

Terms of Reference

Consultancy Service for Conducting Job Analysis, establishment of Job Titles, Development of Job Descriptions and Job Evaluations for Civil Service Employees of the Federal Government of Somalia.

1. Background and Context:

The Civil Service of Somalia plays a crucial role in governance, public administration, and delivering essential services. However, the Somali Civil Service faces systemic challenges, particularly an outdated and inequitable pay and grading system that has hindered its ability to attract and retain skilled professionals. Public sector salaries are low and inconsistent across ministries, contributing to high turnover, absenteeism, and brain drain. Many government positions remain vacant or are filled by underqualified individuals, undermining public administration's efficiency. The distribution of current FGS Civil Servants according to the existing job grading arrangements is heavily skewed, 70+% of staff are allocated within the three highest basic salary job grades, this accounts for 80+% of the total basic salary costs. The management element of the FGS Civil Service accounts for 34% of all staff, which is disproportionate to the rest of the Civil Service job types. In particular, Head of Department / Section Head positions account for 59% of all management positions, almost three times larger than the next largest category which is Directors, accounting for 20% of management.

In response to these challenges, the Ministry of Labor and Social Affairs (MoLSA), Ministry of Finance (MoF), and National Civil Service Commission (NCSC) successfully developed a new Pay and Grading Policy approved by the Cabinet in December 2022. This policy aims to modernize the Somali Civil Service, establish a competitive, fair salary structure, ensure equal pay for equal work, and address inequities in the pay system. A vital component of this reform is the development of standardized Job Descriptions and Job Titles, as many civil servants currently lack formal job documentation, leading to confusion and inefficiencies. To support this reform, the Somali Government seeks a qualified HR firm to conduct a comprehensive job analysis, develop detailed job descriptions, establish appropriate job titles, and evaluate jobs for civil servants in the Federal Government of Somalia (FGS).

2. Scope of the Assignment:

The assignment is to develop a new, logical and consistent Job Classification system for the Federal Government of Somalia. This will involve conducting a comprehensive Job Analysis across government Ministries, Departments, and Agencies (MDAs) – about 63 institutions of the

Federal Government of Somalia (FGS), with a civil service employee population of approximately **20,000**, including teachers, health workers, and temporary staff. The assignment will assess the current roles, responsibilities, and the required skills to establish clear Job Titles for all jobs in MDAs, aligned with the government's Pay and Grade Policy.

The consultant will also be tasked with developing detailed and standardized Job Descriptions for each civil service job position, clearly defining the responsibilities, competencies, qualifications, and performance expectations. Furthermore, the consultant will conduct a Job Evaluation exercise for the identified and established jobs in the MDAs using the Job Evaluation Framework under the Pay and Grading Policy. The consultant will engage stakeholders to ensure job descriptions align with the needs of FGS and deliver capacity-building workshops for public service leadership on effectively utilizing and managing job descriptions.

The assignment will be guided by best practices in HR management and public service to standardize job structures and roles, enhancing the overall efficiency of civil service management.

3. Objectives of the Assignment:

The primary objective of this assignment is to support the Pay and Grade Committee (PGC) in conducting a comprehensive job analysis, developing detailed job descriptions, establishing appropriate job titles, and evaluating jobs for the civil service within the Federal Government of Somalia (FGS). This collaborative effort will facilitate the effective implementation of the approved Pay and Grading Policy, aimed at modernizing public service management.

The specific objectives of the assignment are to:

- a. Review and assess background materials (policies, strategies, existing legal and regulatory framework) on the existing organizational structures of the MDAs, existing jobs classification and job descriptions , grades, roles and pay structures in each existing category. Develop a methodology to evaluate the representative sample of COP jobs. The methodology should detail how jobs are grouped into job families (i.e. example: accounting) based on similarities in jobs descriptions and qualification requirements; the attributes used to score and rank jobs; and the data collection and stakeholder consultation requirements to conduct the evaluation. The job evaluation should be conducted using the methodology framework specified in the Pay and Grading Policy. It is expected that the evaluation will be based on review of job descriptions, and interviews with incumbents, HR officials, supervisors, and peers, as necessary
- b. Develop the new Job Classification System and accompanying job catalog which will include job requirements and skills, reflecting the required competencies, qualifications and experience required to justify the level at which each position is graded. This will include:

- Conducting a thorough Job Analysis across all ministries, departments and agencies of the Federal Government of Somalia (FGS), assessing existing roles, responsibilities, and skill requirements.
 - Identifying and proposing appropriate Job Titles for civil service employees and temporary staff in each MDA, aligning with the job categories classification of the new Pay and Grading Policy.
 - Developing detailed, standardized Job Descriptions for all civil servant positions, ensuring clarity in roles, responsibilities, competencies, and qualifications using the standard template of the Pay and Grading Policy.
 - Conducting a Job Evaluation exercise for the drafted job descriptions, using the Job Evaluation Framework in accordance with the Pay and Grading Policy, adhering to the principle of Equal Pay for Equal Work. and map all jobs to the new pay structure.
- c. Facilitate comprehensive capacity building and knowledge transfer for the pay and grading policy implementation stockholders throughout the entire implementation process.

