**M&E Table – indicators and their expected evolution**

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| ***OUTPUTS*** |
| Output formulation | Output baseline statement | Indicators | Baseline | Target Year 1 | Target year 2 | Target year 3 |
| Capacity gaps in priority institutions filled in placing staff and advisors in priority positions. | Most agencies have vacancies in priority positions related to key reform processes and require (temporary) embedded advisory services. | Number of new recruits (disaggregated by sex, location, institution, position) within public institutions supported by UNDP | 0  | Federal: 10 | Federal: 20 | Federal:20 |
| 0 | Puntland:10  | Puntland: 20 | Puntland: 20 |
| 0 | Somaliland: 5 | Somaliland: 10 | Somaliland: 10 |
| Percentage of direct supervisors satisfied with new recruits | 0 | Federal: 75% | Federal: 75% | Federal: 75% |
| 0 | Puntland: 75% | Puntland: 75% | Puntland: 75% |
| 0 | Somaliland: 75% | Somaliland: 75% | Somaliland: 75% |
| Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed. | Several laws and regulatory instruments exist, but remain incomplete or insufficiently developed and the HR Management Framework is incomplete | # of Civil Service Laws reviewed or amendments proposed | 0 | Federal: 1 draft | Federal: 1 completed | Federal: 1 for approval |
| 0 | Puntland: 1 draft | Puntland: 1 completed | Puntland: 1 for approval |
| 0 | Somaliland: 1 Draft | Somaliland: 1 completed | Somaliland: 1 for approval |
| # of HR Management Framework submitted | 0 | Federal: 1 draft | Federal: 1 completed | Federal: 1 for approval |
| 0 | Puntland: 1 draft | Puntland: 1 completed | Puntland: 1 for approval |
| 0 | Somaliland: 1 Draft | Somaliland: 1 completed | Somaliland: 1 for approval |
| Improved training policy, facilities and plans proposed. | Weak or no institutionalized training systems for civil service servants. Capacity development policies do not exist and no CSI exist in Puntland and on Federal level. | # of Civil Service Training / Capacity Development Policy submitted | 0 | Federal: 1 draft | Federal: 1 completed | Federal: 1 for approval |
| Puntland: 1 draft | Puntland: 1 completed | Puntland: 1 for approval |
| Somaliland: 1 Draft | Somaliland: 1 completed | Somaliland: 1 for approval |
| Number of Civil Service Training Institutes established | 0 | Federal: 1 CSI established | Federal: 1 CSI starts implementing training | Federal: 1 CSI fully operational |
| Puntland: 1 CSI established | Puntland: 1 CSI starts implementing training | Puntland: 1 CSI fully operational |
| Number of trainings facilitated for civil servants | 0 | Federal: 4 | Federal: 8 | Federal: 8 |
| 0 | Puntland:4 | Puntland: 8 | Puntland: 8 |
| 0 | Somaliland: 4 | Somaliland: 8 | Somaliland: 8 |
| Number of consolidated reports produced from a consolidated tracking database for training provided to civil servants | 0 | Federal: 4 | Federal: 4 | Federal: 4 |
| 0 | Puntland: 4 | Puntland: 4 | Puntland: 4 |
| 0 | Somaliland: 4 | Somaliland: 4 | Somaliland: 4 |
| Assessments, tools, and plans developed for priority ministries to re-organize themselves. | Weak or no re-organization plans, while reorganization efforts often are partial in scope and implementation. Most institutions suffer from insufficient working environment in terms of equipment and infrastructure.  | Number of organizational / functional reviews carried out | O | Federal: 1 | Federal: 3 | Federal: 3 |
| O | Puntland: 3  | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 3  | Somaliland: 5  | Somaliland: 5  |
| Number of new organograms submitted for approval | O | Federal: 1 | Federal: 3 | Federal: 3 |
| O | Puntland: 3 | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 3  | Somaliland: 5  | Somaliland: 5  |
| Number of change management plans developed and submitted for approval | O | Federal: 1 | Federal: 3 | Federal: 3 |
| O | Puntland: 3  | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 3  | Somaliland: 5  | Somaliland: 5  |
| Number of institutions supported with infrastructure and equipment | 0 | Federal: 5 | Federal: 5 | Federal: 5 |
| 0 | Puntland: 5  | Puntland: 5  | Puntland: 5  |
| 0 | Somaliland: 5  | Somaliland: 5  | Somaliland: 5  |
| Guidance for policy development and implementation related to roles and responsibilities of different public entities, inter-ministerial coordination and strategic guidelines developed. | Policy development and coordination management process is not institutionalized. | Number of policy development guidelines developed | O | Federal: 3 | Federal: 3 | Federal: 3 |
| O | Puntland: 5  | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 5  | Somaliland: 5  | Somaliland: 5  |
| Number of proposals developed to clarify roles and responsibilities of individual government institutions  | O | Federal: 3 | Federal: 3 | Federal: 3 |
| O | Puntland: 5  | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 5  | Somaliland: 5  | Somaliland: 5  |
| Number of inter-ministerial coordination meetings facilitated | O | Federal: 3 | Federal: 3 | Federal: 3 |
| O | Puntland: 5  | Puntland: 5  | Puntland: 5  |
| O | Somaliland: 5  | Somaliland: 5  | Somaliland: 5  |
| Guidance to undertake Development Planning, Statistics and Aid Coordination including reporting developed. | Ad hoc arrangements to develop policies exist and also (draft) Statistics policies exist, while Aid coordination structures exist, all in varying levels of operationality. | Number of institutional coordination arrangements for development policy drafted  | O | Federal: 1 | Federal: 1 | Federal: 1 |
| O | Puntland: 1  | Puntland: 1  | Puntland: 1 |
| O | Somaliland: 1  | Somaliland: 1  | Somaliland: 1 |
| Number of Statistical Strategies reviewed, amended, updated or developed. | O | Federal: 1 | Federal: 1 | Federal: 1 |
| O | Puntland: 1  | Puntland: 1  | Puntland: 1  |
| O | Somaliland: 1  | Somaliland: 1  | Somaliland: 1  |
| Number of processes, tools and guidelines for collection and storage of data developed  | O | Federal: 1 | Federal: 1 | Federal: 1 |
| O | Puntland: 1  | Puntland: 1  | Puntland: 1  |
| O | Somaliland: 1  | Somaliland: 1  | Somaliland: 1  |
| # of Aid Coordination Architecture developed and institutionalized | 0 | Federal: 1 | Federal: 1 | Federal: 1 |
| O | Puntland: 1  | Puntland: 1  | Puntland: 1  |
| O | Somaliland: 1  | Somaliland: 1  | Somaliland: 1  |
| Number of DAD/AIMS systems operational | 0 | Federal: 1 | Federal: 1 | Federal: 1 |
| 0 | Puntland: 1 | Puntland: 1 | Puntland: 1 |
| 0 | Somaliland: 1 | Somaliland: 1 | Somaliland: 1 |
| Number of Quarterly reports on Aid Flows are generated through DAD/AIMS | 0 | Federal: 2 | Federal: 4 | Federal: 4 |
| 0 | Puntland: 2 | Puntland: 4 | Puntland: 4 |
| 0 | Somaliland: 2 | Somaliland: 4 | Somaliland: 4 |
| Project management and implementation arrangement is established. And ensure appropriate project implementation | Project requires strong implementation systems and procedures | Number of Project Board meetings are convened as scheduled | 0 | Federal: 2 | Federal: 4 | Federal: 4 |
| 0 | Puntland: 2 | Puntland: 4 | Puntland: 4 |
| 0 | Somaliland: 2 | Somaliland: 4 | Somaliland: 4 |
| Number of Project progress reports generated periodically or monitored, reviewed and evaluated. | 0 | Federal: 2 | Federal: 4 | Federal: 4 |
| 0 | Puntland: 2 | Puntland: 4 | Puntland: 4 |
| 0 | Somaliland: 2 | Somaliland: 4 | Somaliland: 4 |
| Percentage of staff in the Project teams recruited. | 0 | Combined: 90% | Combined: 90% | Combined: 90% |

