



Federal Republic of Somalia

Ministry of Finance

Somalia Enhancing Public Resource Management Project

Terms of Reference

for Consulting Services to

Consultancy Service for Conducting a Rapid Technical Assessment of HRMIS System Requirements & Specifications for the Federal Member States' Civil Service Commissions

1. Background

The World Bank, through the Somalia Enhancing Public Resource Management Project (SERP), is supporting Somalia in improving institutions and service delivery to strengthen the social contract. This is part of a broader effort to build state legitimacy and reduce institutional fragmentation. For Somali citizens to be willing to contribute to public revenues, they must trust the state's capability to discharge its basic functions and deliver public services. Similar trust is required to boost external funding for essential services and humanitarian support, such as drought and famine relief, and to channel these through government institutions and systems. This, in turn, requires bolstering the institutional capacity of the state.

A key focus of the project, through its Component 3, is support for improved Public Sector Management. This includes enhancing the institutional and individual capabilities within the civil service to deliver services to citizens. This component contributes to and supports central institutional strengthening and capacity building. A key priority of the Government of Somalia is to establish functional Human Resource Management Information Systems (HRMIS) both at the Federal Government of Somalia (FGS) level and within the Federal Member States (FMS).

While HRMIS systems exist within the FMS¹, they need to be assessed in terms of their operational status, functionality and their ability to link with other government management systems, including

¹ The HRMIS has been implemented by Somali Online Development & Networking Technologies (SodanTec Inc.) through a contract with the Adam Smith International Africa Ltd, Kenya, as the implementing agency of PREMIS for Somalia Federal States of Hirshabelle, Galmudug, Jubbaland, and South-West (from Oct 1, 2019 to Dec 30, 2019; \$127,800 in total). Core system modules are: (i) Employee data mgmt; (ii) Leave mgmt; (iii) Recruitment; (iv) Salary calculations; (v) Training and development; (vi) Mail merge; (vii) Reporting. The HRMIS is a custom developed software running on a cloud environment (based on open-source components and Linux platform) due to the absence of ICT infrastructure with the ability to accommodate 13,000+ state

payroll data. The project will support a rapid assessment of the existing HRMIS and develop an action plan to identify areas needing improvement. Across the FMSs, the HRMIS will need to interface with other existing government systems through new government service bus platforms to be installed in each location for automating secure data exchange using the application programming interfaces (APIs) based on mutually agreed protocols. HRMIS users in all jurisdictions will need continuous training. The capacity of these systems needs to be enhanced to support the automatic enforcement of HRM procedural requirements and continuously capture data to provide strong evidence on how well HRM practices comply with legal and regulatory requirements, as well as how they further core HRM objectives.

2. Objective and Scope of the Assignment

In close collaboration with the FMS CSCs, who will lead the assignment within the Government of Somalia and provide the necessary information and support to the consultant, and other key relevant MDAs, the Consultant will take forward the following tasks in order to evaluate the current HRMIS system and its alignment with the FMS civil service commission's strategic objectives, HR requirements, and international good practices. The Consultant will identify system gaps, inefficiencies, and opportunities for improvement and provide actionable recommendations to enhance the system's capacity and performance. Key tasks will include:

- **Evaluate System Performance:** Assess the overall performance of the current HRMIS in terms of system utilization (average daily/weekly number of users and transactions based on the audit trails), speed, reliability, and efficiency. Identify any bottlenecks or areas where performance can be improved.
- **Review User Experience:** Examine the user interface and overall user experience of the HRMIS. Identify any usability issues or areas where the system can be made more intuitive and user-friendly for both HR staff and employees.
- **Assess Data Management:** Review the system's data management capabilities, including data accuracy, data security, and data privacy. Identify any vulnerabilities or areas where data management practices can be strengthened.
- **Analyze Integration Capabilities:** Assess the system's ability to interface with other business systems, such as finance, payroll, and enterprise resource planning systems. Identify any opportunities for improving interoperability and data sharing across systems using the upcoming service bus and API capabilities.
- **Evaluate Alignment with Institutional Objectives:** Determine the extent to which the current HRMIS aligns with our institution's strategic objectives, HR policies, and industry best practices. Identify areas where the system may need to be updated or customized to better support our goals.
- **Explore Opportunities for Innovation:** Identify opportunities to incorporate emerging technologies and trends in HR management, such as cloud-based solutions. Assess the system's readiness for adopting alternative technologies and the potential benefits they may bring to our government institutions.

employees for each FMS (13,200 concurrent user licenses were purchased per FMS). The system is in use since 2020. The source code has not been delivered to the FMSs yet. The HRMIS has API end points that can be used to exchange data with other systems. Currently, no annual maintenance contract.