4. Methodology:

The Consultant Firm will adopt a structured, participatory methodology for effective execution of the assignment. This will involve a comprehensive review of existing HR documentation to align with the Pay and Grading Policy, followed by stakeholder engagement through interviews, focus groups, and surveys to collect both qualitative and quantitative data. A thorough job analysis will be carried out to categorize and standardize roles across ministries, ensuring uniformity in job titles and descriptions. These will be validated with key stakeholders to ensure alignment with organizational goals. The final report will provide a detailed summary of the process and offer strategic recommendations for the ongoing management and sustainability of the newly developed job descriptions and titles.

5. Key Deliverables and Timeline

The assignment will be completed over a period of **twelve (12) months** from the date of contract signing. This timeline ensures the comprehensive execution of all phases of the assignment, from initial assessment through final reporting and implementation support. The consultant will be expected to adhere to this schedule with clear milestones and deadlines for each deliverable. The following deliverables are expected during the assignment period

No.	Deliverable	Description	Timeline
1	Inception Report	A report detailing the consultant's approach, methodology, work plan, and timeline for the assignment. This report should clarify the consultant's understanding of the assignment's scope, objectives, and deliverables, as well as outline the steps for execution.	End of Month 1
2	Initial Assessment Report	A report on the Job Evaluation Methodology and including summarizing the findings from stakeholder consultations, the existing organizational structures of each MDA, the existing jobs, roles and gaps at each MDA.	End of Month 2
3	Comprehensive Capacity Building and Knowledge Transfer	Execute a structured training program aimed at enhancing the skills and knowledge of the pay and grading policy implementation stakeholders/committees.	Month 3 – Month 11 (in two phases)
4	Report on Job Classification System and Job Catalog including the list of proposed appropriate Job Titles for each MDA	A comprehensive report detailing the job analysis, key roles, responsibilities, skills, and competencies required for each civil service job position, and the list of proposed appropriate Job Titles for each MDA.	End of Month 5
5	Report on Draft Standardized Job Descriptions for all Jobs of each MDA	Draft Job Descriptions based on the job analysis using the approved JD template for all civil servant jobs and temporary staff of each MDA clearly defining roles, competencies, and qualifications in line with the new Pay and Grading Policy.	End of Month 7
6	Report on Job Evaluation Exercise	A comprehensive report on Job Evaluation exercise with proposed “Job Grade Structures” of each MDA and map all jobs to the new pay structure in line with the principle of equal pay for work of equal value	End of Month 9
7	Final and Validated Reports	Final and validated reports on (i) Job Analysis with the list of proposed Job Titles for each MDA, (ii) Job Descriptions for all jobs of each MDA, and (iii) Job Evaluation exercise with the proposed job grade structure of each MDA jobs.	End of Month 12

6. Qualifications and Experience:

The Consultant Firm must have the following qualifications and demonstrate:

- At least 10 years of consulting experience in the areas of Pay Reform, Civil Service Reform, Human Resource Management and Public Sector Management,
- Successfully completed a minimum of three similar assignments of the same magnitude and complexity in the past involving job evaluation and grading structure review and implementation within the public sector (details of the project references, indicating the

work performed, name of client and country should be included), in at least two (2) countries preferably in East Africa.

- Relevant experience of similar assignments in the past should be recent, preferably within the last ten (10) years, but additional experience beyond ten (10) from East Africa, Africa and Globally is acceptable.

The core team should comprise of the following experts with qualifications and experience outlined below:

Key Experts

- Team Leader (Job Evaluation Expert) – 1No
- Institutional reform and development expert - 1No
- Human Resource Management Expert
- Data Analyst – 2No.
- Communications and Report Writing Expert – 1No.

