



Somaliland Civil Service Pay and Grading Policy

Project: Somaliland Civil Service Strengthening Project

2022

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List of acronyms

Acronym	Meaning
CSC	Civil Service Commission
CSI	Civil Service Institute
CSSP	Civil Service Strengthening Project
DG	Director General
GoSL	Government of Somaliland
HR	Human Resources
HRM	Human Resource Management
ICT	Information and Communication Technology
JD	Job Description
KPI	Key Performance Indicator
MDA	Ministry, Department or Agency
MoFD	Ministry of Finance Development
MoPND	Ministry of Planning and National Development
NDP	National Development Plan
OD	Organizational Development
PCU	Project Coordination Unit
SOPs	Standard Operation Procedures
SSA	Somaliland Special Arrangement
TMP	Talent Management Program
ToR	Terms of Reference

Glossary of Terms

Term	Meaning
Anchor Point	Key job(s) in civil service structure that may serve as a benchmark in a labour market analysis and are typically used in technical process of pay scale design.
Benefits	The full range of additional elements beyond pay that contribute to making up the total rewards for an employee, monetary or non-monetary and have some actual or perceived value to the individual and cost to the employer.
Career progression	Upward movement along a career path over time, usually involving training and developing new competencies, promotion to higher graded jobs, or making career change.
Civil Servant Grade	“Grade” is used in the Civil Service Law 97/2022 as expansion for the Divisions ranging from the lowest grade of D15 to the highest grade of A1.
Division	Term used in the Civil Service Law 97/2022 for the A, B, C, and D distinctions defined as “the 4 classes of civil servant grades”.
Equal pay for work of equal value	A principle that requires jobs of equal or similar value as determined through job evaluation to be paid equally.
Equality of opportunity in employment	The policy providing for employees to be able to compete for jobs on equal and fair terms regardless of characteristics such as gender, disability, and ethnicity.
Generic Job Description	A job description of a common function job or a job that is the same or similar in a number of MDAs, written without details on tasks to accommodate minor differences that may exist from one MDA to another.
Graded	Action of reviewing and deciding on the allocation of a grade to a job.
Grade Differential	Difference in salary between one grade and another.
Job Analysis	Process used to collect and analyse information about a particular job for the purpose of writing a job description.
Job Description	A document in standard format describing the function, content and requirements of a job, generally including purpose, supervision, duties, responsibilities, required competencies, outputs, and work environment
Job Evaluation	A systematic determination of the work value of a job in relation to other jobs in an organization, often by comparing the job with other jobs already evaluated or graded.
Job Evaluation Criteria	Precise and usable statements usually more specific than grade definitions, used in evaluating/classifying jobs under the job classification method of job evaluation,
Job Family	A grouping of jobs related by common vocation/profession and requiring similar competencies.
Job Grade	Category for jobs based on work value and including one or more pay-points applicable to jobs with the same or similar work value. (It is proposed to discontinue the use of the term “division” which is currently used rather than “grade”.)
Job Grade Descriptors	Statements that define each job grade based on the required work value, and may refer to level of responsibility, experience, complexity, required qualification, etc.
Job Grade Structure	A sequence or hierarchy of grades, into which groups of jobs that are broadly comparable in evaluated work value are placed. For Somaliland Civil Service, an 8-grade structure has been agreed as part of pay and grading reforms

Key Performance Indicator	A measurable and ideally quantifiable variable, used to evaluate the success of an organization, department, employee. in meeting policy or plan requirements through performance objectives
Level	Term used in the Civil Service Law 97/2022 for the 5 pay points within each grade
Living Wage	The minimum income necessary for a worker to meet basic needs, including food, housing, and clothing, in some contexts defined as the wage equivalent to the poverty line for a family of four.
Maximum and Minimum pay	The highest and lowest pay rates in a salary scale or in a grade.
Median Pay	Pay rate at the 50 th percentile of a pay scale, meaning that half the workers receive less than the median
Pay*	Regular payments of money to employees in the form of wages or salary, in cash or by bank transfer
Pay and Grading Reforms	Reforms to pay and non-pay policies and structures to attract and motivate talented employees, to reward equitably, and to strengthen MDA productivity
Pay Equity	Salary harmonisation to achieve equity on the pay scale by resolving salary disparities and/or imbalances
Pay Harmonisation	Matching pay with work across government so that each individual is receiving equal pay for doing work of equal value.
Pay Point	A specific salary in a pay scale.
Pay Range (or salary bands)	The actual range of payable salaries from lowest to highest points in a job grade.
Pay Scale	Structure or system that lists grades and salary ranges, used to determine salary to be paid for jobs that have been graded.
Salary*	A fixed regular payment expressed as an annual sum, often paid on a monthly basis
Salary Differential	Difference in salary within a grade.
Step	A pay point in a grade with a unique salary attached, allowing every employee to be allocated a salary based on job grade and pay policy.
Wage*	Money that is paid or received in exchange for work or services usually for a period of time
Wage Ratio	Ratio of maximum and minimum pay rates
Work value (or job worth)	The measured size or seniority of a job, judging variables such as complexity, job responsibility, and required accountability and leadership.

*In practice the terms pay, wage, wages and salary are often used interchangeably.

1. INTRODUCTION

1.1. Pay and Grading Policy Statement

The GoSL is committed to ensure that the terms and conditions of service in respect to pay and grading in the public service are competitive in order to attract, motivate and retain a skilled and productive workforce that ensures quality service delivery and delivers the principle of equal pay for work of equal value.

1.2. Rationale for Pay and Grading Policy

The civil service of the Government of Somaliland is facing ever-increasing demands to produce more and better results, to deliver higher levels of efficiency and effectiveness and meet internal and citizenry expectations. This policy modernizes the pay system to redress existing pay inequities so as to increase civil servant motivation and civil service productivity.

1.3. Purpose of Pay and Grading Policy

The purpose of the Policy is to provide guidelines and rules for the management and development of pay and grading reforms that deliver pay equity and transparency, thereby setting a base for the achievement of broader civil service reforms. The reforms will also support the competitiveness of wages paid in the public sector taking into account private sector assessments of practice, but also to ensure that pay increases are affordable to the government taking into account the full agenda.

1.4. Objectives of the Pay and Grading Policy

Policy is designed to ensure the principle of equal pay for equal work with the reform features customised to the current aims, systems, and capacity of the civil service.

The specific objectives are:

- creation of a new grade structure that reflects the natural layers of job worth amongst Somaliland civil servants,
- creation of new mechanisms that strengthen equity through fair grading of civil servant jobs.

These reforms include systems, guidelines and rules for improved performance of civil servants and retaining and attracting professional and managerial talent.

1.5. Scope of the Pay and Grading Policy

The pay and grading policy focus on the following key elements:

- Job Evaluation Framework (Part 2)
- Civil Service Salary and Allowances (Part 3)
- Benefits in the Civil Service (Part 4)
- Fiscal Sustainability Checks on Wage Bill (Part 5)
- Legal and Regulatory Framework for Future Compensation Reviews (Part 6)
- Pay and Grading Policy Implementation Framework (Part 7)
- Transitional Arrangements (Part 8)

2. JOB EVALUATION FRAMEWORK

2.1. Objectives of Job Evaluation

The objective of job evaluation are:

- Collect and review relevant job documentation;
- Evaluate the relative worth of jobs;
- Determine the grade for jobs;
- Ensure that determinations are fair and the process is transparent.

2.2. Guiding Principles

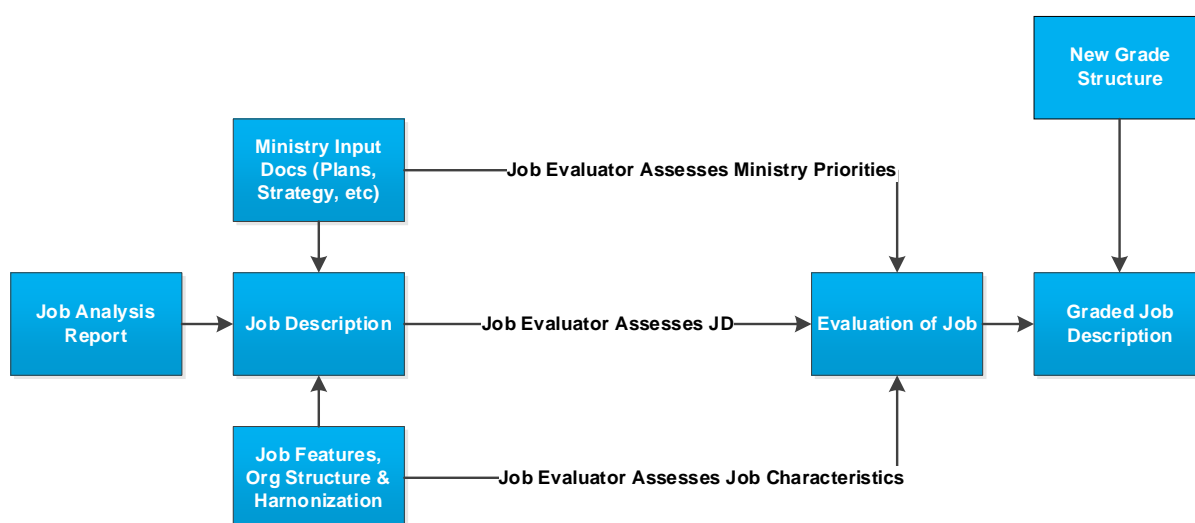
Job evaluation is defined as a systematic process for defining the relative worth of a job in order to establish internal relativities, grading jobs in the structure and managing relativities, for purposes of determining pay.