- **Technical and ICT Infrastructure Assessment:** Conduct a focused review of the enabling ICT technical infrastructure and hardware necessary to support system improvement (HRMIS). Evaluate the existing ICT infrastructure, hardware, and software assets, and outline practical ICT infrastructure and data hosting options for HRMIS enhancement and sustainability.
- **HRMIS Improvement Roadmap:** Based on the assessment findings, develop a detailed roadmap for implementing recommended improvements, including a timeline, resource requirements, and budget estimates. This roadmap will guide efforts to enhance the HRMIS and ensure it remains a valuable tool for managing our human resources effectively and efficiently.
- **Prepare Detailed Requirements for Possible Improvements:** Review and identify key HRMIS business functional processes the need to be improved or added, analyze existing HRM policies and practices "as is" to identify gaps and areas of operational business process re-engineering, identify user requirements, and assess technical capabilities needed to manage and use the system. Based on these, prepare the detailed functional and technical requirements for possible system improvements (in a format suitable to include as Section VII – Technical Specification of the draft bidding documents to be prepared by the FMSs later), including cost/duration estimates.

3. Specific Tasks

The ICT firm conducting the HRMIS assessment will be responsible for performing the following specific tasks:

1. **Literature Review:** Undertake a review of all existing HR arrangements and practices for civil servants, including data collection, data entry, data updates, and filing procedures. Propose measures to reorganize processes in the context of automation.
2. **Comprehensive HRMIS Assessment:** Conduct a thorough assessment of the existing HRMIS, including system utilization, functionality, data management, user interface, security, integration with other systems, and manual HR processes. This assessment should cover key modules such as Recruitment, Promotion, Transfer, Leave and Absence, Contract Management, Talent Management, Career Management, Designation Change, Department Change, Staff Performance Management & Training Appreciation, Grievance Management, Disciplinary Actions, Suspension, Payroll Change Management, Processing of Termination and Resignation, and Pension Management. Assess business processes, mapping, and re-engineering of identified gaps to strengthen HR capacity and computerization across FMS institutions.
3. **Stakeholder Engagement:** Engage with key stakeholders, including HR staff, IT personnel, and system users, through interviews, focus groups, and other methods to gather feedback and insights on system performance, usability, and areas for improvement.
4. **Data Analysis:** Analyze system performance data, such as usage statistics, error reports, and user satisfaction surveys, to identify patterns, trends, and opportunities for improvement.
5. **Benchmarking:** Compare the existing HRMIS with industry best practices, benchmarks, and emerging technologies, identifying gaps, inefficiencies, and opportunities for improvement.

6. **HRMIS Design and Infrastructure:** Propose HRMIS conceptual design, interoperability framework (interfaces), key system attributes, and logical data entities for the system. Identify and recommend possible improvements in existing HRMIS hosting environment including hardware and software technical enhancements, related upgrades, and additional components that need to be purchased for HRMIS infrastructure improvements including the disaster recovery solution. .
7. **Reporting:** Prepare a comprehensive report detailing the findings of the assessment, including an analysis of strengths, weaknesses, opportunities, and risks. Include benchmarking against industry standards and best practices and provide actionable recommendations for enhancing HRMIS capacity and performance.
8. **Implementation Roadmap:** Develop and review an implementation roadmap, including a timeline, resource allocation, budget estimates, governance and institutional arrangements, change management, training, and communication strategies. Ensure the roadmap aligns with the commission's strategic objectives and reflects institutional priorities and resource constraints.
9. **Detailed Requirements for Possible HRMIS Improvements:** Prepare the detailed functional and technical requirements for possible system improvements, including cost and duration estimates (to be included in future draft bidding documents).
10. **Documentation and Lessons Learned:** Document lessons learned from the HRMIS assessment and improvement process and share them with key stakeholders to inform future initiatives.
11. **Progress and Final Reporting:** Provide regular progress reports throughout the project and submit a final report summarizing the outcomes of the HRMIS assessment and implementation, including lessons learned and recommendations for future improvements.

