSI staff and external consultants. Though the planning and development department was the lead unit in the preparation and compilation of this robust strategic plan document, the contributions from other departments and technical consultants was extraordinarily crucial. A task team appointed by the institute's Executive Director has halted their normal work duties for weeks and been coming to the meeting hall to contribute to the discussions of setting a plan that can be used to improve the institute's capacity. I believe the efforts that were put into the preparation of this plan can be described as a typical example of the importance of a good team-work. Though it is hard to do comparisons of contributions from the team members to this document as they were all equally important, I would, however, like to specifically mention the contributions of a few individuals.

**The Executive Team (Omar Qalonbi and Mustafe Ahmed)** for their leadership commitment and curiage of taking this initiative forward and working hard to make the preparation of this strategic plan a reality.

**Amal and Badri** for their unique and undivided commitment to keeping the team together, for their willingness to give up their offtimes for this duty, and for working hard towards witnessing the completion of this strategic plan.

I would also like to express my heartfelt gratitude to all our stakeholders and to the members of the strategic plan's preparation task team who worked tirelessly during the planning process. Among the names I would like to mention from this task team are: Abdiqadir Askar, Abdikadir Kamid, Mawlid Elmi, Mohamed Warsame, Ali, Mohamed Hassan, Said Adan, Said Ahmed, Bahja Dualle, Zakaria Abdihakin, and Khalid Jama. I would also like to give special thanks to the members of the CSI Board of Trustees and, more specifically, the Board chairman (H.E.

Khalid Qodax) and the then chairman (H.E. Farhan Adan) for their special attention, guidance, and assistance during the Plan's preparation and development.



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# 1. INTRODUCTION AND INSTITUTIONAL REVIEW

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## 1.1. Background

Somaliland Civil Service Institute (CSI) came into existence in May 2005 through a presidential decree approved by the Council of Ministries to capacitate Somaliland civil servants and Somaliland people at large. The institute's main campus was officially opened on 19<sup>th</sup> September 2005 as a non-profit making, non-political, and public training institution owned by the State of Somaliland based on Article 90 of the Constitution of the Republic of Somaliland.

The President of the Republic of Somaliland, in carrying out his constitutional duties and having recognized the governance of the Civil Service Institute plays a pivotal role in the provision of quality education, research, and innovation, diversifying community services and meeting societal needs, re-established the Civil Service Institute through the Establishing Charter No. 01/2021 as an autonomous public institution of continuous learning in the civil service to improve the performance of civil servants and reinforce the basic principles and core values of Somaliland civil service. The CSI is responsible for advancing all forms of knowledge, skills, and scholarship of Somaliland civil servants in keeping with the international standards.

The Civil Service Institute is a training and capacity development institution that builds the skills and professionalism of Somaliland civil servants. Its current focus is on the orientation and training of recruits, training for new cadres, and leadership training across all civil service institutions. It also carries out research and provides recommendations for innovation and excellence in public administration.

The Somaliland Civil Service Institute (CSI) is governed by a Board of Trustees, which is composed of:

- Chairman of Civil Service Commission (Chairperson),
- Director General of Ministry of Science & Higher Education (Vice-Chairperson),
- Executive Director of the Civil Service Institute (Secretary)
- Director General of Ministry Finance Development,
- Director General of Ministry of Planning and National Development, and

- Director General of Ministry of Interior

On the other hand, the Executive Director of the Institute, appointed by the president of the Republic of Somaliland, leads the institute and appoints the directors of the institute's four departments; i.e., Department of Admin and Finance, Department of Academics and student affairs, Department of ICT, and Department of Planning and Statistics. There is also a deputy executive director whose primary duties are to supervise, on a daily basis, activities ongoing in each department and execute other specific assignments delegated by the executive director.

Despite the fact that the Institute has faced numerous challenges such as availing capable human resources, information and communication facilities, and financial resources to optimally translate ongoing operations and plans into visible impact, considerable success has been realized thus far. Since its establishment, however, CSI has grown significantly regarding the number of civil servants trained, expansion of training programs, and partnerships with global institutions. The CSI has trained more than six thousand civil servants through the provision of both short and long term programs, and its training covered five of the six regions, and almost all of the "A" grade districts and JPLG supported districts. In addition, the institute provides short-term training, long-term specialized education and tailor-made training programs. Its partners include the six regional capital districts, UNDP, UN-Habitat, AET, Ethiopian Civil Service University, and Jigjiga University.

Today, at a time when the value of higher education is of great essence, and CSI's impact on both the public and private sector is growing faster, CSI is committed to providing collaborative, interdisciplinary, and result-driven education that will help our civil servants successfully address the challenges ahead, now and throughout their careers, and make positive changes in Somaliland's public service provision. Going off of CSI's establishment charter, this strategic plan will add to, build on, and expand the several initiatives that had previously been in place. By implementing the goals and initiatives of this plan, CSI continues its legacy of becoming a center of excellence and professional development for civil servants.

The Civil Service Institute's Strategy Plan sets clear deliverable priorities for the coming five years (2022-2026). The strategic plan, which aligns with the Somaliland National Development Plan II (NDP II), will further support the institute's efforts to undertake and discharge its responsibilities. We have, hence, written this strategic plan to engage with and inform our

stakeholders about our direction of travel. This document also gives our staff a clear set of medium-term goals to which everyone's work contributes.

Furthermore, the added value for the Civil Service Institute's strategic plan sets building blocks for the operation teams to develop annual work plans, including more detailed departmental plans and Monitoring and Evaluation frameworks.

### 1.1.1 Vision, Mission, and Core Values

**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.

**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.
- **Integrity:** we ensure that all CSI employees serve with self-respect, diligence, and sincerity. This shall be the foundation of our customer relationships.
- **Customer-oriented service delivery:** in all our services, we respect the desires and aspirations of our customers. To us, a customer is a king in the service delivery process.
- **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.
- **Efficiency and Effectiveness:** It takes resources to translate plans into concrete actions. We ensure optimum use of human, material, time, and financial resources while implementing this strategic plan.
- **Transparency and accountability:** We must ensure that it is done in the most open and participatory manner possible in everything that we do. We equally act in the most responsible way in all our dealings with stakeholders and customers.
- **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.
- **Gender sensitivity:** CSI ensures no gender bias is involved in any of its capacity development programs.

### **1.1.2 Mandate and Functions of the Institute**

The Civil Service Institute is mandated to develop the skills and knowledge of the civil service and aims to provide mechanisms for creating a diverse and highly qualified workforce. This workforce is ultimately responsible for executing the government business and enhancing institutional capacity and development skills in matters related to policy, leadership, management, financing, and socio-economic development.

Moreover, the Civil Service Institute researches institutional capacity development, policy formulation and implementation, leadership and management, good governance, and socio-economic development. It also offers certificates and diplomas following the courses provided. The modalities through which they are offered shall be related to the current need. In addition,

CSI provides advisory services in collaboration with the public sector, private sector, and civil society aimed at good governance and socio-economic development. It also equips the Somaliland workforce with the appropriate values, work-related skills, and induction of existing programs in the public sector, private sector, and civil society. Its hands also stretch to national, regional, and international institutions with similar activities and mandates to forge working relations and global partnerships.

### **1.1.3 The Rationale of the Strategy**

The Civil Service Institute's Strategy Plan for 2022-2026 is designed to ensure a common operating picture among the board of trustees and department staff to successfully execute and achieve CSI's established strategic and thematic goals. With this Strategic Plan, the Civil Service Institute creates a niche in state-of-the-art programs in human and institutional capacities aligned to the ongoing reforms and responds to the training needs of individual institutions. The CSI also targets capacity building for some local governments and regional administrations as core training and capacity-building programs.

### **1.1.4 CSI Achievements**

As detailed in the background section above, the institute is a foundation that aims to strengthen the capacity of civil servants. It provides a solid platform for delivering training and development activities for civil servants. The institute currently provides degree programs, a one-year diploma program, a range of short-term training programs, a joint (with Jijiga University) master's program, and research and consultancy services.

So far, the institute has trained more than 5,500 civil servants on short-term programs, of which 1865 were females. On the other hand, a total of 1345 students have graduated from the institute's undergraduate programs, of which 291 were females. Moreover, three hundred civil servants participated and successfully completed the English language training program. Below is a brief description of the institute's different programs and details of students who have graduated from those programs so far.