Non Key Experts

- Support Consultants

6.1 Key Experts:

The Consultant Firm should provide at a minimum a team with expertise in the following areas:

1	K – 1: Team Leader (Job Evaluation Expert) - L(1 No)	12 months
2	Institutional Reform and development Expert (1 person)	12 months
3	K – 2: Human Resource Management Expert (1 No.)	9 months
4	K – 3: Data Analyst (2 No.)	6 months
5	K – 6: Communications and Report Writing Expert (1 No.)	6 months

Qualification and Experience of Key personnel. Key Experts should meet the respective minimum education and experience requirements as mentioned below:

The Consultant Firm should provide a team with expertise in the following areas:

- a. **Team Lead (Job Evaluation Expert): - 1No**

- i. **Qualifications:** A minimum of a University degree with post graduate specialization in Human Resources Management, Public Administration, Organizational Development, and institutional capacity building
- ii. **Experience:** 10+ years in managing public sector HR projects, including job analysis, job description development, and job evaluation.
- iii. **Excellent analytical and communication skills.**
- iv. Professional Certification in Job Classification is a requirement

b. Institutional Reform and development Expert - INo

Institutional reform and development expert

- An advanced degree or equivalent qualification in public administration, public policy, human resources management,
- At least ten (10) years of experience in institutional reform in public administration and public sector
- Experience in analyzing legal and regulatory frameworks
- Experience in dealing with public sector skills and grading
- Experience in dealing with institutional reforms and change management within the public sector
- Excellent analytical and communication skills (writing and speaking English).

c. Human Resource Management Expert - INo

- At least a University degree in personnel/human resources management or directly related discipline or the equivalent.
- At least eight (8) years of experience in personnel/human resources management, two years of which must be at senior management/executive level
- Proven experience in designing salary structures
- Proven skills in human resources management in the public sector
- Excellent analytical and communication skills (writing and speaking English).
 - o Professional Certification in Job Classification is a requirement

d. Data Analysts: - 2No

- i. **Qualifications:** Degree in Data Science, Statistics, Mathematics, Computer Science, or a related field.
- ii. **Experience:** 5+ years in HR data analysis and integration into HR management systems.

e. Communications and Report Writing Expert – I No.:

- i. **Qualifications:** Degree in Communications, English, Journalism, Public Relations, Business Administration, or a related field.
- ii. **Experience:** 5+ years in report writing and producing high-quality public sector documents.

Non Key Expert

Support Consultants

- i. At least a University degree in personnel/human resources management or directly related discipline or the equivalent.
- ii. At least five (5) years of experience in personnel/human resources management, specifically in job classification
- iii. Proven experience in job classification and grading design
- iv. Proven skills in human resources management in the public sector
- v. Excellent analytical and communication skills (writing and speaking English).
- vi. Professional Certification in Job Classification is a requirement

The Consultant should have a globally recognized computerized and online job classification system with the relevant licenses and must demonstrate correlation with other recognized job classification systems. In addition, the Consultant should be able to provide licenses and ongoing support for continuity post job classification. It is expected that the Consultant shall build capacity and conduct training and provide certification for the job evaluation committee to ensure knowledge transfer. Academic and professional certificates must be presented for all consultants.

7. Reporting:

The Consultant Firm will report directly to the Director General of the NCSC. Additionally, the firm will work closely with the Pay and Grade Advisor and Pay and Grade Committee (PGC), which will provide input at key stages of the assignment and ensure proper completion of all tasks and activities. Ministries, Departments, and Agencies (MDAs) will also play a vital role in supplying essential data and feedback to ensure job titles and descriptions align with organizational needs.

8. Confidentiality and Ethical Considerations:

The Consultant Firm and its experts must uphold the highest standards of confidentiality and ethical conduct throughout the assignment. This includes:

- 1. **Confidentiality Agreement:** The firm must sign an agreement to protect all data, information, and reports gathered during the assignment, ensuring sensitive information is not disclosed to unauthorized parties.

2. **Ethical Standards:** The firm must follow principles of fairness, transparency, and non-discrimination. All interactions with government staff, stakeholders, and respondents must be handled respectfully, ensuring privacy and confidentiality are maintained. Conflicts of interest must be avoided, and activities must be conducted impartially and ethically

9. Risk Management:

The Consultant Firm is required to develop a comprehensive risk management plan to identify and address potential risks that may impact the successful execution of the assignment, including risks related to timeline delays, stakeholder engagement, and data collection. This includes potential delays in data collection or stakeholder feedback, challenges in securing active participation from government entities or other key stakeholders, and difficulties in obtaining accurate data from civil servants. The firm should outline effective mitigation strategies, such as regular progress reporting, contingency planning, and adaptive management approaches, to proactively manage risks and ensure the successful and timely completion of the assignment.