4. Deliverables

The Consultant shall submit the following deliverables after the commencement of this assignment

Activities	Outputs	Expected completion date*
Draft Inception Report & Work Plan	Draft Inception report and tentative work plan must be submitted by the Consultant.	Week 1
Inception Report & Work Plan	Final inception report and work plan, including the identification of issues that may affect work schedule.	Week 2
Assessment Report	A detailed report outlining findings from the HRMIS assessment, including system gaps, inefficiencies, and recommendations for improvement of system capabilities, as well as the ICT infrastructure enhancements, validated by the client (four FMSs CSCs).	Week 6

HRMIS Implementation Roadmap	A strategic roadmap for implementing recommended improvements, including a timeline, resource allocation, and budget estimates, endorsed by the FMS Civil Service Commissioners (FMS CSC) along with other key stakeholders such as the Ministry of Labor and Ministry of Finance FMSs	Week 10
Detailed Requirements for Possible HRMIS Improvements	Report detailing existing functional and technical capabilities and presenting the detailed requirements for possible improvementsfor, approved by the client (four FMS Civil Service Commission)	Week 12
Draft final report	Draft final report, covering all activities listed under the scope of this assignment, including an action plan for enhancements (HRMIS) in the FMS's and their interoperability.	Week 14
Final Report	Final report including an executive summary and the latest versions of all reports produced under this task.	Week 16

(*) Expected submission dates are from the commencement date of this task.

5. Duration of the Assignment

The assignment should commence as soon as possible, preferably in January 2025, and must have been completed by the end of April 2025 (within a period of 17 weeks). The assignment is expected to entail approximately 8 person-months of total input from at least three (3) key experts (international/national) with required qualifications, covering in-country assistance, coordination, reporting and presentations of the analysis and recommendations. The Consultant must ensure that all deliverables are completed and submitted within this timeline.

6. Required Qualifications and Experience

The Consulting Firm should meet the following qualifications:

- **General Experience:** At least 7 years of experience in providing consultancy services in the field of HRMIS or related systems.
- **Specific Experience:** Proven experience in assessing and implementing HRMIS in public sector organizations, particularly in fragile or conflict-affected settings.
- **Technical Expertise:** In-depth knowledge of HRMIS, including system design, integration, data management, and ICT infrastructure. Expertise in HR functional processes within public administration. The Consulting Firm must have at least two (2) successfully completed comparable projects in the areas specified in the assignment over

the past seven (7) years with relevant evidence (e.g., contact details and operational acceptance certificates of successfully completed projects).

7. Key Experts and Competency Requirements

The Consultant's team should include a Team Leader/HR Specialist, HR Systems Business Analyst, System Designer Specialist, and Software Engineer/System Database Administrator with relevant qualifications and at least 5 years of experience in their respective fields. Fluency in both English and Somali is mandatory, and preferably, the firm should have previous experience working in Somalia or similar contexts.

The qualifications of the key experts are presented below:

KE-1 Project Manager/Team Leader (International Expert; 3 person-months)

1. Advanced university degree (M.Sc. or higher) in public administration, management information systems, engineering, computer science, or other related fields.
2. At least seven (7) years of relevant experience in the assessment, design, implementation, and support of HRMIS (and preferably other MIS solutions) in public sector, preferably in countries with transitional economies and fragile and conflict-affected situations (FCS).
3. In-depth knowledge and experience in the review of core HRMIS modules and system utilization.
4. Knowledge and experience in the review of government information systems and ICT infrastructure, and preparation of detailed requirements and cost/duration estimates for HRMIS and digital infrastructure modernization programs.
5. Substantial leadership and project management expertise. Proven ability to communicate project issues with high-ranking government officials and diverse cultures, and to resolve key issues quickly, will be essential.
6. At least two (2) successfully completed contracts on similar tasks within the last seven (7) years.
7. Fluency in English, and excellent writing and communication skills. Knowledge of Somali language will be a plus.