### **1.1.5 Short-term Programs**

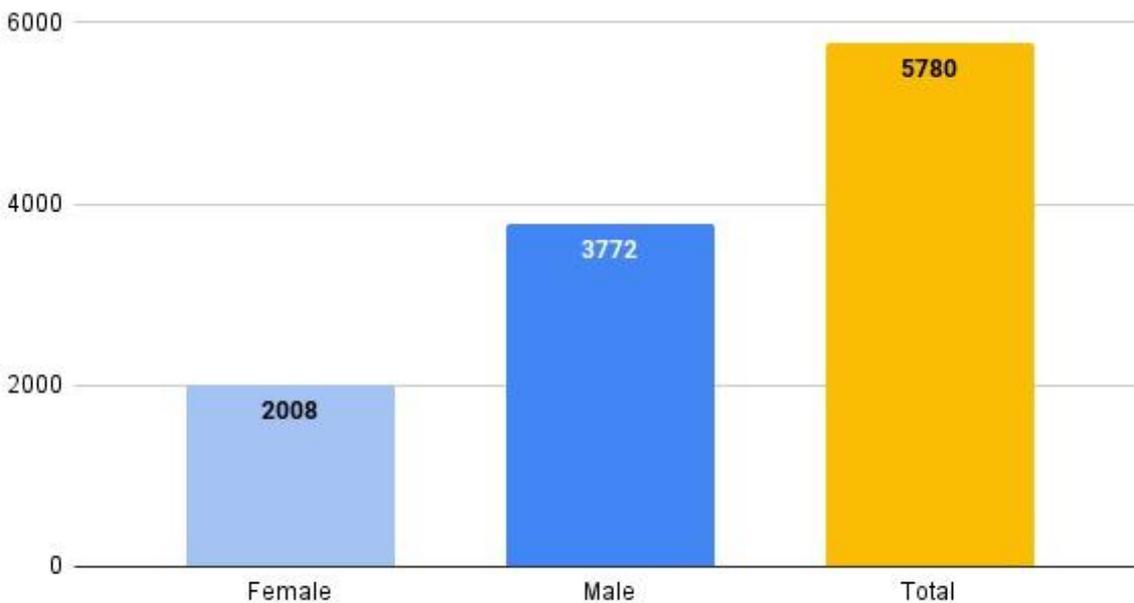
CSI provides different types of trainings to civil servants, including:

- Common Short-term training,

- Tailor-made trainings
- Certification and
- Diploma

All these trainings are aimed to enhance the knowledge, skills, and attitude of civil servants to enable them to deliver effective and efficient services to the public. All capacity-building trainings are aligned to the ongoing reforms and responds to training needs assessments conducted at individual-institutional levels.

### Staff Trained on Short Courses, from 2005-2021



Source: Institute's records

## 1.1.6 Long-term Programs

### 1.1.6.1 Undergraduate Degrees

The institute started offering the below-listed bachelors' degree programs in 2010.

- Accounting
- Development Management
- Public Administration
- Urban Management

- Political Science and International Relations

The below table summarizes students graduated from those above listed programs by gender.

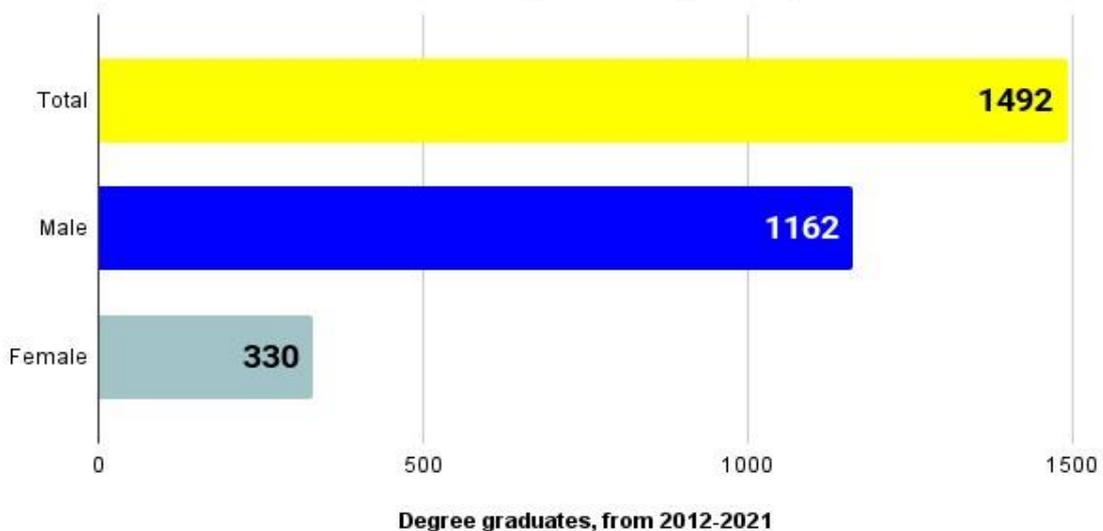
**Table1: Students Graduated from Institute’s Programs, 2012 to 2020, by Gender**

Department	Accounting		Development Management		Public Administration		Urban Management		Political Science		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
2012	26	12									
2013	25	8	45	4	79	10					
2014	19	8	59	3	30	12					
2015	13	9	31	12	29	7					
2016	30	6	34	17	47	14	21	2	36	12	
2017	36	7	30	12	33	8	21	2			
2018	36	11	32	14	31	10	31	6			
2019	67	16	26	7	34	16	20	8			
2020	32	9	38	13	35	12	28	4			
2021	38	17	24	10	29	8	17	4			
<b>Students Graduated</b>	<b>322</b>	<b>103</b>	<b>319</b>	<b>92</b>	<b>347</b>	<b>97</b>	<b>138</b>	<b>26</b>	<b>36</b>	<b>12</b>	<b>1492</b>

Source: Institute’s records

As noted in the above table, below chart summarizes the gender proportionality from the total students graduated from the institute since 2012.

**Students Graduated from Degree Programs, 2012-2021**



Source: Institute’s records

### 1.1.6.2 Postgraduate Degrees

To enhance the capacity of civil servants, CSI signed a bilateral agreement of granting masters' and bachelor's degree programs with Ethiopian Civil Service University (ECSU) in 200. Since then, ECSU has granted Somaliland continuous yearly scholarships where 187 civil servants graduated from different master's disciplines.

In 2020 CSI entered a joint agreement with Jigjiga University to deliver a master's degree in Risk Disaster Management and Sustainable Development here in Hargeisa. This program was aimed to help civil servants' access to quality education in their localities. This program will also contribute to managing the effects of recurrent droughts and floods and reduce their negative impacts through the application of subject knowledge and skills. This program was started with 22 students.

## 2. POLICY AND LEGAL ALIGNMENT

The Strategic Plan complies with all the nation's policy and legal frameworks within which public institutions, and specifically educational ones, ought to operate. Besides complying with all the nation's legal requirements such as Somaliland's constitution and civil service law, the below sections explain the strategic plan's alignment to the nation's developmental policies and plans.

### 2.1 National Vision 2030 and National Development Plan II

The Civil Service Institute's Strategic Plan is aligned with Somaliland's National Vision 2030, i.e., "A stable, democratic and prosperous country where people enjoy a high quality of life". It particularly concurs with the vision of the good governance pillar which is stated as "A society where the rights of citizens are protected by democratic, transparent, accountable, and efficient institutions". One of the critical aspects of this vision is to attain good management of public affairs. CSI is one of the state's unique institutions which has a legal mandate and an overarching role in forging good management of public affairs. This strategic plan is also aligned with National Development Plan II (hereafter referred to as NDP II). It contributes explicitly to pillars one, three, and four of NDPII.

Pillars one, three, and four address **Economic Development, Good Governance, and Social Development**, respectively. Hence, this strategic plan contributes to the **Good Governance**

**(Pillar 3)** in the sense that the overall intention of the plan is to produce qualified civil servants capable of attaining the level of good governance set as a stand-alone pillar in the nation’s Vision and NDP II. As the CSI also serves for private students, the production of qualified civil servants and private citizens not only enhances the contribution those graduates can make to the nation’s economic development (Pillar One) but also to themselves, to their families, and their communities; which leads to an overall societal development (Pillar Four).

This strategic plan sets as the institute’s strategic direction for the coming five years based on and in agreement with NDPII and the institute’s Establishment Charter. For instance, the plan includes strengthening and expanding research as one of the institute’s strategic goals. This goal recognizes and builds on the utmost importance of employing research-driven steps towards the modernization and enhancement of public institutions' capacity to render quality services. Moreover, this goal is in line with Pillar three of Somaliland’s NDPII, which aims for a *‘society where the rights of citizens are protected by democratic, transparent, accountable and efficient public institutions.’*

The below table depicts the alignment of this strategic plan to NDP II in a more concise way and shows how closely the two are tied together.

**Table 2: Alignment of the Strategic Plan to NDP II**

Strategic Themes	NDP II Pillars	NDP II Outcomes	Sustainable Development Goals
<b>Theme One:</b> Improved Short-Term Training and Educational Program  <b>Theme Two:</b> Improved Staff Capacity, Infrastructure, & Internal System	<b>Pillar 1:</b> Economic Development	Sustain GDP per capita growth rate	<b>SDG8:</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
		Increase the number of people engaged in R&D in Somaliland by 10% & research spending as a proportion of the GDP by 1.5%	<b>SDG9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
<b>Theme Two:</b> Improved Staff Capacity, Infrastructure, & Internal System <b>Theme Three:</b> Improved Research and Consultancy Programs	<b>Pillar 3:</b> Good Governance.	Develop civil service quality standards and certifications for competence measurement	<b>SDGs 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

<b>Theme Four:</b> Enhanced Public Trust and Institutional Brand		Promote & significantly improve national planning processes and institutional capacities	
<b>Theme One:</b> Improved Short-Term Training and Educational Program  <b>Theme Three:</b> Improved Research and Consultancy Programs	<b>Pillar 4:</b> Social Development, Education Sector.	Increase the number of university course first-year student enrollments	<b>SDG4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
		University graduates have minimum IT literacy skill sets	
		Decrease gender parity in relation to University access	
		Increase functional literacy rates for both men and women.	
		5% of university budgets will be allocated towards research activities	<b>SDG9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Source: Institute's records and NDPII

### 3. SITUATIONAL ANALYSIS (SWOT)

#### 3.1 Strengths

**Highly Automated:** At CSI, workflow processes are highly automated. The institute, for instance, has automated systems that electronically take and store students, teachers, and staff data such as attendance, grade reports, the time teachers spend in the classroom, and staff attendance through fingerprinting technology. The institute also has a system where teachers and other staff salaries are paid electronically, i.e., direct deposit to bank accounts and mobile money payment. The institute has also started to work towards getting students to pay tuition fees electronically.

