



## CALL PROPOSALS FOR SOPs DEVELOPMENT

### 1. BACKGROUND

#### **Organizational Context:**

After a long period of conflict and political instability, Somalia is in a recovery process that is touching every aspect of the society and the governance system. The approval of the constitution and the introduction of the federal system have been key milestones that influence the justice system, and set out greater expectations from the legal and judiciary frameworks.

The Ministry of Justice aims to build a transparent and sustainable democratic system of governance that operates within clearly defined boundaries by law and policies development and also all activities to be guided by all known process and procedures, that is conducive to economic growth and political stability.

The ministry's directorate of Planning and Development is a key unit that is responsible for facilitating the effective use of resources within the ministry to be able to deliver on its mandate. This call for proposals is intended to contribute to the development of this directorate's capacity to contribute more effectively to the overall goals of the ministry and in particular to advance all work related practices.

#### **Expected Outcome:**

The expected outcome of this assignment is to capacitate the MINISTRY OF JUSTICE to operate as inclusive, transparent and effective law-making, oversight and representative body contributing to national peace-building and nation-building goals.

#### **Training Needs Assessment:**

Capacity assessment was conducted by the Capacity Development Advisor in 2014 to assess the capacity of the MINISTRY OF JUSTICE on how to fulfill policies when they are fulfilling duties and also the ways to manage funds in accordance with the Harmonized Approach for Cash Transfer (HACT) framework and guidelines. The assessment identified a lack of written and documented manuals, policies and procedures.

The MINISTRY OF JUSTICE seeks a qualified local consulting firm who will be responsible for providing technical assistance in order to implement improvement activities and organizational changes,

procedures and regulations as well as staff capacity development (training) that will eliminate and address administrative short-comings stated in the ADVISOR capacity assessment. This firm will be working in close cooperation with a national expert directly contracted by the MOJ UNDP Support Project.

## **2. CONSULTANCY OBJECTIVE**

In accordance with the MINISTRY OF JUSTICE strategic plan, Letter of Agreement (LoA) with UNDP Rule of Law Project and the HACT (Harmonized Approach to Cash Transfers) framework, the selected firm will provide technical assistance and develop the institutional capacity of the MINISTRY OF JUSTICE staff with specific focus on the following areas:

- Develop Human resources procedures
- Develop Procurement manual
- Develop Financial manual

## **3. SCOPE OF ASSIGNMENT**

The capacity development firm will be responsible for providing technical assistance in order to implement improvements recommended by Advisor capacity assessment and assist the MINISTRY OF JUSTICE to eliminate the deficiencies stated in the findings of the assessment. The consultancy services should encompass staff training; development of policies, procedures and guidelines; advising the MINISTRY OF JUSTICE Staff and preparing progress reports and sharing with the MINISTRY OF JUSTICE Staff and UNDP Support Project team.

## **4. OUTLINE ACTIVITIES TO BE UNDERTAKEN**

The firm will be responsible for undertaking the following capacity building activities:

### **Human Resource Management Policies**

- Helps to identify trainings and develop personnel by improving skills, knowledge, capabilities and competencies required to perform well on the job.
- Assists by creating programs designed to promote personal and professional career growth,
- Aims to offer HR development programs include planning development programs based on identified performance gaps
- Helps organizations comply with local, state and federal regulations.

### **Staff Recruitment Policies & Process**

- Assure Job Description meets organization requirements
- Candidates are assessed against consistent criteria at every stage and process.
- The recruitment process is lawful
- The candidate can be confident it is a genuine job offer
- The process can be transparent and followed by all stakeholders.

### **Procurement Policies and Procedures**

- The policy guides all procurement practices of the Ministry, including conducting surveys, establishing database of active suppliers, developing procurement code of ethics, establishing procurement authorization levels and developing standardized bidding documents as well as

standard templates for contracts.

- To guarantee the widest possible participation of economic operators;
- To ensure the transparency of operations; and
- To obtain the desired quality of services, supplies and works at the best possible price.