The following guiding principles apply:

- Job evaluation is the responsibility of specified officers who must be objective, trained, meticulous and trustworthy.
- Job evaluation should be managed in order to grade jobs systematically and transparently, and must be performed so that all stakeholders can be confident of fair determinations.
- In order to perform job evaluation, job descriptions are written to align with a standard format and with information relevant to understanding the job fully.
- The normal process for evaluating jobs requires job information including well written JDs as well as other relevant documents such as Ministry mandate, MDA strategic and operational plans, organizational structure, and any MDA priorities for compliance with laws, service needs, and policy parameters.
- The evidence is collected from many sources relating to the job, not the incumbent or the incumbent's performance.
- The job evaluators should be trained in the process, in particular in the use of job evaluation criteria to determine grades.
- Job evaluation is a highly sensitive function in any civil service, and good practice needs to be applied in order to ensure that jobs are evaluated in accordance with policy, as well as fairly, objectively, and consistently.

2.3. Methodology for Job Evaluation

The process of job analysis and evaluation is conceptualized in the following figure:



The process of job evaluation is designed to fairly and consistently evaluate the relative worth of jobs and allocate grades to jobs based on the applicable grades criteria. This is for the purpose of determining the salary for each job. It must evaluate the job, not the person in the job nor their

performance. The output of job evaluation is graded jobs, while the benefit is pay equity in the form of equal pay for work of equal value.

Job evaluation requires a systematic process of collecting and assessing evidence, applying rules, and determining the result.

The job information is compared with approved job evaluation criteria (see Appendix A) which describe each of the grades in terms of their:

- Level of authority
- Accountability, Decision-making and Problem Solving
- Complexity of Responsibilities
- Level of Education and Experience.

The result of a job evaluation is a determination of one of the 8 grades as the best fit for the job.

Once a job has been evaluated and the grade approved, it need not normally be re-evaluated even if the job becomes vacant. However, if a significant change to a job description is approved, it should be re-evaluated.

Appeals against a determination of a proposed grade may be submitted to the Chairman of the CSC, and the Chairman establishes an appeals panel with members trained in job evaluation and comprising 2 CSC Directors and 1 MDA representative.

2.4. Job Descriptions

Civil Service Law 97/2022, Article 29 S1 requires that each civil service MDA shall prepare and maintain a job description in relation to each job in the establishment and organizational structure.

The “Civil Service Administrative Policies, Rules and Procedures” policy Ch 1, requires positions be based on the approved organizational structure and human resource plans in each MDA which have been formulated to support achievement of goals and objectives in their strategic plans.

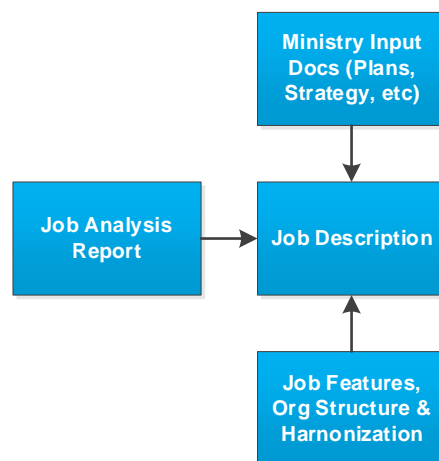
A job description (JD) is a document written in standard format describing the function, content and requirements of a job, generally including purpose, supervision, duties, responsibilities, required competencies, outputs, and work environment. It should be written professionally, and where appropriate requires the application of job analysis techniques. JDs are an important HRM tool, and should be used for many HRM processes, including recruitment, selection, induction, performance management, training, and grading of jobs,

Every job should have an up-to-date job description, written in the required format and approved by the CSC. Where necessary, the HR Director may seek guidance from CSC regarding writing job descriptions.

JDs should be written in accordance with the below format:

1. Job Title	
2. Department	
3. Assignment Location	
4. Grade Level	
5. Reporting To	
6. Supervisory Responsibility	
7. Job Purpose	
8. Duties and Responsibilities	
9. Education	
10. Experience	
11. Skills Mix Requirements	
12: Competency Requirements	

The process for writing JDs should follow the following approach:



The steps in managing JDs are:

- The MDA identifies need for new position and/or need to revise an existing JD within approved organizational structure
- The MDA HRM function leads JD development, records, and internal consultations
- The MDA department Director is responsible for technical input to JD writing
- Where necessary, the HRM Director leads process for writing including job analysis
- The JD is developed using the findings of the job analysis
- JDs should be written in the Pay and Grading format approved by the Civil Service Commission
- Where necessary the HRM Director may request assistance from the Civil Service Commission
- Technical JDs should be developed by MDA staff. HR Directors (or nominee) should lead and assist JD writing and ensure quality JDs in MDAs. Draft JDs are submitted to CSC for approval and must conform to the approved organizational structure and establishment.
- JDs for common functions are generally generic and writing / updating these is the responsibility of the CSC.
- All jobs are evaluated and graded by the Civil Service Commission
- The Civil Service Commission maintains and updates JDs for common functions
- The Civil Service Commission stores and reports on all JDs for the Civil Service

2.5. Job Specifications

Civil Service Law 97/2022, Article 29 S2 requires that a job description comprise a summary statement of the main duties and responsibilities of the post including selection criteria, duties, ability, title and grade, and other important functions relevant to the job specification. The Civil Service policy¹ has defined job specification as a statement of the essential components of a job class including a summary of work to be performed, primary duties and responsibilities and the minimum qualification and requirements necessary to perform the essential functions of the job. The Policy envisages application of the concept to schemes of service, defined as a policy document that provides clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, training, advancement, career planning, and succession management. Detailed procedures are provided in the Chapter 5.²

The introduction of pay and grading reforms do not require a change to this existing policy. However, there can be strengthened management of the policy made possible by the systematic improvement in writing job descriptions. Where MDAs have specific responsibility for technical job families, it will be appropriate to combine the improved management of jobs with use of job specifications in the development of a relevant scheme of service.

The job evaluation criteria for each new job grade include a statement of the level of education and experience and the level of knowledge and skill, and these apply for all civil service jobs.

¹ *Civil Service Administrative Policies, Rules and Procedures, 2019, p. 17*

² *Civil Service Administrative Policies, Rules and Procedures, 2019, p.55*

2.6. Civil Service Positions/ Grade and Pay Structures

The following table describes each grade in the 8-grade structure:

Grade	General Descriptor
1	A Director General of a Ministry or Agency will normally be Grade 1. These jobs are the most senior non-political posts in the Ministries, responsible as a Chief Executive for managing complex the Ministry. They develop policy-in consultation with relevant organs of the State and have ultimate responsibility for all that takes place in the Ministry for achieving state-wide objectives. They also determine the strategy to meet the policy of the Somaliland Government, make decisions with impact on significant resources, and lead the Ministry in strengthening compliance, efficiency, and services to citizens.
2	A Head of Department of Ministry will normally be Grade 2. These jobs are at the top of their particular function or specialism and frequently will be head of profession or most senior policy advisors. They will exercise a high level of responsibility and independent judgement. Job holders will frequently have to resolve problems covering diverse issues. Many problems will be new and require original solutions, while others may occasionally arise. At this level, job holders do not have to seek authority but may consult for taking decisions within the policy of the Ministry. Decisions will be taken through position responsibility with individual accountability for results.
3	A Head of Section within a department or a cross-functional Unit specialist or Senior manager will normally be Grade 3. These jobs may be Senior managers of administrative organization units or heads of specialist or policy groups within a larger organization. Job holders are unlikely to work to specific guidance and will need to take decisions within the agreed strategy of the organization and precedents may not be available to help to resolve particular problems.
4	A professional acting with high level authority over other professionals will normally be Grade 4. These jobs normally require qualification as a senior professional and provide leadership in the profession. Their work will not normally be straightforward and will continually present complex problems to be resolved based on academic rigour and assessment based on knowledge of the situation. They are subject to little supervision at this level, have independence to manage their function to achieve targets.
5	These jobs have a level of seniority based on the job, and are normally qualified as a professional or technician and act in accordance with requirements of the profession or field of work. This will include those with successful experience but will also serve as the entry level for professional staff without experience. Work will not be of a standard nature, and problems will frequently arise and decisions will often need to be taken with consultation or advice from superiors. Job holders at this level work in teams, to clear guidelines and targets with little direct supervision. Job holders may provide informal coordination and leadership for junior staff and/or be responsible for facilities in order to achieve the required output.
6	A highly skilled technical officer or administration officer may be Grade 6. These jobs are recognized as being skilled in their function. The work is usually governed by established work practices or procedure but may be wide-ranging and varied and will require the exercise of analysis and judgement. Job holders know exactly what results should be achieved and the supervisor will generally be available for advice. The job holder may discuss with the unit manager the best course of action and will have some scope for varying the work process in order to achieve the required result. The job holder may guide the work of lower level staff working in the same technical or administrative field within a given work group by ensuring effective teamwork and coordination.
7	A skilled technical or administrative assistant with little experience or responsibility may be Grade 7. Jobs in this grade require skills and practical competencies, and undertake routine and repetitive tasks which are not complex. Judgement is limited to deciding between alternative specified courses of action. Jobs often require some physical exertion and may need a high degree of manual dexterity. The job holder has no discretion to vary the program.
8	These unskilled jobs require the performance of basic, routine, manual and related tasks under close supervision. Whilst many of the tasks may be manual the range is wide and can encompass, for example caring skills, first contact with the public and office assistant. Supervisors will generally be close at hand to offer advice and instruction and little independent judgement needs to be made. Many of the tasks will require physical exertion

3. CIVIL SERVICE SALARY AND ALLOWANCES

3.1. Payment of Salary

3.1.1. Payment of salary on first appointment and assumption of duty³

A new entrant's salary will normally begin at the lowest level of the salary range for his/her job grade.