**Brand and Goodwill:** As far as public opinion is concerned, the institute is considered one of those higher education institutions in the nation with the most vibrant and quality academics and administration systems.

**Infrastructure:** The institute has campuses in Hargeisa and Buroa that are moderately furnished, equipped, and has classrooms, offices, libraries, and an attractive overall educational environment.

**Teamwork Habit:** The institute has a strong habit of teamwork where contributions from staff are what keeps the wheel turning, get the institute driving, and differentiates it from its peers in the higher education sector.

**Establishment Act:** Unlike most similar institutions, the institute has an establishment act signed by the president that makes it an autonomous institution that is independent of its activities.

**Location:** The institute has its headquarters in a strategic place a few blocks to the East of the “Gobol-ka,” where Somaliland’s office of the president and most ministerial buildings are located. It is also a few blocks to the west of Hargeisa’s downtown, where most private sector businesses and offices are located.

### 3.2 Weaknesses

**Limited Physical Infrastructure:** The institute has a limited physical infrastructure (i.e., land, buildings, vehicles, etc.) that is not sufficient in accommodating the capacity that the institute is capable of working in -be it the number of students, programs, or other service-provision capabilities.

**Financially Constrained:** Due to the expansion and increased activities coverage, the institute has been experiencing growing costs since its establishment. This hurdled the institute’s capacity to deliver its mandated wide range of activities at its fullest capacity.

**Knowledge and Skill Gaps:** Though the institute has staff with sufficient skill and knowledge to render duties, there is, however, a skill and knowledge gap that needs to be narrowed down, if not fully closed. There is a need for capacity development for the current staff and an injection of recruits with relatively higher skill and knowledge sets.

**Old Curriculum:** The institute’s curriculum has not been reviewed and updated for years now.

**Less Functioning Research Center:** The institute has a research center that does very limited research activities such as coordinating student thesis preparation. Most of the other internal and all external research and consultancy activities are lacking.

**Ineffective Quality Control System:** Though the institute has quality control, and monitoring and evaluation sections in place, there are, however, concerns about their work capacity and the extent they do their mandated quality assurance and monitoring activities.

**Futile communication and public relations:** Despite, relatively, the good name of the institute in Somaliland's higher education, media outreach, and brand-boosting activities are not functioning as a similar section in a similar institution should.

**Policy and Procedural Gaps:** As depicted in the baseline, the institute's policies and procedures for different sections and activities are either non-existent, incomplete draft, or not reviewed or updated for the last five years.

### 3.3 Opportunities

**Donor Funds:** As to the notion that there are donor funds dedicated to training and capacity building, the institute believes that it can work towards identifying potential donors, writing proposals, and receiving those funds.

**E-Library:** Establishing an E-Library would help take the institute closer towards its mission of becoming a center of academic excellence. This E-Library would be a reference point for the government institutions, civil servants and the wider public.

**Distance Learning:** Since the institute has only two campuses throughout the nation, a vibrant distance learning system would help further expand its coverage. Civil servants and private students in remote/disadvantaged areas would have access to CSI academic programs.

**External Research and Consultancy:** The institute would benefit financially and boost its mandate of building the capacity of civil servants by searching and competing for external research and consultancy opportunities. These could be implementing, participating, and/or facilitating donor and government-funded public reforms and other research and consultancy opportunities.

**Public events and forums:** The institute can further sell its brand and contribute more to the nation's development through the initiation, organization, and provision of platforms for public events, debates, and forums.

**Executive training:** The institute’s current beneficiaries of both short and long-term training programs are middle and lower-level civil servants. The institute believes the attitude, knowledge, and skills of top leadership are crucial for positive change in public institutions. With this notion, adding tailor-made executive training to the institute’s list of course offerings would bring better and faster change in Somaliland’s public sector.

**Fundraising Activities:** The institute’s new establishment charter gives the power to conduct fundraising activities from both the private and public sectors.

### 3.4 Threats

**Covid-19 Pandemic:** This global pandemic (Covid19) has significantly impacted the institute's work. The institute believes that more of its impact has yet come.

**Establishment of similar institutes:** The establishment of new similar institutes that train the civil servants may take a large portion of the institute’s customers away. This could also cause conflicts of mandates and the possibility that the institute’s government budget is shared.

## 4. STRATEGIC THEMES AND OBJECTIVES

### 4.1 Theme One: Improved Short-Term Training and Educational Program

In today’s world, public sector employees’ skills, knowledge, and attitude are among the key contributors to the public and private sectors’ quality of services. To this effect, one of the primary mandates, and hence priorities, of CSI is developing and promoting civil servants’ knowledge, skills, and attitude by providing short and long-term professional training programs. This contributes to the Somaliland government’s vision and commitment to improving public service delivery. Similarly, Article 8, sub-article 1 of CSI establishment Act stipulates that *“the institute shall perform a range of activities such as the development of overall training policy, training need assessments, curriculum developments, course designs, training plans for civil servants, evaluation programs and training activities, and on-going reviews of the professional capacity and overall growth of Somaliland’s civil service,”* to respond to the above theme and activities, CSI set objectives and aims to accomplish them as follows:

### 4.1.1 Objective One: Increased Skill and Knowledge of Government Executives

In this modern world, leaders in the public sector face new challenges to cope with the changing mode and type of service delivery in the public sector and the increasing demands from citizens for better quality services. The institute, thus, realizes the role of highly motivated, well-trained, and skilled public sector leaders in tackling these challenges and responding to citizens' demands. To this cause, this objective focuses on increasing the skills and knowledge of public sectors.

Moreover, the institute will use a national level training needs assessment (TNA) conducted by the Ghana Institute of Management and Public Administration (GIMPA) in collaboration with the World Bank.

**Activity One: Design and Deliver Executive Trainings.** The institute will improve top-level management staff's soft and technical skills to fulfill their managerial and oversight roles while realizing this objective. CSI will, hence, identify, design, and deliver a minimum of one tailor-made executive trainings each year.

**Indicator:** At least one executive training identified, designed and delivered.

**Activity Two: Conduct Training Needs Assessment and Implement Existing ones.** To get insights into training requirements, capacity gaps, and needs in MDAs, The TNAs conducted by CSI with some international partners (such as GIMPA's) and the training programs identified therein will be employed and used as a guideline for the national-level training programs for the public sector leaders. Besides this, conduct a Training Need Assessment that is more specific for the Burao campus.

**Indicator:** Number of specific TNAs conducted and the level (%) of employment of previously conducted TNAs.

### 4.1.2 Objective Two: Improved Skills and Knowledge of Civil Servants

Public sector employees worldwide face unprecedented challenges as systems and governance tools advance and change day after day. This demands civil servants to increase their

knowledge and skills to match and cope with the dynamics in their work environment. With this rationale, this objective focuses on improving the skills and expertise of Somaliland's civil servants.

**Activity One: Review, Develop and Implement Short-term training manuals and Trainer's Guide.** To realize this objective and increase the skills and knowledge of civil servants, the institute will review the existing training curriculum, and improve and develop training manuals and guides for short-term programs.

**Indicator:** Forty four training manuals and trainer's guide reviewed and developed once every two years.

**Activity Two: Conduct ToT.** The institute will review any existing ToT manuals for completeness, functionality, and validity; and necessary improvements will be made accordingly and as the need demands. Afterwards, needs based ToTs will be conducted.

**Indicator:** ToT manuals reviewed and improved and at least one ToT program is conducted every two years.

**Activity Three: Design and Conduct Training for MDAs.** Based on the TNA result, CSI will identify and conduct at least twenty six training courses each year for different levels of Somaliland's civil servants. CSI will prepare an annual training plan which describes the total number of training courses to be provided and its respective target groups. With particular emphasis, CSI will design and deliver ICDL professional training.

**Indicators:**

- At least twenty six trainings are conducted annually.
- Annual training plan is produced.

**Activity Four: Carryout Impact Assessment for Training Programs.** The institute conducts training impact assessment every year to determine whether we met training objectives and assess its impact on the actual performance of Civil Servants' tasks, roles, and responsibilities in their respective workplaces. Moreover, the institute will prepare training impact strategies and plans, and the results of these assessments will be used to help CSI improve and expand its future programs.

**Indicator:**

- One training impact assessment conducted annually.

### **4.1.3 Objective Three: Improved Training Management and Training data**

The need for training data and a compatible management system becomes essential to assess the quality of training and its impact. This allows the institute to identify, track, and manage the skills, knowledge, and capacities that trainees gained and any discrepancies therein with training objectives.