### **Financial Control & Reporting Policies**

- To Control the movement of finance and to control the flow of cash receipts and payments.
- To record, verify and analyze the funds expenditure meets value for money standards.
- To ensure the proper payments as per credit terms to suppliers
- To ensure the timely collection from debtors and review of credit policies.
- Systematic implementation of the administrative aspects of activities
- Reliability of financial reporting, which presented in efficient and timely basis.
- Effectiveness and efficiency of financial processes.

### **Accounting Policies and Procedures**

- Establish effective internal control framework and establish sufficient segregation of duties among staff in conducting accounting, procurement and asset management transactions;
- Become better able to monitor Ministry's budget on on-going basis;
- Develop an accounting manual that would be used as a guideline for all financial management related procedures;
- Develop and adopt documented financial management policies, including conflict of interest policy and fraud risk management policy.

### **Internal Audit Policies & Procedures**

- Increase value and improve our organization's operations as it helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
- Assessing risks, controls, ethics, quality, economy, efficiency and assuring that controls in place are adequate to mitigate the risks.
- Clarify information and opinions with clarity and accuracy.
- Establish binding mechanism to ensure that MINISTRY OF JUSTICE is financially audited periodically and audit recommendations are implemented.

### **Payroll Procedure**

- To processes employee compensation timely and accurately.
- Accurately withhold taxes and submits reports to federal and state agencies.
- To ensure the efficiency of the payroll function
- To enable payroll managers establish goals to review payroll processes for any procedural weaknesses that may interfere with payroll accuracy and timeliness.
- To set performance goals, an organization could measure the amount of work conducted vs. the cost of payroll dollars.

## **Web Development Procedures**

- To guide the process of updating Ministry Website, from collecting data to publishing in the website.
- Information sharing procedures and methods in terms of publishing an article or event.

## **Training Policies and Procedures**

- Providing new staff with induction to their work and area through a coordinated induction Programme.
- Ensuring that relevant staff training and development requirements are identified and opportunities are accessible to all relevant employees.
- Ensuring that training activities are aligned and support the ministry's vision, mission and operational plans.
- Applying Equal Employment Opportunity (EEO) principles to staff access to training, development, and conference and seminar attendance.

## **Reporting & Mentoring Procedures**

- Specifies a cope the availability of existing national geo-justice plans and defines the methodology to generate and measuring performance.
- Provide a methodological framework to integrate the models for multi-scale assessment of different aspects and programs in the justice system.
- Become better able to prepare financial statements on an on-going basis, detailing the income, expenditure, assets, liabilities as well as the statement of financial position of MINISTRY OF JUSTICE, using appropriate standards (IFRS) to guide the process of preparation of these statements.
- Prepares reports detailing a comparison between actual and budgeted expenditure for each budget line on a monthly basis and explaining variances identified.

## **Fixed Asset Management Policies**

- Established rigorous, enhanced asset management practices, such as establishing and maintaining fixed asset register and ensure staff is trained on conducting frequent physical inventory of fixed assets.
- Control and the safeguarding of the ministry's fixed assets

## **5. DELIVERABLES**

Based on the outcome of the ADVISOR assessment recommendations and in accordance with the capacity building action plan included in the LoA, the selected firm is expected to achieve the following monthly deliverables and submit a monthly report on the assigned deliverables:

## **6. REVIEW AND APPROVAL**

The work of the firm will be supervised by the Permanent secretary of the MINISTRY OF JUSTICE and/or his designee. Payments are contingent on timely completion of the agreed upon deliverables. Achievement of deliverables/milestones will be jointly reviewed and approved by the Permanent secretary of MINISTRY OF JUSTICE and UNDP Ministry Support Project Manager before payments are made.

## **7. EXPECTED DURATION OF ASSIGNMENT**

The task is expected to be completed within Three months from the date of signing the contract. The selected firm is, therefore required to prepare and submit a work plan for the entire assignment in a way that allows the achievement of all deliverables within the four-month period.