The Civil Service Commission will develop guidelines to determine salary entry points above the lowest salary level.

3.1.2. Payment cycle, currency and payment methods⁴

Salaries will normally be paid on the 25th day of each month, unless this falls on a weekend or public holiday in which case the working day immediately preceding this date shall remain the date on which salaries are paid.

Salaries for temporary employees will normally be paid on the last working day of the month.

The salaries of the civil servant shall only be paid in cash (Somaliland Shillings), or in cheque into their bank account or into his/her legal representative's account.

If a civil servant owes the government a debt, the loan may be deducted from the salary of the civil servant.

The amount of money to be deducted shall not exceed one-third of the civil Servant's monthly Salary.

3.2. Civil Service Salary Structure

3.2.1. Grading levels

The Somaliland civil service pay scale is based on 8 grades formulated to reflect the natural layers of job worth. These are based on judgements that take into account their level of authority; accountability, decision-making and problem solving; complexity of responsibilities; and their level of education and experience.

3.2.2. Salary structure on first appointment

There are a number of decisions required under Civil Service Law 97/2022 as part of appointing or promoting staff to new jobs, notably the rate of pay to be approved in their employment contract.

The grade determines the pay range for the appointment. It is common for staff to commence on the lowest level of the determined grade and advance up the grade through the levels in accordance with relevant horizontal advancement policy and procedures. Within the job grade, the normal starting salary is at the first level but the CSC may approve appointment at a higher level in exceptional circumstances for recognition of prior experience or relevant qualifications.

Existing civil servants who are currently employed at a higher salary may be maintained at that higher rate of pay, at the discretion of the MDA Director General or in the event of a conflict of interest by the DG the decision will be made by the Minister.

3.2.3. Conditions for grant of increments

Horizontal advancement describes the process for an employee moving incrementally from their existing pay point to the next higher pay point **within** the job grade.

A civil servant may be considered for horizontal advancement on and from 1 January following at least 12 months service.

Advancement may continue for a civil servant to the top pay point in their job grade.

Advancement is dependent on satisfactory performance demonstrated by reasonable goal achievement.

The award of an annual increment should not be automatic, and is dependent on satisfactory performance and CSC approval.

³ Articles 24 and 38 of Civil Service Law 97/2022

⁴ Article 38 of Civil Service Law 97/2022

Any civil servant with an ongoing disciplinary case or who does not meet performance requirements under a performance management system should not be awarded horizontal advancement.

3.3. Annual Salary Incremental Date⁵

The horizontal increment to be awarded to the various categories and ranks of civil servants, shall be determined by the Civil Service Commission in accordance with the rules of increment of salaries.

Employees shall be notified in writing of their increments. A copy of this letter shall be kept on the employee's personal file.

3.4. Determination of Salary on Promotion/Upgrading⁶

The process for promotion is described in Section 5.5.3. Once a promotion (or vertical progression) for an employee is approved, the employee's grade will be changed to the grade for the new job, and the pay point will be the lowest applicable for that grade.

The effective date of promotion of an employee shall be the date on which the employee assumed the duties of the new (higher) post.

3.5. Determination of Salary of an Officer Transferred from another Agency of Government⁷

Transfer includes a) transfer of a civil servant from one Government Agency to another to perform a job of the equal grade. b) transfer to a higher rated position in the same organization⁸.

In all cases, when a civil servant is transferred to a higher rated job s/he shall receive the salary attached to that higher rated position.

The authority for making staff transfers shall be the Civil Service Commission.

3.6. Advance of Salary⁹

Advances of salary shall be granted on written application in circumstances approved by the Head of Institution (Minister/Chairman) in situations such as illness or death of a relative.

Advances of salary shall not exceed the applicant's one month's salary and shall be deducted from the employee's salary in four equal monthly instalments, (in 4 months).

No advance of salary shall be granted until any existing advance has been fully repaid.

3.7. Allowances

3.7.1. Types of Allowances and Entitlement as per Job Groups

Allowances are separate sums of money payable to employees for such aspects of employment as overtime work, travel, higher duties, distance from workplace, environmental hardships, or other special working conditions. Allowances are not considered as part of salary, but as a separate component of the total reward package.

All Civil Servants are eligible for allowances for overtime work, travel, higher duties, distance from workplace, environmental hardships, or other special working conditions. Prior approval and administrative procedures are required as stated in the Civil Service Policy¹⁰.

An officer is eligible for a higher duties allowance if the following criteria are met:

- An employee is temporarily required to act in a temporarily vacant position.
- The officer is appointed, in writing, by the DG,

⁵ Article 42 of Civil Service Law 97/2022

⁶ Article 44 of Civil Service Law 97/2022

⁷ Article 47 of Civil Service Law 97/2022

⁸ It is recommended that this second provision for transfer be discontinued by amendment to Article 47 of Civil Service Law 97/2022

⁹ Article 40 of Civil Service Law 97/2022

¹⁰ Civil Service Administrative Policies, Rules and Procedures

- The position is graded higher than the officer's substantive position, and
- The officer is assigned full responsibility for the position for a continuous period of at least one month.

The rate of the acting allowance shall be based on the lowest pay point for the position.

Acting appointments shall be temporary, not normally exceeding 12 months.

In selecting employees for acting appointments, the efficiency of the Service is of prime importance. Therefore, only an employee properly qualified to undertake the full duties and to assume all the additional responsibilities of the office in question should be selected for an acting appointment.

4. BENEFITS IN CIVIL SERVICE EMPLOYMENT

4.1. Kinds of Benefits to be Provided and Eligibility for Entitlement

Benefits provided under Civil Service Law 97/2022 include the following;

- Annual Leave
- Extra-ordinary Leave
- Maternity Leave
- Sick Leave
- Study Leave, and
- Compassionate Leave.

The provision of benefits is a HRM function that compensates employees for performing their required duties.

Monetary benefits include:

- Training
- Housing
- Transport
- Award scheme
- Pension scheme
- Paid leave.
- Gratuities
- Social security

Non-monetary benefits include:

- Participation in the performance management system
- Job-related training
- Flexible hours of working
- Mentoring program
- Teamwork
- Opportunities to be involved on projects that allow challenge and new ideas
- Increased transparency of decisions that impact staff
- Periodic communications about events and management actions
- Employee consultation and surveys
- Better working environment
- Opportunity to travel overseas
- Better industrial relations regime

Eligibility and guidelines for benefits are not dependent of pay and grading policy and are detailed under normal HRM Policy¹¹.

4.2. Exit from the Civil Service and Terminal Benefits

4.2.1. Forms of Exit

Exit from the civil service may take various forms including the following;

a) Retirement

The Official retirement age is 65 years as specified in the in the Civil Service Law. An employee may decide to go on voluntary retirement at age 55 and begin to draw a pension.

b) Pre-mature Retirement

In special cases a person may be retired on or after attaining age 45 or on completion of 25 years' service whichever is the earlier or on grounds of ill health or due to abolition of the officer's post. This shall be known as pre-mature retirement.

¹¹ Civil Service Administrative Policies, Rules and Procedures

c) Resignation

The Director General of an MDA may accept resignation from an established post holder when one month's notice is given or by payment to Government of one month's gross salary in lieu of notice. The resignation of a bonded civil servant shall not be accepted until the bonded person has fully paid the bond money to Government chest.

An employee on probation shall give one month's notice of his/her intention to resign or pay one month's gross salary in lieu of notice.

An employee who has resigned may be re-employed if the reasons for his resignation and intention to seek re-employment are tangible to the employer.

d) Termination

An employee's employment may be terminated on disciplinary grounds or for reasons that his/her services are no longer required, for example during redundancy

Retention beyond normal retiring age

Retention of a civil servant in the service beyond the normal retiring age requires exceptional circumstances and shall be subject to approval by the Chairman of the Civil Service Commission and the Ministry of Finance.

4.2.2. Payment of Terminal Benefits after exit from Civil Service

Application for pension and/or gratuity shall be made on the relevant form 6 months prior to the date of retirement.

4.3. Pension Scheme

The pay and grading reforms allow for pay equity, career and salary progression, sustainable management of payroll costs and cost increases, and encourages appointment and retention of talent. It also establishes the amenable conditions for the civil service pension scheme. The pension scheme defines pensionable pay, basis for deductions, and calculation of pension payment on completion of service.

4.3.1. Eligibility for Pension /Gratuity

There shall be a contributory pension fund into which the civil servant and the Government will contribute a percentage of the civil servant's basic salary (base pay).