**Activity One: Develop Training Management System (TMS).** The institute will develop a TMS, where participants' data, course materials, trainers, and other similar materials will be recorded and analyzed. This TMS will also be used to automate training evaluation and certification.

**Indicator:** Training Management System (TMS) development and the level (%) of utilization for automating training evaluation and certification.

### **4.1.4 Objective Four: Improved Training Delivery Method**

As teaching and training delivery methods are developing, the institute withstood these dynamics and has been improving its teaching and training delivery methods since its establishment. Despite these dynamics in teaching methods, The Covid-19 pandemic has brought wide-ranging changes to the nation's education systems and the institute's teaching practices. The pandemic has created disruptions to the institute's activities. There have been closures and lockdowns where students had to distance-learn, making teaching and training methods obsolete.

**Activity One: Develop Distance and Blended Learning Methods.** To cope with dynamics in training delivery methods and the impacts of the Covid-19 pandemic, CSI will work towards developing and implementing distance learning and blended training delivery methods based on an improved CSI VLE (Virtual Learning Environment) system.

**Indicator:** Comprehensive Distance & blended e-learning platform developed and implemented.

#### **4.1.5 Objective Five: Improved English Language Proficiency**

In Somaliland's schooling system, students take the English language as a single subject, and the rest of the learning happens in the Somali language, from KG to grade eight in all public and most private schools. There is also no significant English learning that happens in Somaliland's secondary and tertiary education levels. The institute, hence, realizes this shortcoming and is committed to increasing its efforts of improving the English proficiency levels of Somaliland's civil servants so that they can better learn independently, communicate internationally, and be able to receive information that, in today's world, is primarily endowed in the English language.

**Activity: Design and Deliver English Learning Programs.** To enhance the English proficiency levels of civil servants, CSI will design and deliver a year-long level-based English language program taught by qualified teachers.

**Indicator:** At least sixty civil servants are trained with a level-based year-long English program.

### **4.2 Theme Two: Improved Staff Capacity, Infrastructure, & Internal System**

The institute is committed to continuously improving its staff's skills and knowledge with ongoing training and development programs to help employees become more all-rounded and better skilled in delivering their respective job duties. To provide a conducive groundwork for staff, the institute will also emphasize enhancing institutional infrastructure and improving internal systems. These parallel efforts of improving staff capacity, institutional infrastructure, and internal systems are intended to triangulate results and help provide quality services to the public.

#### **4.2.1 Objective One: Enhanced Policies and Procedures.**

The institute recognizes the importance of enhanced policies and procedures for smooth and efficient service provision. The importance of improved policies and procedures stems from employees who understand expectations in certain situations and in all that they should do as demanded by their respective roles and in conformity to the institute's vision and strategic

themes. To this effect, the Civil Service Institute considers enhancing policies and procedures as a key reference point through which an efficient quality service provision framework is determined, developed, and implemented. Furthermore, through improved policies and procedures, the institute operates on the notion that good practice in learning, teaching, research, and in all of the institute's mandated responsibilities are encouraged and disseminated. Though the institute currently has some draft policies and procedures (as depicted in the baseline study), it is, however, a priority that the enhancement of policies and procedures becomes a continuous process as the institute's size and operations continue to increase.

**Activity One: Review and Improve Policies and Procedures.** The institute will review all existing policies, procedures, and guidelines for existence, completion, conformity, practicability, simplicity, and all other necessary aspects that may, in one way or another, affect the institute's efforts to realize its strategic themes. This review also includes finding out any gaps or missing policies and/or procedures.

**Indicators:** At the end of each year, the planning department will produce a report that includes:

- The number of existing policies and procedures
- Their status of completion (i.e., if at a draft stage or an approved stage)
- Recommendations on policies and procedures that need review, change, or reformulation.
- Plans on the formulation of missing policies, if found any.

#### **4.2.2 Objective Two: Improved Physical Infrastructure.**

The institute's physical assets mainly comprise land, building, furniture, and physical facilities for teaching spaces and ancillary rooms. The institute recognizes the complexity and cost intensity of any plans towards developing physical assets and facilities. On the other hand, the institute is aware of the importance of physical assets and facilities for an environment that is conducive to learning. Therefore, the institute strives towards the attainment of strengthened and improved physical infrastructures.

**Activity One: Maintain and Expand Existing Buildings:** As far as the realization of improved physical infrastructures is concerned, the institute will continue maintaining current

buildings while, at the same time, working towards expanding the sizes of existing buildings by constructing new rooms, sections, and/or separate structures. The institute plans to build a meeting hall and three offices at the Hargeisa campus. Furthermore, the institute plans to add three more classrooms to the Burao campus.

**Indicators:**

- One meeting hall and at least two offices are built at Hargeisa campus.
- Three classrooms built at Burao Campus.

**Activity Two: Improve Landscaping.** The institute recognizes the importance of having a well-maintained landscape and green spaces for its services. As an academic institution, we believe that a beautiful landscape helps us become a center of academic excellence by providing the inputs of an environment conducive to quality learning. Among other things, the institute identified some specific attributes that are deemed essential for a better learning environment, such as a welcoming image, boosted first-sight impression, and overall convenient and relaxing study spaces.

One of the first things people see when making their initial entrance to the institute is the gated entrance and an open space with an approximate size of a hundred fifty meters squared. In addition, there are two other spaces; first to the west of the main campus and the second at the center of the main building. In total, three spaces would highly benefit from quality landscaping and would provide all the benefits that beautiful and green spaces have for academic institutions. Therefore, the institute would design and implement a beautiful landscape for those three spaces by contacting a landscaping service provider.

**Indicator:** Number of spaces landscaped.

**Activity Three: Obtain New Land and Construct a New Campus.** The institute plans to expand its current size to surrounding land and buildings. CSI leadership identified a building that has fourteen rooms and open space as a vital potential expansion space. The building is located to the northwest of the institute and shares the same compound with CSC and CSI. The Somaliland government initially owned the building but is now under an informal ownership/lease by private citizens for the past thirty years.

To acquire this building and regain its ownership, the institute will involve all personnel and institution stakeholders and those deemed necessary for the acquisition process. More

specifically, the institute will contact the owner or the responsible person of the aforementioned building and provide an equivalent compensation.

As far as raising necessary funds to acquire this land is concerned, the institute will communicate, propose its plans, and request financial support from the central government, office of the president, and some of the revenue-generating autonomies public institutions. CSI will also contribute its share of the cost.

**Indicator:** New land is acquired and new campus is constructed.

### **4.2.3 Objective Three: Improved Internal Systems and Processes.**

Because the institute constantly responds to internal and external pressures and work demands, continual process and system improvements are essential to streamline an efficient teamwork spirit and, thus, attain institutional growth. In this regard and under this objective, emphasis will be on the automation of systems, improvement of internal control, and the advancement of business processes. The improvements of these three areas will lead to better resource allocation and improved workflow efficiencies which will help the team complete more work in less time and standardize how the work is performed.

**Activity One: Improve Software Applications.** Though the work of fully automating the institute's activities is an endless process, the institute has a number of software applications and systems in place. Besides the existing applications, the institute will compile a list of software applications, assess the need, and work towards prioritizing their procurement and operationalization. Moreover, the institute will assess the functionality of the existing software applications and make necessary improvements.

**Indicator:**

- Five new systems operationalized
- Five existing softwares assessed and improved.

**Activity Two: Assess the Existing Workflow Processes.** The institute believes that there is room for improvement as to the regard that unnecessary time and resources are wasted due to administrative and other workflow bottlenecks. As indicated in the baseline study, the institute is headed towards full workflow automation, which will help identify and cut any inefficiencies

in workflow processes. As to the notion that the assessment of existing workflow processes is the take-off point for any journey towards process automation and improvement, the institute will conduct a thorough workflow assessment annually, and a report will be produced at the end of each assessment. This report will minimally include:

- The number of existing workflow processes
- Categorizations of those that are automated and those that are not.
- Level of automation and automation gaps in those that are classified as automated.
- Areas where there are process and workflow inefficiencies.
- Recommendations of SMART plans that suggest ways of automating new processes, closing or narrowing automation gaps, and improving workflow-process inefficiencies.

This report will then be used to optimize any workflow processes deemed inefficient and/or not or semi-automated. Moreover, the report will be submitted to the top management, related departments, and other stakeholders (if any) for implementation.

**Indicator.**

- Number of assessment reports produced annually
- Identification (with improvement plan) of any existing workflow bottlenecks.

**Activity Three: Establish and Equip an Internal Auditing Section.** An internal auditing section was seen as inevitable for the effective and efficient operation of the institute's processes and systems. This section's primary duties will ensure that the institute's financial and operational risk management, governance, and internal control processes operate effectively. This section will be established and sufficiently staffed and furnished. A competent internal auditor will be hired for this section, and necessary independence will be provided. The institute will internally be audited quarterly and as demanded by the top management, and a thorough audit report will be produced at the end of each audit task.

**Indicator:**

- The establishment of a capacitated internal audit section.
- One comprehensive internal audit report produced annually.

#### 4.2.4 Objective Four: Strengthened Financial Infrastructure

As to the notion that the institute's financial resources are very limited, initiatives will be made to increase revenue flow and enhance financial planning and resource allocation processes that are sufficient, dependable, and consistent to support the institute's ongoing financial obligations and future ambitions.