**M&E table – indicators and their measurement**

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| Output formulation | Indicators | Source of Information | Frequency | Responsible  |
| Capacity gaps in priority institutions filled in placing staff and advisors in priority positions. | Number of new recruits (disaggregated by sex, location, institution, position) within public institutions supported by UNDP | Records of the Capacity Injection Mechanism (CIM) | Quarterly | CIM management/CSC |
| Percentage of direct supervisors satisfied with new recruits | Survey implemented by CIM | Bi-annually | CIM management/CSC |
| Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed. | Civil Service Laws reviewed or amendments proposed | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| HR Management Framework submitted | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Improved training policy, facilities and plans proposed. | Civil Service Training / Capacity Development Policy submitted | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of Civil Service Training Institutes established | SIP Project records (incl. copies of formal government establishment decisions) | Quarterly | SIP Project Management |
| Number of trainings facilitated for civil servants | SIP Project records (training repors, attendance sheets) | Quarterly | SIP Project Management |
| Number of consolidated reports produced from a consolidated tracking database for training provided to civil servants | CSC / MOLSA – training database (report and distribution list) | Quarterly | CSC - MOLSA |
| Assessments, tools, and plans developed for priority ministries to re-organize themselves. | Number of organizational / functional reviews carried out | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of new organograms submitted for approval | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of change management plans developed and submitted for approval | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Guidance for policy development and implementation related to roles and responsibilities of different public entities, inter-ministerial coordination and strategic guidelines developed. | Number of policy development guidelines developed | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of proposals developed to clarify roles and responsibilities of individual government institutions  | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of inter-ministerial coordination meetings facilitated | SIP Project records (incl. minutes of meeting) | Quarterly | SIP Project Management |
| Guidance to undertake Development Planning, Statistics and Aid Coordination including reporting developed. | Number of institutional coordination arrangements for development policy drafted  | SIP Project records (inl. Minutes of meeting) | Quarterly | SIP Project Management |
| Number of Statistical Strategies reviewed, amended, updated or developed. | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of processes, tools and guidelines for collection and storage of data developed  | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Aid Coordination Architecture developed  | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Number of DAD/AIMS systems operational | SIP Project records (incl. website, updating records) | Quarterly | SIP Project Management |
| Quarterly reports on Aid Flows are generated through DAD/AIMS | DAD/AIMS management system SIP Project records (incl. documents and distribution list) | Quarterly | DAD/AIMS Management |
| Project management and implementation arrangement is established. And ensure appropriate project implementation | Project Board meetings are convened as scheduled | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Project progress reports are generated periodically and monitored, reviewed and evaluated. | SIP Project records (incl. documents and proof of submission) | Quarterly | SIP Project Management |
| Project teams are complete | SIP Project records (employment records and time sheets) | Quarterly | SIP Project Management |