The salary for calculation of deductions and the meaning of pensionable salary is outlined in the Pension Scheme. The salary used for calculating pension deductions should normally be the civil servant's basic salary (base pay). This should not normally include allowances, overtime, bonuses, or other forms of additional compensation.

The pensionable salary is the portion of an employee's remuneration that is used to calculate their pension benefits, and should not include allowances, overtime, bonuses, or other forms of additional compensation.

4.3.2. Refunds on Termination of Appointment or Dismissal

The Director General of the MoF shall ensure that any amount of money owed to the State by a person whose employment is about to be terminated are recovered fully before the date the employee ceases duty.

4.3.3. Reporting of Retirement

The Director of Human Resource through the responsible Director General of an MDA shall inform the Chairperson of the Civil Service Commission and the DG of the Ministry of Finance of an impending retirement 6 months prior to the date of retirement.

4.3.4. Retirement benefits payable under Pensions Act

On retirement part of a civil servant's entitlement shall be paid in a lump sum and the remainder shall be paid monthly as monthly pension until the death of the pensioner.

4.4 Conditions for Payment of Benefits

Payment of benefits will be approved in accordance with the conditions of the scheme on retirement of the civil servant.

It is the responsibility of the DG, MoF that salary payments to civil servants cease on their retirement, resignation, dismissal, contract expiry, or other mode of ceasing employment and work in and with the Civil Service.

5. FISCAL SUSTAINABILITY CHECKS ON WAGE BILL

5.1. Guiding Principles for Pay Review

The MoF is responsible for managing affordability of the cost of wages for civil servants, and checking the fiscal sustainability of any cost-increase proposals. Decisions that could lead to a cost increase include changing the pay scale, grade structure, and establishment.

The process of horizontal advancement allows individuals to move up to the next pay point, which is an extra cost to the wage allocation, but the policy also potentially gains improved efficiencies in civil service operations through the strengthened employee commitment and engagement. The challenge is to convert these efficiency opportunities into real service improvements by strong managerial action pursuing genuine change.

The process of promotion or vertical advancement of civil servants should not lead to increased wage costs overall as it involves a move within the approved establishment to a vacant position, and strengthened engagement can be gained from career development for individuals.

Any instances of breach of HRM policies could lead to cost increases that are not anticipated or budgeted, and therefore will be reversed by the CSC and discipline proceedings may follow. This includes breaches that lead to payments to individuals through paid rates, employment contracts, organizational structure, allowances or other stipends, incremental advancement, promotion, or monetary benefits.

Cost increases to the wage budget should not be considered lightly. There are many government and development priorities and any one of these may need to take priority over already high wage costs. There are currently signs of weakening economic circumstances as inflation and interest rates increase around the world, and this potentially impacts the region.

Assessing fiscal sustainability in these circumstances allows the provision of objective advice to government to make responsible decisions so that the ongoing existing wages payments can be met.

Pressure to increase wages is always present in the civil service workplace culture, and economic factors such as inflation and rising costs of living generally intensify this pressure. Civil service leaders must ensure that pressure for increases to wages are responsibly managed. Many organizations practice HRM strategies such as resisting pressure for wage increases, or where necessary declaring a temporary recruitment freeze during which exiting staff are not replaced, as a strategy to manage such economic issues.

Gaining civil servant efficiencies is one of the reasons why pay and grading delivers benefits any organization, but all managers need to contribute to associated efficiency strategies such as merger of small units, combining two jobs into one, and recruiting for a new and high priority position rather than simply filling a vacated but low priority position.

There are of course instance in which HRM decisions may benefit an individual's remuneration but not lead to wage cost increases overall. The filling of approved, priority jobs using merit-based recruitment and selection procedures does not lead to increased costs for the civil service. Incremental advancement increases wage costs in the short term, but these tend to be balanced by savings in the long term. Promotion does not lead to an increased cost for the civil service, as it is a process of filling an existing establishment job by moving an employee into that job. Hence decisions need to be considered on their merits, and responsible decisions made clearly and rationally.

A job grade is a category for jobs judged to have the same or similar work value. The work value is judged using job evaluation which allocates a grade to the evaluated job. The jobs in the Somaliland civil service are structured with 8 grades, based on the natural layers of job worth.

The new pay scale for civil servants is based on the 8 grades, with the pay range spread across the grades so as to reward civil servants with talent management, incremental advancement, and promotion. Within the grades are a variable number of levels which serve as pay points designed to reward performance.

Adjustments to pay scales may occasionally be warranted in any civil service. Such changes should be affordable, and serve a particular objective, such as improving retention of professional staff. The

design of a pay scale requires specialist leadership. Factors that can be changed in an existing pay scale include:

- Minimum pay rate
- Maximum pay rate
- Degree of increase within one or more grades
- Overlap of pay ranges
- Number of levels within one or more grades
- Design to meet particular objective

5.2. Review of Pay Grades and Pay Structures

Grade structure should not need to change unless there is a transformative change to how work is done or valued, or how hierarchies are defined. Hence it should not be expected that the 8-grade structure will need to be reviewed in the near future.

The 8-grade structure reflects current layers of job value in the civil service, and should not change in the short term. The levels within grades will have been devised to ensure adherence to pay scale design principles, and these may change as cost of living, private sector trends, rate of inflation, and other circumstances change.

5.3. Salary, Allowances and Benefits Reviews

The adopted pay scale will include pay rates for civil servants, with pay points for the grade ranges and the levels within the grades. Once approved, the new pay scale may incur additional ongoing costs from vertical and horizontal advancement. In the future, certain related policy changes accompanying the new pay scale should be designed to achieve productivity improvements to offset the additional wage costs to government.

The government may periodically approve increases to the civil service pay scale to reflect increases to the cost of living. This increase of the pay scale would normally be calculated as a fixed percentage and be applicable equally to all pay points on the pay scale. The advantage of this method of awarding pay increases is that it can be set at an affordable rate.

Other performance-based pay increases that may be considered in the future have the advantage that they link transparent pay increases to increased productivity or improved services.

5.4. Management of Future Job Evaluations

There will always be processes needed for creation of new jobs and redesign of existing jobs. This requires writing and approval of new job descriptions, ensuring that principles for management of enhanced productivity, efficient organizational structure design, and financial sustainability of changes are applied.

New or redesigned job descriptions must comply with the approved format for pay and grading reform. Once drafted they must be submitted to the CSC for approval and grading.

The grade for a new or redesigned job is determined by the CSC. Trained officers will apply the approved selection criteria for grades. The process normally requires:

- Review of relevant organizational structure including identifying grades above, below and similar to the job
- Gathering of job-relevant information including relevant plans and policies
- Interview of incumbent or supervisor
- Preliminary allocation of grade
- Checking of alternative allocation of grade above and below the preliminary grade allocation
- Determination of applicable grade.

Job evaluation should be conducted by a panel of experts and approval by the CSC Chairman.

5.5. Authorisation of Establishment Changes

5.5.1. Posts¹²

The introduction of pay and grading reforms do not require a change to this policy. However, there should be strengthened management of the policy to ensure full compliance. This should include measures led by the CSC to ensure management of efficiency enhancements achieved by structural changes that reduce the number and grades of jobs. Strategies such as enforcement of common function structure, merging of departments and/or centres, and redesign or consolidation of jobs when vacant.

5.5.2. Recruitment¹³

New or redesigned job descriptions must comply with the approved format for pay and grading reform.

The introduction of pay and grading reforms do not require a change to this policy. However, there should be strengthened management of job descriptions and job approval consistent with the organizational structure. This is ultimately the responsibility of the CSC.

5.5.3. Promotion¹⁴

Career progression is defined as upward movement along a career path over time, usually involving training and developing new competencies, promotion to higher graded jobs, or making career change. Employees who reach the top pay point of their grade, must remain on that pay rate, unless across-the-board pay increases are approved for the Civil Service, or promotion is approved.

The introduction of pay and grading reforms do not require a change to this policy. However, there should be strengthened management of procedures that ensure that the individual proposed for promotion meets the person specification in the job description for the job to which they are being promoted. Performance management reports from recent years should be considered in making this decision.

If there is any doubt that the individual proposed for promotion meets the required specification for the job, they should not be promoted, and the vacant position should be advertised. Equal opportunity principles ensure that the individual proposed for promotion can apply as indeed can others within the civil service.

5.6. Annual Pay Adjustments

Section 3.2.3 outlines conditions required for horizontal advancement. The MoF should assess financial sustainability on an annual basis before pay adjustments are approved for the applicable year.

¹² *Civil Service Administrative Policies, Rules and Procedures (2019), Chapter 10, p.99*

¹³ *Civil Service Administrative Policies, Rules and Procedures (2019), Chapter 1, p.1*

¹⁴ *Civil Service Administrative Policies, Rules and Procedures (2019), Chapter 16, p.166*

6. Legal and Regulatory Framework for Future Compensation Reviews

6.1. Applicable Laws and Regulations

6.1.1. Civil Service Law

The amended Civil Service Law 97/2022 introduces a number of modernizations and decisions that are based on pay and grading principles. Enactment of and compliance with these parameters is crucial to the success of implementation of the reforms in a timely and affordable manner.

The pay and grading reforms require proper legal and regulatory controls of grade structure, pay scale, policy compliance, and decision accountability.