**Activity One: Develop Fundraising Strategy.** Comprehensive fundraising strategy will be developed and continuously updated to tap new or [utilize more] previously underutilized sources of revenue.

**Indicator:**

- Fundraising strategy developed

**Activity Two: Identify Key Potential Contributors and Establish CSI Alumni Association.** In an effort of putting the fundraising strategy into practice, efforts will be made to plan and organize programs to encourage individual and business interests in CSI. The institute will determine key people and businesses that are current (or deemed as potential) donors for CSI, and a pool containing this group will be developed. The institute will then work towards keeping this group connected, such as conducting programs and events deemed to have interests for them. For instance, the institute will organize special events for some purposely chosen alumni and collaborate with them in establishing a strong alumni association that can help CSI in different issues, but mainly on the fundraising activities. Afterwards, the institute will plan for hosting fundraising events

**Indicator:**

- Key potential contributors are identified and a CSI alumni association is established.  
At least one fundraising event is held every two years.

#### 4.2.5 Objective Five: Enhanced Technological Infrastructure

As the institute's main mission is to build the capacity of civil servants, it is important to enhance the institute's technological infrastructure and use that as a bridge to improve efficiency. In today's world, Technology provides students with easy-to-access information, accelerated learning, and fun opportunities to practice what they learn.

**Activity One: Establish an E-learning Studio.** The institute will establish an E-learning studio to cover new grounds and reach out to civil servants based in regions.

**Indicator:** An E-learning studio is established and operational.

**Activity Two: Equip Computer Lab.** The institute currently has a computer lab with old computers and accessories. This computer lab doesn't satisfactorily provide students with the service they need. With this being the case, the institute will replace all computers and accessories in the lab and bring new ones that are up to the standard of supporting students with their learning.

**Indicator:** Computers and accessories in the institute's computer lab are fully replaced.

### **4.3 Theme Three: Improved Research and Consultancy Programs**

The institute had a research center that was under the academics department since its establishment. Considering how a research center at a similar institution should work, the center has been engaged in very limited activities. The main activities of this center have been to support senior students for their thesis writing and coordinate their advisors and examiners. The institute, however, plans to expand the research center and include the provision of strategic research and consultancy services in its mandate to devise evidence-based solutions for challenges in Somaliland's public sector. Moreover, the center plans to conduct consultancy and research activities to instrumentalize specific ideas for societal challenges, socio-economic transformation, and multisectoral development.

#### **4.3.1 Objective One: Expanded and Strengthen Research Center**

Besides enhancing interactions between departments, teachers, and students, research centers in higher education institutions are also mandated to conduct research, contribute to academic excellence, participate in real-world problem solving and create and disseminate knowledge. To this rationale and to the notion that the activities of the institute's research center are limited to a negligible share of what a similar research center should supposedly do, this objective aims to expand and strengthen the institute's research center.

**Activity One: Allocate budget for the research center.** The institute will allocate a minimum of 5% of the institute’s total budget to the research section. This budget will be used to fund the institute’s ongoing and future researches and other related activities.

**Indicator.** The research center has a minimum budget of 5% of the institute’s budget.

**Activity Two. Equip the research center.** The research center will be equipped with all the necessary equipment, such as a furnished office and other equipment needed to realize the center’s strategic theme and objectives.

**Indicator:** The research center is equipped with all necessary equipment and instruments.

**Activity Three: Review and improve the structure and functions of the research center.** As mentioned, the institute’s research center is currently engaged in a small share of its mandate. Therefore, a thorough review of the center’s functions and structure will be conducted to establish the extent of its activities and the effectiveness of its design. Based on the findings of this review, efforts will be made to improve all the center’s activities and fill in any functional and structural gaps.

**Indicators:**

- Structural and functional review reports are produced.
- Research center’s activities are increased and improved (%)

**Activity Four: Recruit qualified staff to the research center.** Talented researchers play an essential role in conducting a thorough functional and structure review to assess the current status of the center and, second, use and implement the findings and recommendations to establish a research center that has the sought quality. The institute, thus, will recruit two qualified staff that is deemed capable of expanding the activities and strengthening the capacity of the research center.

**Indicator:** Number of qualified and capable researchers recruited for the research center..

**Activity Five: Establish a research resource center.** Besides expanding the research center’s activities, the institute will concurrently establish a center (within and under the research center) that will keep all research and consultancy-related resources. This center will store resources and act as a platform for research-related seminars, workshops, and forums. In

addition, the resource center will serve as a platform where researchers meet for discussions and share insights for their research works and a place where support devices such as computers and statistical software are available.

**Indicators:**

- The establishment of a well-equipped research center and its level of (%) utilization.

### **4.3.2 Objective Two: Increased Number of Researches and Publications**

As presented in the aforementioned objective, the rationale behind the expansion of the research center is to address and problem-solve societal problems and challenges in public service delivery with innovative and evidence-based approaches. The institute, thus, keeps assessing the results of efforts that were put in the expansion of the research center by increasing the number of researches and publications, both solely conducted by CSI and in collaboration with external institutions.

**Activity One: Conduct more researches.** The research center will initiate research ideas internally and collaborate with external partners in idea generation and throughout the process of finalizing the research and its publication. In this regard, the center will identify thematic areas in line with the institute's mandates, call for proposals, evaluate submitted research proposals, and closely work with the researcher (or researchers) conducting the research.

**Indicator.** At least two researches conducted & published (locally or internationally) per annum.

**Activity Two: Organize forums and symposiums.** To disseminate knowledge and receive intellectual contributions, the institute will organize conferences and seminars for the public. CSI will also provide a platform for scientific and academic discussions and a place where issues that matter most for society. The institute will, hence,

- Identify thematic areas,
- Invite, as panelists or presenters, scholars and people who are deemed to have expertise in the identified thematic areas, and
- Organize forums and symposiums at least once a year.

**Indicator.** Forums and symposiums are organized and held at least once a year.

### 4.3.3 Objective Three: Improved Consultancy Services

The institute realizes the importance of providing consultancy services to improve the performance of the public sector and, with lower emphasis, that of the private sector. Therefore, concurrently with improving research to provide evidence-based solutions, the institute will enhance consultancy service provision activities to catalyze the impact of research findings and knowledge gained by civil servants on Somaliland's public service provision. To this rationale, this objective aims to improve the institute's capacity of providing tailor-made consultancy services to primarily Somaliland's government institutions.

**Activity One: Improve Consultancy Services.** The institute will increase the number and quality of consultancy services provided to both public and private institutions. Consultancy concept notes and proposals will preemptively be written and presented to target institutions to secure and compete for consultancy opportunities. In addition, the institute will keep an eye on and apply for consultancy opportunities advertised on both local and international media outlets.

**Indicator.** Number of consultancy services conducted annually.

## 4.4 Theme Four: Enhanced Public Trust, Institutional Brand, and Strategic Partnerships.

One of the main strategic goals of CSI is to enhance public trust and institutional brand by highlighting the key achievements and integrity of the Civil Service Institute. At the same time, institutional branding is also a phenomenon that allows the individual institution to provide information and images that combine neutral information with information intended to create emotional ties with various stakeholders.

### 4.4.1 Objective One: Promoted Key Achievements and Integrity of CSI

To realize this objective, the institute will organize and conduct a perception survey to assess the institute's reputation in public, level of trust, and how the institute's image is conveyed through social media. Moreover, CSI will deliver an assessment report and develop a clear institutional communication strategy.

**Activity One: Organize and Conduct Perception Surveys:** A perception survey will be organized and conducted to assess the institute's reputation and trust in the public. Different data collection instruments will be used to complete the perception survey. The whole process will be organized and led by the planning team until a final report is generated.

**Indicator:** At least one perception survey is conducted and a comprehensive final report is produced in every year.

**Activity Two: Develop clear institutional communication strategy.** The institute realizes the value of developing a clear communications strategy to guide and standardize efforts of:

- Assessing institute's perception in the public
- Improving public trust
- Expanding the institute's audience and media coverage
- Streamlining internal and external communications
- Meeting national and international standards, and
- Boosting institutional brand

**Indicator:** A comprehensive communication strategy document is developed.

**Activity Three: Equip the Communication Office:** The institute understands the importance of communication equipment for doing all that is mandated for the communications office. To this understanding, the institute will procure all necessary equipment such as cameras, microphones, speakers, etc.

**Indicator:** Communications office is equipped with all necessary equipments.

**Activity Four: Continuously Generate Human-interest Stories.** Stories deemed to have a human interest will continuously be generated and disseminated on the institute's communication channels such as Facebook, YouTube, Twitter, and LinkedIn pages.

**Indicator:** At least two stories found to have a human interest are generated and posted on the institute's social media pages annually.

**Activity Five: Brand Institutional Communication Products:** It is essential that all communication products are branded with the institute's logo for brand-boosting and

ownership protection. Hence, the institute will ensure that all communication products and documents are branded with the CSI logo.

**Indicator:** All communication products and documents are branded before the end of 2022.

#### **4.4.2 Objective Two: Improved Communication Channels**

Some of the institute's social media platforms such as Facebook and Twitter accounts, are operational. It is, however, the understanding of the institute that some other crucial social media platforms (such as YouTube, LinkedIn, etc.) are missing, and improvements are warranted for existing ones. Through these improved communication channels, it's intended that the institute's achievements and integrity will better be communicated to the public and its stakeholders.