KE-2 HRMIS Specialist (National/International Expert; 2.5 person-months)

1. A university degree (M.Sc. or higher is preferred) in public administration, management information systems, engineering, computer science, or other related fields.
2. At least five (5) years of relevant experience in the assessment, design, implementation, and support of HRMIS in public sector, preferably in countries with transitional economies and fragile and conflict-affected situations (FCS);
3. Experience in the design and implementation of similar HRMIS. Involvement in the successful completion of at least 2 similar projects (including one HRMIS implementation) within the last 5 years.
4. Knowledge of cloud-based software deployment and programming languages and familiarity with relational databases such as My SQL, SQL server and Oracle would be a strong asset.

5. Proven track record of providing consultancy services to governmental or public sector organizations.
6. In-depth knowledge of relevant technologies, standards, and best practices.
7. Strong analytical and problem-solving skills.
8. Excellent communication and facilitation abilities.
9. Language: Fluent in both English and Somalia

KE-3 ICT Expert (National/International Expert; 2.5 person-months)

1. University degree in computer science, engineering, or other related fields. Advanced university degree (M.Sc. or higher) will be an advantage.
2. At least five (5) years of relevant experience in the assessment, design, and implementation of MIS hosting environment, data centers, cloud hosting, DRC, interoperability, information security, and other digital solutions in the public sector.
3. Knowledge and experience in the review of core government systems and ICT infrastructure (based on CoBIT, ITIL, ISO 2700X, etc.), technical capacity, and preparation of detailed requirements and cost/duration estimates for HRMIS (or other MIS platforms) and digital infrastructure modernization.
4. At least one (1) successfully completed contract on similar tasks over the past five (5) years.
5. Fluency in Somali and/or English, and excellent writing and communication skills.

8. Reporting Requirements

The Consultant will report to the SERP Project Coordination Unit (PCU) and work closely with the FMS Civil Service Commission and the key relevant stakeholders involved in this project.

Reports must be provided in English in two hard copies and in electronic format.

The PCU shall accept or reject the Consultant reports (rejection involving substantiation) not later than within seven business days from the receipt date (in collaboration with related FMSs depending on the scope of the deliverable). The Consultants are expected to revise and resubmit relevant reports in case the PCU requests revisions (on behalf of the FMSs), within five business days after the receipt of comments. In case there is no PCU comment on the report within seven business days, the report will be considered as accepted.

The Consultant teams are responsible for the preparation of all deliverables listed above. The PCU will provide the resources listed below and coordinate all activities of related government officials from all FMSs. The FMS officials will be involved in their parts of the assessment and provide comments on all consultant deliverables for possible improvements. The PCU will consolidate these comments and share with the Consultant teams for revisions. Revised reports will be submitted to the related officials for final review and approval.

In the Consultant's working relations with the FMS staff and other stakeholders, the Consultant is expected to be self-sufficient and conduct himself/herself in the highest professional manner.

9. Resources provided

The Consultant will be responsible for all arrangements related to office rental, logistics and accommodation, as well as all translation and interpretation services necessary for the implementation of this assignment. Translation and interpretation must be of high quality. The MoF may provide an office for the Consultant's team, depending on the availability of office space.

The MoF will provide access to the Ministry's building and subordinate organizations, as well as administrative support, meeting rooms, and a conference room, as well as available training materials, reports, legislative and methodological documents, and other necessary assistance with the implementation of this assignment. The MoF will also provide a large meeting room for the workshops to be organized with key stakeholders, and access to internet, and network resources, where necessary.

10. Restrictions

The Consultant will not have any material or immaterial interest in any of the outputs of this assignment and technologies, or related digital solutions. Neither will the Consultant be eligible to participate in future contracts for the implementation of the proposed FMIS enhancements and other solutions.

In addition to the standard conflict-of-interest restrictions specified in the consultancy contract, any tangible or intellectual output created under this contract will remain the sole property of the relevant entities of the FMSs, who will make them available to the concerned development partners including the World Bank. The terms of reference and the correlated products are to be handled confidentially.