The legal amendments to Civil Service Law 97/2022 in support of pay and grading requirements have been detailed separately and this policy approval follows the enactment of the amendment.

The Civil Service Law 97/2022 Article 37 S4 states: “The amount of salaries and allowances of civil servants based on the different categories of positions and ranks and other rights available to employees will be detailed in the pay grading structure regulation.”

The new pay scale should be based on the 8 grade structure, with pay rates determined by the MoF and periodically amended, ensuring financial sustainability. Responsibility allowances will be discontinued and absorbed into the new pay scale to ensure a more equitable remuneration approach.

6.1.2. Civil Service Administrative Rules and Regulations

Pay and Grading policy and procedures are covered in a variety of documents, including:

- Civil Service Administrative Policies, Rules and Procedures
- This Policy
- Somaliland Public Service Reform Strategy
- Payroll Audit Management Manual
- Payroll Management Guidelines

The writing of and implementation practices for regulations should be aligned with a variety of formal documents and the list is wide and dynamic. Of current note are:

- National Development Plan (NDP II)
- World Bank: Roadmap to adopting a pay reform policy
- Reorganization and modernization Reports
- Somaliland Head Count Reports
- World Bank: Note on aligning donor-financed and civil service remuneration
- Peace building and State Building Goal (PSG)

In addition, note should be taken to current and emerging CSC, MoF and other Civil Service Statements of Intent and Control

6.1.3. Government Organizational Ordinance

Government organizational ordinance includes approved statements of mandate, vision, mission, functions, accountability and organizational structure, and staff establishment for each MDA. These are approved by the CSC.

The introduction of pay and grading reforms do not require a change to this requirement. However, there should be strengthened management of the development process to ensure that appropriate consideration is given to national priorities and MDA realities.

6.1.4. Annual Budget Law

The introduction of pay and grading reforms do not require a change to this legal requirement. As a minimum, the annual staffing budget should include for each Ministry and Agency, the projected costs of wages and related employee expenditure, the number of staff, and any variation from the previous year. This is summarized in the organizational ordinance for each Ministry and Agency.

7. PAY AND GRADING POLICY IMPLEMENTATION FRAMEWORK

7.1. Institutional Implementation Arrangements

Consistent with role and functions as stated in law and regulations, the authority and responsibility for management, reporting and oversight of pay and grading reforms rests with the Civil Service Commission (CSC), in particular determining staffing matters for the civil service, and the Ministry of Finance (MoF), in particular determining wage budget and cost management matters for the civil service.

Director Generals in Ministries and Agencies have authority and responsibility for staffing management including legal compliance, management functions, work programs, reporting, engagement, budget management, and staff performance and development. These authority and responsibility statements are extended to cover pay and grading reforms implementation. This will include but not be limited to:

- Ensuring compliance in the Ministry or Agency
- Supporting central decisions
- Communicating with staff as needed
- Monitoring and reporting reform implementation progress, benefits, and issues

Reforms are planned to be implemented over time, and ongoing trial, commitment, reporting, and improvement will be required.

The approval to proceed is enacted by required legal amendments, and a trial is required in the first year in order to identify and analyse implementation issues, and progressively overcome these. Oversight of the trial will be managed jointly by the CSC and MoF.

The organizational staff establishment formally records approved positions in Ministries and Agencies and serves as the basis for HRM decisions. The organizational structure of a Ministry or Agency defines the layers of authority, the reporting lines, and the number of jobs at all levels. It also identifies supervisory positions, span of control, and the number of structural layers.

Controls are managed through the CSC, in particular with their oversight and required approval regarding the staff establishment, job descriptions, job evaluation and grading, organizational structures, employment contracts, and changes to pay inputs are managed by the MoF.

Sanctions and disciplinary proceedings may be enacted for breaches of legal, policy and other approved determinants to action.

7.2. Policy Implementation Plan/Roadmap

There will be a need for annual action planning to guide processes and actions, with application after pay and grading amendments to Civil Service law 97/2022. These should be developed:

- With assistance from the TA
- Updated annually
- Taking account of progress and new priorities

There are action plans developed (see Appendix B) to cover the first year following enactment of the amendments. These are aimed to guide action and decisions.

7.3. Policy Implementation, Monitoring and Evaluation

The implementation process should be:

- Supported by CSC, MoF, and DGs
- Well managed
- Transparent
- Gradual
- Flexible

It is likely that there will be a need to support implementation of reforms through Technical Assistance (TA) applied to CSC, MoF, and selected Ministries and Agencies. This could take the form of:

- Expert advice

- Guide to action
- Document preparation
- Training and modelling behaviour
- Coaching senior officers
- Planning and Monitoring

The policy implementation should be accompanied by the change management strategies, including:

- The CSC, DGs, and HR Directors should make change management and implementation plans, including contingency plans.
- The CSC, DGs, HR Directors at the central management and MDA levels should create a transition/change management team to drive the change.
- The CSC, DGs, HR Directors and all Change Champions should set up project implementation plans and target set a time table so as to measure progress against projected targets .
- The CSC, DGs ,HRDs and Change Champions should address employees in face to face meetings to break the news of a proposed change.
- All the persons responsible for managing the change should be able at all times to give reasons for the change
- Change managers should provide as much information as possible on the change and must encourage questions from civil servants about the Pay and Grading reform.

CSC and MoF will jointly report to government for the implementation of the policy. These reports should cover all relevant monitoring reports and highlight any issues associated with resistance to change and patterns of emerging cost commitment that should be checked for affordability.

8. TRANSITIONAL ARRANGEMENTS

8.1. Integration of Donor-Financed Positions serving Permanent Civil Service Functions into the Civil Service

Under the Somaliland Civil Service Strengthening Project (P155123 - TF0A2810, TF0A7321), some positions have been funded under the Talent Management Program of the World Bank. For continuity and sustainability of payroll, it is a requirement that the TMP jobs are mapped and mainstreamed into the civil service structure under the Pay and Grading system. The planning for this transition evaluated TMP jobs to allow them to be mapped in the 8-grade structure.

Advice has been assessed by MoF on the fiscal costs of implementing alignment of the TMP officers with the proposed new Civil Service pay scale. The context is that the development partner funding for TMP is temporary, and planning is necessary to mainstream these officers. The issue is that they are currently paid salaries higher in general than normal civil servants, and naturally this causes some resentment. Equally, the reversion of TMP-funded officers to civil service pay rates will likely cause resentment from them, and there have been comments made that such reversion could trigger an exodus. In general, they already occupy establishment posts in the MDAs and so can be mainstreamed.

It was concluded when considering appropriate ways to manage this transition, that the policy should include that:

- There are currently 43 TMP jobs, and funding for these is temporary. TMP officers are high caliber and when the TMP program concludes, TMP officers should be mainstreamed into the civil service.
- The TMP contracted pay is generally higher than the civil service pay rates, so a system of salary maintenance should be used by gradually reducing their excess pay over a fixed period
- Salary maintenance should be subject to Ministry of Finance fiscal sustainability review.

8.2. Timeframe for Transitional Arrangements

Following approval of the pay and grading reforms including the required legislative and policy changes and the new 8-grade pay scale. Implementation arrangements should be completed within a 12 month period. This will include translation of civil servants to their Pay and Grading pay point, adoption of and full compliance with related policies in MDAs including performance management, and proper implementation and monitoring to measure the benefits.

8.3. Rules and Regulations Governing Salary Adjustments during the Transition

The MoF will adjust salaries for civil servants to align their job grade and the relevant pay point. Where the existing pay exceeds the relevant pay point, the salary for that employee will be maintained.

8.4. Other Transitional Arrangements

There are transitional arrangements that shall be managed by the Civil Service Commission, Ministry of Finance, and MDA DGs and HR Directors. These include:

- Commitment to smooth implementation of changes
- Ensuring that civil servant concerns are able to be expressed and properly responded to
- Administrative processes are efficient and without unnecessary delay
- Relevant information on job grades is accessible by civil servants
- Changes to pay are actioned on timely basis and with advice
- New procedures resulting from legal changes, this Policy, and other determinants are supported with explanatory documentation, meetings, and training as required
- Civil servants will be informed of the trial of reforms with progress reports and advice of when their Ministry or Agency will be involved
- An Ombudsman will be identified within the Civil Service Commission to resolve disputes that are not otherwise determined
- Change will be introduced for Ministries and Agencies when they are ready

8.5. Effective Date of Pay and Grading Policy

The effective data will be determined by amendments to the Civil Service Law 97/2022.