**Activity One: Regularly Update Social Media Platforms:** The communication office will ensure that the institute's social media pages (such as Youtube, Facebook, LinkedIn, etc.) are monitored and regularly updated.

**Indicators:**

- Number of media materials uploaded into CSI's social media platforms.
- Number of monitoring reports produced periodically.

**Activity Two: Redesign and update the CSI website:** The institute has a currently operational and accessible website. There is, however, a need for structural redesigning and content improvement. Thus, efforts will be made to improve the structure and content of the website.

**Indicator:**

- The structure of the institute's website is redesigned
- Contents of the website is continuously updated

**Activity Three: Use Emails with CSI Domain for all official Communications.** For information security and communication authenticity, the institute will strictly require all staff to use emails within the institute's domain for all work-related communications.

**Indicator:** All staff use official emails for all work-related communications.

**Activity Four: Produce Student Magazines.** The institute realizes the importance of producing student magazines to engage students in the process of boosting the institute’s brand. The magazine will also help students to practice their writing and storytelling skills. Students, in collaboration with the communications section, will produce the magazine semiannually.

**Indicator:** Student magazine is produced semiannually.

**Activity Five: Develop needs-based IEC materials.** The institute will also produce IEC (Information, Education, and Communication) materials as needed.

**Indicator:** Number of IEC materials produced.

#### **4.4.3 Objective Three: Cultivated and Strengthened Media Relations.**

There are public and private media institutions in Somaliland that have a working relationship with CSI. These institutions work with the institute to disseminate its message to broader coverage and boost its brand accordingly. Hence, the institute understands the value of effective media relations and plans to improve its relationship with public and private media institutions and personnel.

**Activity One: Hold coordination meetings with the press and media.** To strengthen CSI’s relationship with the media, purposely chosen media outlets will be called for a meeting. The agenda of this meeting will generally be to discuss ways the two partners can work together and avoid the public getting misinformed about the institute.

**Indicator:** Number of coordination meetings with media houses.

**Activity Two: Produce Press releases on key issues:** CSI will produce press releases on critical issues that warrant the institute to address the public directly. The institute will work with the ministry of information and public awareness on getting a media specialist appointed. The specialist will work as a focal person and support the institute in all matters, including press releases and conferences relating to media and broadcasting.

**Indicator:** Number of press releases issued.

#### 4.4.4 Objective Four: Improved Public Relations

All strategic activities mentioned in this theme focus on bridging any existing trust gap between the institute and the public and boost the brand. In addition, the institute understands the overwhelming importance of good public relations for the institute's activities and, thus, plans to emphasize this issue further. CSI, therefore, intends to take more direct actions in regards to building a solid relationship with the public.

**Activity One: Establish a public relations office.** The institute will establish a public relations office. This office will fully be equipped, and an experienced public relations officer will be recruited. Details of the tasks and structure of the office will be included in its plan of launching and operation *-work-plan*.

**Indicator:** An equipped, staffed and operationalized public relations office.

## 5. IMPLEMENTATION, MONITORING & EVALUATION, AND SUSTAINABILITY

Implementation is essential for a strategy to have effects; it gives a strategy value and makes a real contribution to the development effort. Accordingly, a strategy needs to be followed Operational Plans, Work Plans, and Budget Plans. It is important that the strategy is presented in concrete form, that it does not only describes what is to be achieved (goals or objectives) and what should be done in each action area, but that it also states how it is to be done, as much as possible in the context of a broadly encompassing document. At least it should lay out the approach to be used for each implementing action. For that reason, this Strategic Plan endeavors to be as specific as possible regarding the actions to be undertaken for each theme.

The overall responsibility for implementing the Strategic Plan rests **with all departments** and sections. They will be responsible for the coordination, implementation, and reporting. Each department will drive work plans from the operational plan for achieving each thematic area, goals, and objectives. The Planning Department (PD) will be responsible for monitoring the progress towards strategic goals and developing a protocol for reporting.

The Strategic Plan's monitoring, evaluation, and reporting will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets, and provision of feedback. All departments and sections will be involved in monitoring and

reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring the collection and provision of timely and accurate data during the plan period. The Planning Director will be expected to generate monthly, quarterly, bi-annual, and annual reports. Monitoring the plan's implementation will act as an early warning system to detect potential bottlenecks and help make necessary adjustments.

Evaluation will involve a systematic and objective process of examining the strategies' relevance, effectiveness, efficiency, and impact. Evaluation will be done through formal surveys and assessments and look at what will be accomplished against the set targets. Evaluation will be the responsibility of the CSI Top Management.

The PD will conduct a mid-term evaluation of this Strategic Plan to examine the progress towards achieving the set targets. The evaluation will be spearheaded internally by a technical committee that will be appointed by the Executive Director. This will be undertaken three years into the implementation of the Strategic Plan. The recommendations of mid-term evaluation will help in making improvements to the Strategic Plan implementation process.

End-term evaluation will be conducted at the end of the Strategic Plan period. An independent expert will spearhead the process with the guidance of the CSI management. The achievements, challenges, lessons learnt, and recommendations will inform the next strategic planning cycle.

All departments and sections will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring the collection and provision of timely and accurate data during the plan period. The Planning Director will be expected to generate reports on a monthly, quarterly, bi-annual, and annual basis.

The publication of statistics will be a major stride towards establishing accountability and transparency. The data will be useful for planning the future expansion of courts and dealing with backlog problems and delay in disposal of cases.

Theme One: Improved short-term trainings and educational programs			2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objectives	Activities	Indicators																				
1. increased skills and knowledge of Government executives	1.1. Design and deliver training courses for Government Executives	● At least one executive trainings identified, designed and delivered.			T & C o				T & C o				T & C o				T & C o				T & C o	
	1.2. Conduct Training Needs Assessment and Implement existing ones.	● Number of specific TNAs conducted (as needed) and the level (%) of employment of existing TNA reports.	A c a d	p a r k i n																		
2. Improved skill and knowledge of Somaliland civil service	2.1. Review, develop and implement short term training manuals and trainer’s guide	● Forty four training manuals and trainer’s guides are reviewed and developed once every two years.	P l n n g									P l n n g									P l n n g	

	2.2. Conduct ToT.	<ul style="list-style-type: none"> <li>At least one ToT conducted every two years.</li> </ul>	T r & C o								T r & C o							T r & C o				
	2.3. Design and conduct training for MDAs	<ul style="list-style-type: none"> <li>At least twenty six trainings are conducted annually.</li> <li>Annual training plan is produced.</li> </ul>	T r & C o				T r & C o				T r & C o							T r & C o				
	2.4. Carry out impact assessment for training programs	<ul style="list-style-type: none"> <li>One training impact assessments conducted per year.</li> </ul>				pl n n g																
3. Improved Training Management and training data	3.1. Develop Training Management System (TMS)	<ul style="list-style-type: none"> <li>Training Management System (TMS) development and implemented.</li> </ul>					I C T															

4. Improved Training Delivery Method	4.1. Develop distance and blended learning methods	<ul style="list-style-type: none"> <li>Comprehensive Distance and blended e-learning platform developed and implemented.</li> </ul>				I C T																	
5. Improved English language proficiency	5.1. Design and deliver English learning programs	<ul style="list-style-type: none"> <li>At least sixty civil servants are trained with a level-based year-long English program.</li> </ul>	T r & C o				T r & C o				T r & C o				T r & C o				T r & C o				
<b>Theme Two: Improved staff capacity, Infrastructure, and Internal systems</b>			<b>2022</b>				<b>2023</b>				<b>2024</b>				<b>2025</b>				<b>2026</b>				
<b>Objectives</b>	<b>Activities</b>	<b>Indicators</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Enhanced Policies and Procedures	1.1. Review and improve policies and procedures.	<ul style="list-style-type: none"> <li>Existing policies and procedures are reviewed and improved.</li> </ul>		P l n g					P l n g														
2. Improved physical infrastructure	2.1. Maintain and Expand Existing Buildings	<ul style="list-style-type: none"> <li>One meeting hall and at least two offices are built at Hargeisa campus.</li> </ul>																					

		<ul style="list-style-type: none"> <li>• Three classrooms built at Burao Campus.</li> </ul>								Ex t v s										
	2.2. Improve landscaping	<ul style="list-style-type: none"> <li>• Number of spaces landscaped.</li> </ul>							E x t v s											
	2.3. Obtain new land and construct new campus in Hargeisa	<ul style="list-style-type: none"> <li>• New land is acquired and new campus is constructed</li> </ul>												E x t v s						
3. Improve internal systems and processes	3.1. Conduct systems need assessment, upgrade existing software applications and develop new ones	<ul style="list-style-type: none"> <li>• Five new systems operationalized.</li> <li>• Five existing softwares assessed and improved.</li> </ul>	I C T			I C T		I C T												