## **8. REPORTS**

Based on this ToR and work plan, the selected consulting firm will submit monthly reports to the MINISTRY OF JUSTICE permanent secretary and UNDP Ministry Support Project Manager.

The consulting firm will receive technical supervisory back stopping and support from the UNDP Ministry Support Project national consultant.

In addition to the deliverables detailed above and in the work plan, reporting will include the following:

- Weekly updates;
- Monthly report;
- Bi-monthly (mid-term) report; and
- Final report detailing deliverables achieved, activities carried out challenges encountered and recommendations for further improvements.

## **9. DUTY STATION**

The selected firm shall not be required to be present at the MINISTRY OF JUSTICE office and may work in its office with coordinated visits to the MINISTRY OF JUSTICE, which will ensure transfer of knowledge and adequate interaction with planning department. As and when required by the satisfactory completion of the work, the firm shall visit other relevant institutions including, but not limited to the Ministry of Finance, National Tender Board and National Civil Service Commission.

## **10. CONSULTANCY PROFILE**

The contracted firm shall have following minimum criteria:

- At least 6 years of experience in financial management, procurement and development of internal control policies and procedures for Ministry of Jus
- Demonstrated capabilities in policy analysis of government structures and governance systems and implementing administrative reform activities in post-conflict environments;
- Proven ability to provide staffing services, undertaking recruitment activities and delivering staff training;
- Ability to render consulting services in the most professional, effective and efficient manner;
- Proven ability to network and build strong working relations with senior level elected officials, senior Ministry staff and staff of international partners;
- Familiarity with Somali National Ministerial rules and regulations will be an asset;
- Fluency in English and Somali languages;
- Excellent writing and presentation skills.
- Ability to meet tight deadlines.

## 11. EVALUATION OF PROPOSALS

- Proposals will be evaluated using the cumulative analysis method with a split 80% technical and 20% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract.
- Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

<b>Technical Evaluation 80%</b>	
At least 6 years of experience in financial management, procurement and development of internal control policies and procedures for Ministry, governmental institutions and international organizations.	20%
Demonstrated capabilities in policy analysis of government structures and governance systems and implementing administrative reform activities in post-conflict environments	10%
Proven ability to provide staffing services, such as conducting organizational restructuring, preparing employee job descriptions, undertaking recruitment activities and delivering staff training	10%
Ability to render consulting services in the most professional, effective and efficient manner	5%
Proven ability to network and build strong working relations with senior level elected officials, senior Ministry staff and staff of international partners	5%
Familiarity with Somali National Ministry rules and regulations will be an asset	5%
Fluency in English and Somali languages	10%
Excellent writing and presentation skills	10%
Ability to meet tight deadlines	5%
<b>Financial Evaluation 20%</b>	

## 12. PAYMENT SCHEDULE

Upon submission of mid-term report by the end of month 2 of the assignment	50%
Upon submission of final report detailing achievements, activities undertaken and recommendations for additional development.	50%
<b>Total</b>	<b>100%</b>

### **13. PROPOSALSUBMISSION**

Proposals must consist of (or contain) the following documents (or sections):

1. *A brief background of the applicant firm and a letter of intent;*
2. *Evidence of past experience in undertaking similar works (provide examples and references);*
3. *Technical proposal: A summary of the methodology and timelines for ensuring completion of service by required time;*
4. *CVs of the lead consultant and key team members*
5. *Financial proposal (all-inclusive lump sum amount with a cost breakdown)*

*The financial proposal must be submitted separately from other documents.*

***All applications must be clearly marked with the title of “Moj’s SOPs Development Services” and submitted in electronic format by 6:00 P.M. on 20 February 2015 to [info@mojc.gov.so](mailto:info@mojc.gov.so)***

*For further information concerning this **Terms of Reference**, Please contact: [info@mojc.gov.so](mailto:info@mojc.gov.so)*

*Incomplete applications will not be considered, and only candidates for whom there is further interest will be contacted.*