Appendix A: Job Evaluation Criteria

GRADE 1 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 1 jobs are the most senior non-political posts in the Ministries and Agencies, responsible as a chief executive for managing complex organizations. They develop policy and have ultimate responsibility for all that takes place in the Ministry for achieving state-wide objectives. They also determine the strategy to meet the policy of the Somaliland Government, make decisions with impact on significant resources, and lead the Ministry/Agency in strengthening compliance, efficiency, and services to citizens.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Chief Executive of Ministry (or Agency) • Reports directly to the Minister • Accounting Officer of the Ministry • Leads Ministry compliance with relevant Acts, Regulations, policy and modern practices • Most senior technical leadership position in the organization • Advises government through the Minister • Responsible for performance of all employees in the Ministry • Ensures the implementation of government policies and interventions within the Ministry • Leads transformation of the Ministry • At the highest level of Grade 1, the Ministry requires a DG who can add strategic value where there is the highest level of technical complexity, size of establishment, influence of government finances, and impact on citizens <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of the UN Sustainable Development Goals (SDGs) to the extent they apply to the Ministry • Accountable for Ministry compliance with relevant Acts, Regulations, policy and modern governance practices • Makes balanced and evidence-based decision-making in allocation of Ministry resources • Ensures the resolution of the Ministry's most complex problems • Ensures Ministry decisions support government direction and strategy in a transparent, just, and informed manner • Ensures Ministry decisions support CSC policy in a transparent, just, and informed manner • Makes and defends judgments based on relevant evidence and criteria • Accountable for ensuring full implementation of modern reforms in the Ministry <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with complex issues requiring strategic and timely responses • Requires high level of strategic thinking and action that meets government requirements • Responsive to relevant requirements of the Minister • Capability to ensure the Ministry achieves all goals as required • Consistently inspires managers in the Ministry to achieve all goals and perform honestly and transparently • Problem solving requires highest level of cognitive ability • Role requires high level of negotiation skill and team leadership to ensure directions are followed • Highest degree of complexity of decision making with reference to policies and systems <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Relevant bachelor's degree from a recognized university in a relevant discipline • Post graduate qualification preferably in management and administration, or significant and successful experience in executive management

	<ul style="list-style-type: none"> • Successful relevant experience, including a supervisory and leadership role in a Ministry (or in an equivalent reputable organization) <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Highest level of knowledge pertaining to the role of the Ministry as demonstrated by ability to create and manage relevant theory, best practice, rational thinking, and humane attitudes
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GRADE 2 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 2 jobs are recognized as serving in a Ministry executive having the highest managerial authority and reporting to the Director General. They are generally appointed as Director of a department leading a high-level function or be the most senior technical advisor in the organization. They will exercise a high level of responsibility and independent judgement. Job holders will frequently have to resolve problems covering diverse issues. Many problems will be new and require original solutions, while others may recur. At this level job holders do not have to seek authority but may consult before taking decisions within the policy of the Ministry. Decisions will be taken through position responsibility with individual accountability for results. They may determine departmental strategy to meet Ministry policy, make decisions with impact on significant resources, and lead the Department in strengthening compliance, efficiency, and services to citizens.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Director of a common function or technical Department • Provides principal technical leadership in a Ministry • Reports directly to the Director General (or relevant Grade 1 position) • Leads departmental compliance with relevant Acts, Regulations, policy and modern practices • Advises the Minister directly or through the Director General • Responsible for performance of a significant number of employees in a department • Ensures the implementation of government and Ministry policies and interventions within the Ministry/Department • Leads transformation of the Ministry/Department • Executive in Ministry management <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of relevant Ministry strategy and goals • Makes balanced and evidence-based decision-making to solve the most complex problems • Ensures Department decisions support government direction and strategy in a transparent, just, and informed manner • Makes and defends judgments based on relevant evidence and criteria. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with the most complex issues requiring strategic and timely responses • Responsive to relevant requirements of the Minister • Capability to ensure a department achieves goals as required • Performs consistently at highest level of management • Makes balanced and evidence-based decision-making to solve the department's complex problems Highest level of leadership competence, applied to negotiation and team leadership to ensure directions are followed • Highest degree of complexity of decision making with reference to policies and systems <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Relevant bachelor's degree from a recognized university in a relevant discipline • Relevant post graduate qualification • Seven years' successful experience, four of which must have been at the senior management level in the public service/private sector <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Highest level knowledge and skills in the relevant discipline • Highest level of knowledge pertaining to the role and function of the Department as demonstrated by evaluating relevant theory, best practice, rational thinking, and humane attitudes

GRADE 3 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor:</p> <p>Grade 3 jobs perform a managerial role supervising technical and professional staff. The management role may be as Head of Section within a department or a cross-functional professional Unit specialist or manager. A key determinant of this grade is the complexity and accountability required of supervision of other professional staff. Job holders are unlikely to work to specific guidance and will need to take decisions within the agreed strategy of the organization, and precedents may not be available to help to resolve the more complex problems. The job requires the leadership ability to ensure that professional work is conducted as required by the rules and norms of the profession.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Head of Section of a Department or Senior Advisor to DG • Senior technical leadership position in a Ministry • Reporting to executive management with authority as supervisor of staff • Leads Section or Unit for policy compliance with relevant Acts, Regulations, policy and modern practices • Most senior technical leadership position in the Section • Advises the Director General directly or through Head of Department • Responsible for performance of all employees in the Section • Ensures the implementation of Ministry policies and interventions within the Section • Lead transformation of the Section • Contributes to Ministry management as part of a coherent team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of relevant strategy and goals • Makes balanced and evidence-based decision-making to solve the section/unit's complex problems • Ensures that decisions support departmental direction and strategy in a transparent, just, and informed manner • Makes judgments based on relevant evidence and criteria. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with complex issues requiring strategic and timely responses • Responsive to relevant requirements of senior management • Capability to ensure Section achieves goals as required • Performs consistently within management • Problem solving requires high level of cognitive ability • Leadership competence, applied to negotiation and teamwork to ensure directions are followed • High degree of complexity of decision making with reference to policies and systems <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Relevant bachelor's degree from a recognized university (or equivalent training institution of learning) in a relevant discipline • Relevant post graduate qualification will be an added advantage • Five years' successful experience, three of which must have been at the professional and/or unit level in the public service or equivalent in private sector <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Expert knowledge and skills in the relevant discipline • Expert knowledge pertaining to the role of the Department /Section/Unit as demonstrated by ability to evaluate relevant theory, best practice, rational thinking, and humane attitudes

GRADE 4 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 4 jobs perform a senior professional role. They are led by a professional Head of Section or they occupy that role in a small Unit. They are recognized by virtue of the complexity and academic (theory and research) basis of their profession. Acting under guidance of the supervisor, senior professionals act with authority for theoretical and research matters. They normally require high level ability to analyse situations and make appropriate decisions based on the well-researched theory and grounded practice of the profession. It requires a qualification as a senior professional and significant and successful experience so as to be able to provide leadership in the profession. Their work will continually present complex problems to be resolved applying academic rigour and assessment based on data-based knowledge of the situation. They do not generally require close supervision at this level and operate with independence as appropriate to their profession.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Senior professional • Authority within the scope of the norms and rules of the profession • Accountable for compliance with relevant Acts, Regulations, policy and modern practices • Leadership in Ministry provided as senior professional • Advises the management team as needed • Ensures the implementation of Ministry policies and interventions • Contributes to Section or Unit management as part of a coherent team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of relevant strategy and goals • Makes balanced and evidence-based decision-making to solve problems • Ensures that decisions support departmental direction and strategy in a transparent, just, and informed manner • Use evidence in making judgements. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with complex issues requiring evaluation and timely responses • Responsive to relevant requirements of management • Capability to contribute to Section/Unit goal achievement • Performs consistently as professional • Problem solving requires high level of cognitive ability • High degree of complexity of decision making with reference to policies and systems <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Relevant bachelor's degree from a recognized university (or equivalent training institution of learning) in a relevant discipline • Relevant vocational training will be an added advantage • 5 years' successful experience, 3 of which are at senior level in a government Ministry (or in an equivalent reputable organization) <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Professional knowledge based on successful experience • Good knowledge pertaining to the role as demonstrated by ability to evaluate relevant theory, best practice, rational thinking, and humane attitudes

GRADE 5 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 5 jobs are professional and technical roles with a degree of specialization and have a level of authority based on the job objectives and purpose. They normally require qualification as a professional or technician and act in accordance with requirements of the profession or field of work. Work will not be of a standard nature. Problems will frequently arise, and decisions will often need to be taken without consultation or advice from superiors. Job holders at this level work in teams, to clear guidelines and targets with little direct supervision. Job holders may provide informal coordination and leadership for junior staff and/or be responsible for facilities in order to achieve the required output.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Early-career professional and technical roles • Authority within the scope of the norms and rules of the profession or specialist field • Must comply with relevant Acts, Regulations, policy and modern practices • Provides leadership for lower-level staff • Advises Supervisor as needed • Implements Ministry policies • Contributes to Section/Unit operations as part of a coherent team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for assisting achievement of relevant goals • Makes balanced decision-making to solve problems • Ensures that decisions support departmental direction and strategy <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with issues requiring analysis and timely responses • Responsive to relevant requirements of management • Capability to contribute to Section/Unit goal achievement • Performs consistently and in accordance with expectations • Problem solving requires a level of cognitive ability • Some complexity of decision making is required in day-to-day operations <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Relevant bachelor's degree from a recognized university (or equivalent training institution of learning) in a relevant discipline • Knowledge of discipline or field from study and training • Ability to learn and be mentored into the role • Knowledge pertaining to the role as demonstrated by ability to analyse issues systematically