	4.2. Establish CSI Alumni association and Organize fundraising events	<ul style="list-style-type: none"> <li>• CSI alumni association is established.</li> </ul>			a c d m c s	a c d m c s														
		<ul style="list-style-type: none"> <li>• At least one fundraising event in every two years</li> </ul>						P l n n g						P l n n g						p l n n g
5. Enhanced Technological infrastructure	5.1. Establish E-learning studio	<ul style="list-style-type: none"> <li>• An E-learning studio is operational.</li> </ul>				I C T														
	5.2. Equip computer lab	<ul style="list-style-type: none"> <li>• Computers and accessories in the institute's computer lab are fully replaced.</li> </ul>				I C T														

Theme Three: Improved research and consultancy programs			2022				2023				2024				2025				2026							
Objectives	Activities	Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1. Expand and strengthen research center	1.1. Allocate minimum budget 5% for the research section.	• Research section has a minimum budget of 5% of the institute's total budget.	E x t v s				E x t v s					E x t v s					E x t v s					E x t v s				
	1.2. Equip the research center	• Research center equipped with all necessary equipment and instruments	p l n n g		p l n n g																					
	1.3. Review and improve the structure and functions of the research center.	• Structural and functional review reports are produced.	p l n n g		p l n n g																					
		• Research center's activities have increased and improved (%).				p l n n g				p l n n g				pl n n g				p l n n g					p l n n g			p l n n g

	1.4. Recruit skilled and knowledgeable researchers	<ul style="list-style-type: none"> <li>Number of qualified &amp; capable researchers recruited.</li> </ul>			H R M			H R M			H R M			H R M			H R M		
	1.5. Establish a research resource center	<ul style="list-style-type: none"> <li>The establishment of a well-equipped research resource center.</li> </ul>			pl n n g														
		<ul style="list-style-type: none"> <li>The level of (%) utilization of the research center.</li> </ul>			pl n n g			pl n n g			pl n n g			pl n n g			pl n n g		
2. Increase the number of researches and publications	2.1. Conduct more researches	<ul style="list-style-type: none"> <li>At least two researches conducted and published per annum.</li> </ul>			pl n n g			pl n n g			pl n n g			pl n n g			pl n n g		
	2.2. Organize public forums and symposiums	<ul style="list-style-type: none"> <li>At least one forum or symposium is organized and held per year.</li> </ul>			pl n n g			T r & C o			pl n n g			T r & C o			pl n n g		

3. Improve consultancy services	3.1. Provide consultancy services	• Number of consultancy services conducted annually.	T r & C o				T r & C o				T r & C o				T r & C o				T r & C o			
<b>Theme Four: Enhanced Public Trust, Institutional Brand, and Strategic Partnerships.</b>			2022				2023				2024				2025				2026			
<b>Objectives</b>	<b>Activities</b>	<b>Indicators</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Promote key achievements and integrity of CSI	1.1. Organize, and conduct perception surveys	• At least one perception survey is conducted and comprehensive final report produced.				pl n g								p l n g								p l n g
	1.2. Develop clear institutional communication strategy	• A comprehensive communication strategy document developed.				pl n g																
	1.3. Equip the communication office	• Communications office is equipped with all necessary equipments.				pl n g																

	1.4. Continuously generate human-interest stories	<ul style="list-style-type: none"> <li>At least two stories found to have a human interest generated and posted on the institute’s social media pages annually.</li> </ul>		planning			planning				planning				planning				
	1.5. Brand institutional communication products	<ul style="list-style-type: none"> <li>All communication products and documents are branded before the end of 2022.</li> </ul>				planning													
2. Improve communication channels	2.1. Regularly update social media platforms	<ul style="list-style-type: none"> <li>Number of media materials uploaded into CSI’s social media platforms.</li> <li>Number of monitoring reports produced periodically.</li> </ul>	planning				planning				planning				planning				
		<ul style="list-style-type: none"> <li>A redesigned structure of the institute’s website.</li> </ul>	ICT																

	2.2. Redesign and update CSI website	• Contents are continuously updated.	pln				pln				pln				pln				pln			
	2.3. Use Emails with CSI Domain for all Communications	• All staff use official emails for all work-related communications.		plng				plng				plng				plng				plng		
	2.4. Produce student magazines	• Student magazine produced semiannually					plng				plng				plng				plng			plng
	2.5. Develop needs-based IEC (Information, Education, & Comm) materials	• Number of IEC materials produced.	plng				plng				plng				plng				plng			
3. Cultivate and strengthen media relations	3.1. Hold coordination meetings with press & media	• Number of coordination meetings with media houses.				plng								plng								plng

	3.2. Produce press releases on key issues	• Number of press releases issued.	E x v s				E x v s				E x v s				E x v s				E x v s			
4. Improve public relations	4.1. Establish a public relations office	• An equipped, staffed and operationalized public relations office.				G s v s																
5. Cultivate and strengthen Strategic Partnerships.	5.1. Strengthen existing partnerships	• Expanded areas of collaboration.	p l n n				p l n n				p l n n				p l n n				p l n n			
	5.2. Increase number of CSI's national, regional and global partners	• Increased number of CSI's national, regional, and global partners		P l n n g				p l n n g				pl n n g				p l n n g				p l n n g		

## 6. ANNEX

### 6.1 Logical Framework with Implementation Timeline

#### 6.1.1 Staff trained on short courses from 2005-2020

<b>Male</b>	<i>3,635</i>
<b>Female</b>	<i>1,865</i>
<b>Total</b>	<i>5,500</i>

#### 6.1.2 Degree Graduates from 2012-2020

<b>Male</b>	<i>1,162</i>
<b>Female</b>	<i>330</i>
<b>Total</b>	<i>1,492</i>

#### 6.1.3 Degree Program Graduates Sorted by Department & Gender, 2102-2020

<b>Department</b>	<b>Year Graduated</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Accounting</b>	<b>2012</b>	26	12	38
	<b>2013</b>	25	8	33
	<b>2014</b>	19	8	27
	<b>2015</b>	13	9	22
	<b>2016</b>	30	6	36
	<b>2017</b>	36	7	43
	<b>2018</b>	36	11	47
	<b>2019</b>	67	16	83
	<b>2020</b>	32	9	41
	<b>2021</b>	38	17	55
<b>Total Graduated</b>		<b>322</b>	<b>103</b>	<b>425</b>
<b>Department</b>	<b>Year Graduated</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Development Management</b>	<b>2013</b>	45	4	49
	<b>2014</b>	59	3	62
	<b>2015</b>	31	12	43
	<b>2016</b>	34	17	51
	<b>2017</b>	30	12	42

	<b>2018</b>	<b>32</b>	<b>14</b>	<b>46</b>
	<b>2019</b>	<b>26</b>	<b>7</b>	<b>33</b>
	<b>2020</b>	<b>38</b>	<b>13</b>	<b>51</b>
	<b>2021</b>	<b>24</b>	<b>10</b>	<b>34</b>
<b>Development Management Graduated</b>		<b>319</b>	<b>92</b>	<b>411</b>
<b>Department</b>	<b>Year Graduated</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Public Administration</b>	<b>2013</b>	<b>79</b>	<b>10</b>	<b>89</b>
	<b>2014</b>	<b>30</b>	<b>12</b>	<b>42</b>
	<b>2015</b>	<b>29</b>	<b>7</b>	<b>36</b>
	<b>2016</b>	<b>47</b>	<b>14</b>	<b>61</b>
	<b>2017</b>	<b>33</b>	<b>8</b>	<b>41</b>
	<b>2018</b>	<b>31</b>	<b>10</b>	<b>41</b>
	<b>2019</b>	<b>34</b>	<b>16</b>	<b>50</b>
	<b>2020</b>	<b>35</b>	<b>12</b>	<b>47</b>
	<b>2021</b>	<b>29</b>	<b>8</b>	<b>37</b>
<b>Total Public Administration Grads</b>		<b>347</b>	<b>97</b>	<b>444</b>
<b>Department</b>	<b>Year Graduated</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Political Science and International Relation</b>	<b>Total PSIR Graduated, 2016</b>	<b>36</b>	<b>12</b>	<b>48</b>
<b>Department</b>	<b>Year Graduated</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Urban Management</b>	<b>2016</b>	<b>21</b>	<b>2</b>	<b>23</b>
	<b>2017</b>	<b>21</b>	<b>2</b>	<b>23</b>
	<b>2018</b>	<b>31</b>	<b>6</b>	<b>37</b>
	<b>2019</b>	<b>20</b>	<b>8</b>	<b>28</b>
	<b>2020</b>	<b>28</b>	<b>4</b>	<b>32</b>
	<b>2021</b>	<b>17</b>	<b>4</b>	<b>21</b>
<b>Total Urban Management graduated</b>		<b>138</b>	<b>26</b>	<b>164</b>
<b>Number of Graduated Male</b>				<b>1162</b>
<b>Number of Graduated Female</b>				<b>330</b>
<b>Total Graduated 2012-2021</b>				<b>1,492</b>