GRADE 6 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor:</p> <p>Grade 6 jobs include senior administration or technical specialty officers who perform their responsibilities and duties in accordance with the principles contained in required qualifications and successful experience. They may operate under a degree of supervision, and will be very knowledgeable of the theory and required processes for this level of work. They should normally operate under general supervision from their supervisor, working with a significant degree of work independence to produce work of reasonable quality.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Senior administration and technical roles • Authority within the scope of the norms and rules of the technical specialty and as stated in the job description • Must comply with relevant modern practices • Advises Supervisor on occasion • Supports the implementation of Ministry policies and interventions • Contributes to Section/Unit operations as part of a significant team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of personal goals • Makes informed decisions to solve problems • Ensures that decisions support Section/Unit direction and strategy • Makes and defends judgments based on job specialty. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with issues requiring application of knowledge and timely responses • Responsive to relevant requirements of Supervisor • Capability to contribute to personal goal achievement • Performs consistently and in accordance with expectations • Solves problems based on learning and experience <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Entry level for professional or technician role with a relevant Diploma from a recognized institution, or 3 years successful experience at Level 7 <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Knowledge pertaining to the role as demonstrated by ability to apply learning systematically

GRADE 7 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 7 jobs include skilled technical officer or administration officer roles. These jobs are recognized as requiring good skills in their area of work, and knowledge of quality work practices and procedures is expected. This work is usually governed by established work practices and operating procedures written in the form of a manual or guidelines. Tasks may be wide-ranging and varied. Job holders can be expected to know exactly what results should be achieved and how to achieve the results, and the supervisor may be needed for advice on unusual problems. The job holder may discuss the best course of action and will have some scope for varying the work process in order to achieve the required result.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Authority within the scope of the norms and rules of the job description • Must comply with relevant modern practices • Supports the implementation of Ministry policies and interventions • Contributes to Section/Unit operations as part of a coherent team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of personal goals • Ensures that decisions support Section/Unit direction and strategy • Makes decisions based on standard and required practice. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Deals regularly with issues requiring basis knowledge • Responsive to relevant requirements of Supervisor • Capability to contribute to personal goal achievement • Performs consistently and in accordance with expectations • Solves problems based on understanding the relevant facts <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • At least a Secondary School Education and/or skill training a relevant trade <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Knowledge pertaining to the role as demonstrated by ability to understand relevant facts

GRADE 8 JOB EVALUATION CRITERIA	
Grade Descriptor	Grade Standards
<p>Descriptor: Grade 8 jobs are unskilled and require the performance of basic, routine, manual and related tasks under close supervision. Many of the tasks will be manual. The range of unskilled jobs is wide and can encompass, for example cleaning, security, caring skills, first but limited contact with the public, and office helper such as messenger. Supervisors will generally be close at hand to offer advice and instruction and little independent judgement needs to be made. Many of the tasks will require physical exertion.</p>	<p>Level of Authority</p> <ul style="list-style-type: none"> • Authority within the scope of the job description • Must comply with relevant modern practices • Acts in accordance with Ministry policies and as required • Contributes to operations as part of a team <p>Accountability, Decision-making and Problem Solving</p> <ul style="list-style-type: none"> • Accountable for progressing achievement of personal goals • Makes decisions based on standard and required practice. <p>Complexity of Responsibilities</p> <ul style="list-style-type: none"> • Responsive to relevant requirements of Supervisor • Capability to contribute to personal goal achievement • Performs consistently and in accordance with expectations • Solves problems based on learned facts and processes <p>Level of Education and Experience</p> <ul style="list-style-type: none"> • Basic literacy and numeracy <p>Level of Knowledge and Skill</p> <ul style="list-style-type: none"> • Knowledge pertaining to the role as demonstrated by ability to remember relevant facts • Ability to continuously learn and improve on the job

Appendix B - Pay & Grading Implementation Action Plans

Action Plan for Pay & Grading Capacity Development and Implementation Action Plan: Year 1													
Outputs	Steps	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		Month			Month			Month			Month		
		1	2	3	4	5	6	7	8	9	10	11	12
Preparation for P&G	State the Concept of P&G for Somaliland Civil Service												
	Determine and adopt recommended Pay Scale under existing law												
	Plan reforms to Civil Service Law 97/2022												
	Develop agreed timeline for mainstreaming TMP												
	Plan communications especially for legal reforms and P&G policies												
Design of P&G	Develop ToR etc (without limitation of compliance with current Law)												
	Procure 2023 Consultant												
	Appoint Planned Experts for profile: (KEs: TL/P&G, OD/Change Management, PFM. NKEs: DTL/P&G, Data analyst, Legal)												
	Conduct consultations and assessments												
	Draft JDs for new jobs in P&G function												
	Draft Terms of Reference for Job Evaluation Panel												
	Analyse and recommend a Reform Plan (see below components)												
Mainstream TMP	Develop Action Plan with timeline for mainstreaming TMP												
	Support 2023 execution Action Plan												
Adjust CSC Staffing	Create new specialist roles in Civil Service Commission as required												
	Appoint P&G Officers to CSC												
	Nominate the 5 members of the JE Panel to be responsible for Job Evaluations, with membership comprising: Director General, two CSC Directors, two MDA representatives												
Capacity Assessment	Develop a rapid tool to assess P&G capacity of MDAs & CSC												
	Administer tool and report findings												
	Develop training plan for P&G change management champions												

[illegible]

	Implement Reform Plan for P&G pay policies, including communication plan													
Implementation of P&G	Build capacity of P&G Officers in CSC													
	Develop annual change management plans													
	Establish monitoring plan with indicators													
	Coach pay policy function leaders													
	Communicate progress of P&G to civil servants													
	Monitor progress													
	Adjust Law, Regulation, policy, plan, or process based on learning													
	Mainstream P&G system													

Legend:

	Responsibility of CSC
	Responsibility of Consultant
	Planned month of process

Change Management Action Plan for Communicating Pay and Grading Reforms: Year 1													
Outputs	Steps	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		Month			Month			Month			Month		
		1	2	3	4	5	6	7	8	9	10	11	12
Presentation of proposed new civil service pay policy and grade structure to stakeholders	Map out the communication channels to be used for the dissemination of the new P&G system to the civil servants												
	Map out the media houses and other channels to be used for the dissemination of the new P&G to the General Public												
	Map out the Information, Education and Communication (IEC) materials to be disseminated and vendors, whether they will be English and Somali like brochures, banners, flyers, posters etc.												
	Map out the number of forums and conferences for capacity building for the Ministries, MDAs and General Public. They should be specific to 6 regions in Somaliland												
	Purchase communication tools and equipment like cameras, camera equipment, computers, printers to have in-house production of some materials												
	Plan for the budget and costs that will be incurred in holding forums, conferences and disseminating information through different communication channels and IECs materials.												
Communication to civil servants regarding Pay and Grading reforms	General introductions to new job evaluation system												
	Communicate upcoming changes in job descriptions												
	Communicate upcoming changes to existing Pay Scale												

Change Management Action Plan for Communicating Pay and Grading Reforms: Year 1													
Outputs	Steps	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		Month			Month			Month			Month		
		1	2	3	4	5	6	7	8	9	10	11	12
	Communicate upcoming changes to existing Pay Grading policies and procedures												
Communicate legal changes	Plan communications for legal reforms for P&G policies												
	Liaise with Legal team in PSU to map out communication processes for legal changes that need to be changed												
Communicate results of Capacity Assessment	Map out the Key Performance Indicators (KPIs) or the monitoring and Evaluation (M&E) for the Implementation of the P & G reforms												
	Carry out training for the planned duration for Civil Servants and General public. Specify trainings for 6 main regions in Somaliland												
	Collect feedback, concerns and appeals for the new P&G from General Public and civil servants.												
	Communicate results of monitoring and evaluation of implementation of P & G in reports to CSC												
Communicate benefits of Reforms	Communicate success of reforms to the Civil Service Law 97/2022												
	Combine communication of P & G with other policies that CSC is rolling out like HR and Pension Fund to avoid duplication of effort												
	Communicate benefits to civil servants of the new pay grades, job equity, and meeting international policy												
	Communicate success of reforms for improved productivity, service improvements, and increased government revenue												

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
A. Pay Harmonization	Amend Civil Service law to consolidate current provision for equal pay for work of equal value	Amended Article 3, new Objective 6: "Lay the foundation for reforms that increase fairness, transparency, clarity, objectivity, and accountability"	Act requires an amendment	Act amended and enacted	Civil Service Law 97/2022	Director, Legal CSC
B. Job Descriptions	Conduct training and briefing to develop competency in gathering information relevant to job and writing compliant job descriptions (JD) in accordance with grade	Training and briefing conducted for representatives from all MDAs A % of HR and other Directors have written JDs A % of HR Directors trained to write JDs	0%	100%	Training evaluation Confirmed by Implementation Monitoring reports	Director, OD CSC
C. 8-Grade Structure	Amend Civil Service law to change grade structure to remove A, B, C, D Division categories	Amended Article 24, replace S1 with: "Civil servant jobs shall be categorized as one of 8 grades based on the relevant job characteristics that determine the job worth"	Act requires an amendment	Act amended and enacted	Civil Service Law 97/2022	Director, Legal CSC
		Amended Article 24, replace S2 with: "Criteria that describe the characteristics of each job grades will be maintained by Pay and Grading Regulation, and will include statements of grade description and grade standards. The statement of standards required for the job will describe:				