## 7. Baseline Data

### 7.1 Current number and Status of the Institute's Resources

Item/Area	No	Description
<b>Vehicles</b>	3	<ul style="list-style-type: none"> <li>● 2 Land-cruisers</li> <li>● 1 Minibus</li> </ul>
<b>Buildings</b>	4	
<b>Generator</b>	1	
<b>Water Tank</b>	7	
<b>Air Con.</b>	4	
<b>Small Post Weld</b>	1	
<b>Iron Cuter</b>	1	
<b>Number of Staff</b>	55	Including Cleaners, Security, Working Staff.
<b>Number of systems</b>	3	<p>These three systems are fully functioning:</p> <ul style="list-style-type: none"> <li>● E-Campus</li> <li>● Virtual Learning Environment VLE</li> <li>● Human Resource Management System (HRMS)</li> </ul>
<b>Number of policies</b>		<p>These currently existing policies</p> <ul style="list-style-type: none"> <li>● Short term Program Policy (Draft)</li> <li>● Student Affairs (Draft)</li> <li>● Administration Policy (Draft)</li> <li>● Communication Policy (Draft)</li> <li>● Procurement and Logistic Policy (Draft)</li> <li>● IT Policy (Draft)</li> <li>● HR Policy (Finalized)</li> <li>● Academic Policy Guidelines are (Finalized)</li> <li>● Finance Policy (Finalized)</li> </ul>
<b>Number of researches conducted</b>	2	<ul style="list-style-type: none"> <li>● Medical Research</li> <li>● GIMPA TNA and Impact assessment</li> </ul>

<b>Number of partnerships</b>	4	<ul style="list-style-type: none"> <li>● Jigjiga University</li> <li>● Ethiopian Civil Service University</li> <li>● Ghana Institute of Management and Public Administration</li> <li>● ACH</li> <li>● Open University (Ongoing Process)</li> </ul>
<b>Number of campuses</b>	2	<ul style="list-style-type: none"> <li>● 2 Campuses (Hargeisa and Burao Campus)</li> </ul>
<b>Communication tools</b>	7	<ul style="list-style-type: none"> <li>● Canon 5D Mark2</li> <li>● Mic</li> <li>● Flash</li> <li>● Speed Light</li> <li>● Tripod</li> <li>● Canon 650D (not working)</li> <li>● 24inch Monitor With latest CPU</li> </ul>
<b>Status of communication channels</b>	5	<ul style="list-style-type: none"> <li>● Facebook (6.7k)</li> <li>● Twitter (10 Followers)</li> <li>● Instagram (2)</li> <li>● Email (<a href="mailto:Info@csisomaliland.com">Info@csisomaliland.com</a>)</li> <li>● YouTube (None)</li> </ul>
<b>Asset</b>		<ul style="list-style-type: none"> <li>● 52 Tables</li> <li>● 2 Meeting Tables</li> <li>● 3 Small Office Tables</li> <li>● 40 Class Tables</li> <li>● 2 Visit Chairs</li> <li>● 6 Hard Disk</li> <li>● 2 Scanners</li> <li>● 901 Class Chairs</li> <li>● 1 Completed Video Conference</li> <li>● 1 Computer lab</li> <li>● 56 Executive Chairs</li> <li>● 15 Conference Chairs</li> </ul>

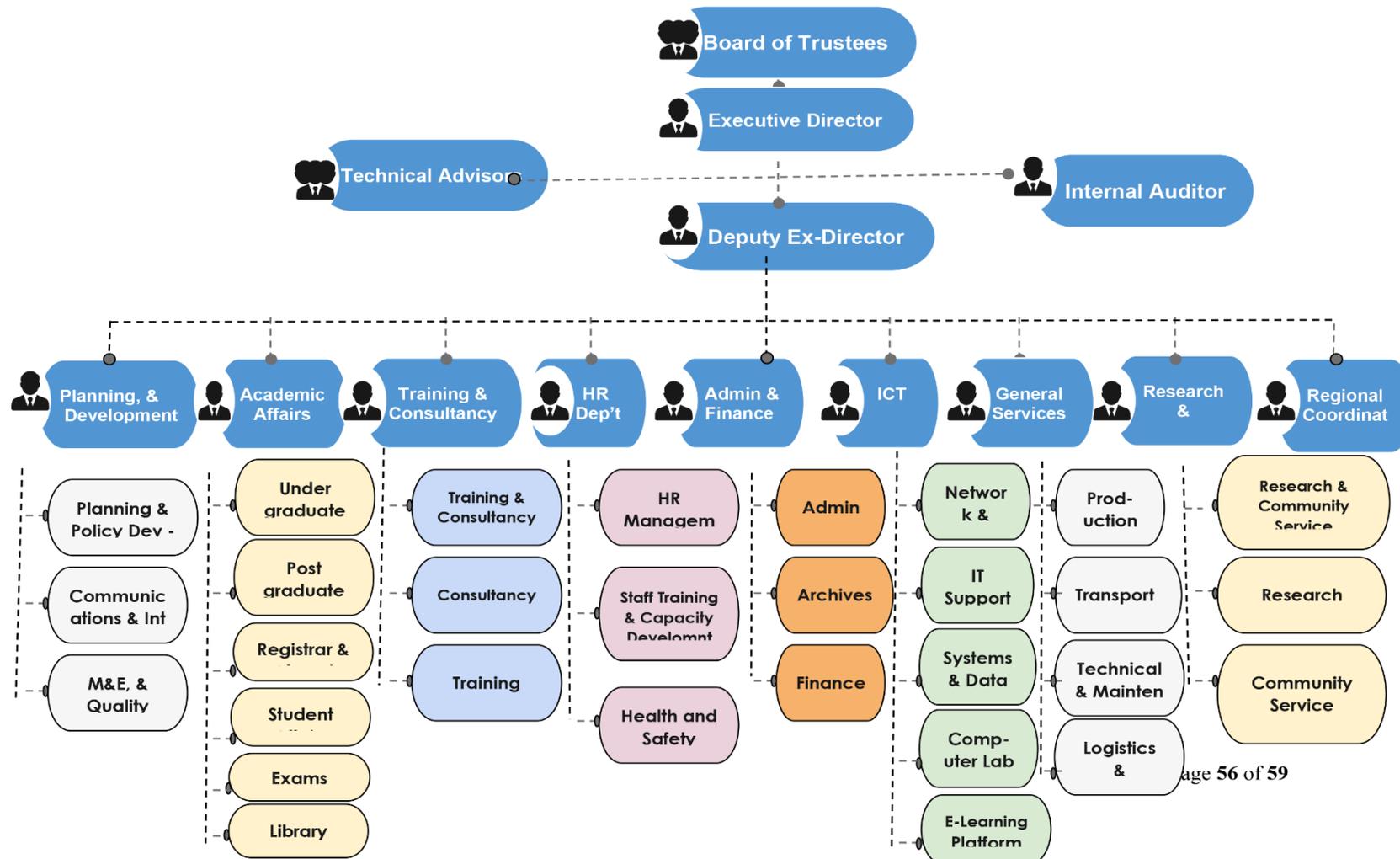
		<ul style="list-style-type: none"> <li>● 2 Drawers Cup</li> <li>● 25 Cupboard</li> <li>● 8 Shelves</li> <li>● 16 Offices'</li> <li>● 4 Speakers</li> <li>● 1 library</li> <li>● 3 Lecture stands</li> <li>● 4 Flipchart Stand</li> <li>● 2 Flag Stand</li> <li>● 11-line stand</li> <li>● 300 Grown</li> <li>● 4520 Certificate Sheet</li> <li>● 5 Department Stand</li> <li>● 2 Projector Stand</li> <li>● 4 Note Boards</li> <li>● 4 Small Meeting Chairs</li> <li>● Dividers</li> <li>● 1 Meeting room</li> <li>● 8 Displays</li> <li>● 8 Sofa's Chairs</li> <li>● 3 Printing Machines</li> <li>● 2 Air Condition</li> <li>● 45 Computers (Desktop)</li> <li>● 13 classes</li> <li>● 16 Personal Computers (Laptops)</li> <li>● 15 Projectors</li> <li>● 13 Mini Printers</li> <li>● 2 Main Server (1 Not Functioning)</li> <li>● Network Components (3 rag, 7 hubs, 3 switches, 1 UBS)</li> <li>● 3 mobiles (Smartphone)</li> </ul>
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<b>Document Adapted and Implemented in CSI</b>	12	<ul style="list-style-type: none"> <li>● Academic Rules and Regulations</li> <li>● Student Portal Guide</li> <li>● Academic Quality Assurance Policy</li> <li>● Research/Thesis Guidelines</li> <li>● Procurement Policy and Procedures</li> <li>● Finance Policy and Procedures</li> <li>● CSI Competency Framework</li> <li>● Balanced Score Card</li> <li>● Departmental Work Plans and Individual Work Plans</li> <li>● Annual Training Plan</li> <li>● Academic Calendar</li> <li>● Report Template</li> </ul>
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## 7.2 CSI Staff Sorted by Department, Qualification, & Gender.

Department	No.	Qualification		Sex	
		Degree	Master	Men	Female
<b>Top Management</b>	<b>2</b>		<b>2</b>	<b>2</b>	
<b>Admin and Finance</b>	11	6	5	5	6
<b>ICT</b>	4	2	2	4	
<b>Academic</b>	14	6	8	9	<b>5</b>
<b>Planning and Research</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Total of Professional Staff</b>	<b>36</b>	<b>14</b>	<b>22</b>	<b>24</b>	<b>11</b>
<b>Total of other Staff (Total of Professional Staff)</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>12</b>
<b>Total of CSI Staff</b>	<b>56</b>	<b>14</b>	<b>22</b>	<b>32</b>	<b>23</b>

### 7.3 Structure of the Institute



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