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
		<ul style="list-style-type: none"> ➤ Level of Authority ➤ Accountability, Decision-making and Problem Solving ➤ Complexity of Responsibilities ➤ Required Education and Experience ➤ Required Knowledge and Skill" 				
		Amended Article 24, replace S3 with: "Responsibilities of the Commission in evaluating and grading of jobs shall be set down in Regulation"				
	Design, test and distribute information to the civil servants of the new 8-grade structure	% of civil servants aware of a new grading	0%	100%	Feedback from DGs Confirmed by Implementation Monitoring reports	Director, OD CSC
	Inform the MDA management of the new job evaluation (JE) process, including <ul style="list-style-type: none"> ➤ System for JD writing ➤ Role of JE Panel ➤ JE Criteria ➤ Need for JE to be objective, fair, and transparent 	% of civil servants aware of a JE process	0%	100%	Feedback from DGs Confirmed by Implementation Monitoring reports	Director, OD CSC

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
D. Pay Scale for 8-grade structure	Clarify affordable wage cost increase and design pay scale: <ul style="list-style-type: none"> ➤ With 8 grades ➤ And a varying number of levels in grades ➤ To be affordable ➤ To encourage retention and attraction of professional staff 	Pay scale designed	Pay scale not designed	Pay scale designed	Report on pay scale design	MoF
	Approve pay scale through either Regulation or Law	Pay scale approved by Regulation or :Law	Pay scale not approved	Pay scale approved	:Legal instrument	Director, Legal CSC
	Communicate the pay scale features and administration processes	Advice of P&G pay scale provided to civil servants	System for pay administration not developed	System for pay administration developed	Pay system documentation and monitoring reports of implementation	MoF MoF Internal Audit
E. Horizontal (Incremental) Advancement	Amend Civil Service law to change rules for horizontal advancement to be based on performance	Amended Article 42 to replace S1 with: "The approved Civil Service pay scale structure is based on the 8 job grades, and horizontal advancement is possible within each grade through a number of levels each with a unique pay point"	Act requires an amendment	Act amended and enacted	Civil Service Law 97/2022	Director, Legal CSC

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
		Amend Article 42 to replace S2 with: "Any horizontal salary increment awarded to a civil servant shall require participation in the performance management system and a satisfactory assessment by the Department Director and approved by the Director General				
		Amend Article 42 with S3: "The civil service commission advises the government annually or more regularly as needed on potential salaries and pay increment costs of civil servants, with recommendation based on fiscal sustainability."				
	Prepare administration tools Delay implementation until affordability is confirmed	System approved for commencement MDAs advise of procedures to be adopted Procedures implemented and monitored for: <ul style="list-style-type: none"> ➤ procedural compliance ➤ valid and impartial decisions ➤ affordable cost increases ➤ improving staff engagement 	System not operational	System delivering: <ul style="list-style-type: none"> ➤ procedural compliance ➤ valid and impartial decisions ➤ affordable cost increases ➤ improving staff engagement 	Independent and expert observers Confirmation through independent report on implementation progress and issues to be resolved	CSC and MoF

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
F. Appointment Pay	Establish law for pay determination	Amend Article 47 to replace S1 with: "The basic salary of a civil servant shall be applicable to the pay point range for the job grade."	Act requires an amendment	Act amended and enacted	Civil Service Law 97/2022	Director, Legal CSC
	Establish procedures for pay determination when appointing new staff or promoting existing staff	Transition of civil servants to new pay scale based on rule of: next highest pay point in grade pay range, or pay maintained at current level if higher than the highest point in the grade pay range Ongoing payroll procedure that requires appointment at the first (lowest) pay point unless special circumstances are justified	Pay determined by service and qualifications and not transparent	Pay determination governed by procedure and administered	Payroll records	MoF and Internal Audit
G. Allowances	Absorb top-up pay allowances into total wage budget	Assess employer responsibility to maintain allowances that have been paid over extended time	Current allowance payments practice	Liability ruled out	Legal opinion	Director, Legal CSC
		Amend Article 47 to replace S3 with" The provision for allowances for job and grade are incorporated into the approved pay scale, and hence there shall be no separate payment for responsibility allowance, status allowance, occupational allowance, environmental hardship allowance	Act requires an amendment	Act amended and enacted	Civil Service Law 97/2022	Director, Legal CSC

Change Management Action Plan for Pay and Grading Reforms: Year 1

Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
		and any other allowance based on position and grade.				
H. MDA Organisational Structure	CSC manage organizational structure in MDAs, ensuring harmonization, efficiency, and elimination of overstaffing	<p>MDA structures are:</p> <ul style="list-style-type: none"> ➤ proposed by MDAs ➤ reviewed by CSC ➤ amended by CSC to ensure establishment not exceeded, excess span of control is reduced by mergers ➤ approved by CSC <p>JDs are drafted by MDA in accord with approved structure</p> <p>Structural compliance is monitored by CSC</p>	Multiple reports of MDAs for organization modernization	Reduced problems of waste and excess in staffing	Independent follow-up on reports	PCU
I. Performance Management System (PMS)	Review and strengthen PMS in accordance with pay and grading Train and monitor participants in implementing PMS for HRM decisions such as horizontal and vertical advancement, dismissal, and training	<p>Existing PMS policy reviewed to include pay and grading principles (fair, evidence-based, job goals related, useful reports)</p> <p>Training for revised PMS conducted</p> <p>PMS implementation and compliance monitoring reported</p>	Procedures well written Low level of implementation and use of performance management	Procedures revised and implemented	Monitoring reports	PCU
J. Management of the Talent Management	Implement mainstreaming as	Date established for transition from TMP to civil service employment	TMP employees on fixed term	TMP employees mainstreamed in	Civil servant appointment	CSC

Change Management Action Plan for Pay and Grading Reforms: Year 1						
Policy areas	Actions	Key Performance Indicators (KPI)	Baseline	End target	Sources of verification	Organisation/ individual Responsible
Programme (TMP)	agreed with development partners	Contracts offered and accepted Salary maintenance managed according to policy	contracts with higher pay	same jobs in same MDAs	administration records	

Appendix C: Indicative Pay Structure

The Pay and Grading Project was required to focus on development of a pay scale in accordance with existing Law and in particular the grade structure provided in that Law.

The determination of the Pay and Grading Pay Scale: the pay scale design, range for each grade, and the varying number of levels within each grade should be undertaken following the amendments to the Civil Service Law, and the calculation of the percentage of cost increase that is affordable at that time.

The following pay scale was developed for indicative purposes only:

Grade	Rate ¹⁵
1	10,024,560
2	5,012,280
3	2,784,600
4	1,638,000
5	1,092,000
6	780,000
7	600,000
8	500,000

The following pay scale structure of grades and steps was developed for indicative purposes only:

Grade	Number of Levels
1	3
2	4
3	5
4	6
5	6
6	5
7	4
8	3

The Pay and Grading pay scale should be authorised through a dedicated Regulation

¹⁵ These indicative rates are based on the pay scale for the grade structure being replaced. When the pay and grading reforms to the Civil Service Law 97/2022 are completed, the new pay and grading pay scale should be calculated, and discontinued allowances should be absorbed into that pay scale.

Appendix D: Indicative Pay Ranges (Proposed Salary Scale)

Under Civil Service law 97/2022, the grade structure provides for 5 levels for each grade. These levels are not currently used. It will be appropriate for the CSC and MoF to move to implement these levels. Once the preferred pay scale is confirmed, the pay scale including the 5 levels for each grade will also be developed and presented in D10. These rates for each level will be calculated to be equally dispersed between the rates of one grade and the next.

Based on Model 6 the following pay ranges would be applicable:

Table 8: Indicative Pay Ranges

Grade	Level 1	Level 2	Level 3	Level 4	Level 5
A1	1,690,700	DG pay rates are for determination based on current practice			
A2	1,610,190	1,626,292	1,642,394	1,658,496	1,674,598
A3	1,533,514	1,548,849	1,564,185	1,579,520	1,594,855
A4	1,460,490	1,475,095	1,489,700	1,504,305	1,518,909
A5	1,390,943	1,404,852	1,418,762	1,432,671	1,446,580
A6	1,324,707	1,337,954	1,351,201	1,364,449	1,377,696
A7	1,261,626	1,274,242	1,286,859	1,299,475	1,312,091
A8	1,201,549	1,213,564	1,225,580	1,237,595	1,249,611
A9	1,144,332	1,155,775	1,167,219	1,178,662	1,190,105
B6	1,097,809	1,107,114	1,116,418	1,125,723	1,135,027
B7	1,055,586	1,064,031	1,072,475	1,080,920	1,089,365
B8	1,014,986	1,023,106	1,031,226	1,039,346	1,047,466
B9	975,948	983,756	991,564	999,371	1,007,179
B10	938,412	945,919	953,427	960,934	968,441
C7	920,421	924,020	927,618	931,216	934,814
C8	868,322	878,742	889,162	899,582	910,002
C9	819,172	829,002	835,380	845,170	854,959
C10	772,804	782,077	791,351	800,625	809,898
C11	729,060	737,809	746,557	755,306	764,055
D10	688,478	696,594	704,711	712,827	720,944
D11	628,747	640,693	652,639	664,585	676,531
D12	574,198	585,108	596,017	606,927	617,837
D13	524,382	534,345	534,345	534,345	534,345
D14	478,887	487,986	497,085	506,184	515,283
D15	437,340	445,649	453,959	462,268	470,578



Somaliland Civil Service Pay and Grading Policy