

## REQUEST FOR PROPOSAL (RFP)

To: All Proposers:	DATE: May 23, 2026
	REFERENCE: MoLSA/TGP/001

Dear Proposer,

We kindly requests you to submit your Proposal for **Consulting services for Capacity building on Mediation and Arbitration training for the Ministry of Labour and Social Affairs of Federal Government of Somalia-Employee-Employer Dispute Resolution Committee.**

Please be guided by the form attached hereto as Annex 2 in preparing your proposal.

### Background

The Federal Government of Somalia (FGS) is implementing a series of public sector reform initiatives aimed at strengthening governance, improving institutional performance, and enhancing the management of public sector human resources. These reforms seek to promote transparency, accountability, and professionalism across government institutions while ensuring that public servants operate within clear legal and administrative frameworks.

Within this reform agenda, the Ministry of Labor and Social Affairs (MoLSA) plays a key role in promoting sound labor relations, safeguarding employee rights, and ensuring compliance with the Somalia Labor Code and Civil Service Law across government institutions. Effective labor relations systems are essential for maintaining productive workplaces and ensuring that disputes between employees and employers are handled fairly and efficiently.

The Ministry has established an Employee–Employer Dispute Resolution Committee to address workplace grievances within the public sector. The Committee is mandated to review and resolve disputes related to disciplinary measures, contractual disagreements, performance management concerns, workplace harassment, and other employment-related grievances arising within government institutions.

Your proposal must be submitted electronically through [procurement.admin@molsa.gov.so](mailto:procurement.admin@molsa.gov.so) and [awalle@opm.gov.so](mailto:awalle@opm.gov.so).

Your Proposal must be expressed in the **English language, and valid for a minimum period of 90 days.**

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it is submitted in the emails provided by or before the submission deadline. If you require any clarification related to this RFP, please send an email to [awalle@opm.gov.so](mailto:awalle@opm.gov.so).

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of MoLSA requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by MoLSA, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on MoLSA re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by MoLSA after it has received the Proposal. At the time of Award of Contract or Purchase Order, MoLSA reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Please be advised that MoLSA is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

MoLSA encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to MoLSA if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

Thank you and we look forward to receiving your Proposal.

## Annex 1: Description of Requirements

Context of the Requirement	<b>Consulting services for Capacity building on Mediation and Arbitration training for the Ministry of Labour and Social Affairs of Federal Government of Somalia-Employee-Employer Dispute Resolution Committee.</b>
Brief Description of Services Required	Please refer to the detailed Terms of Reference attached hereto as Annex 4
List and Description of Expected Outputs to be Delivered	Detailed Outputs and Deliverables are provided in the Terms of Reference attached hereto as Annex 4
Person to supervise the Work/performance of the Service Provider	Please refer to the detailed Terms of Reference attached hereto as Annex 4
Frequency of Reporting	As specified in the Terms of Reference attached hereto as Annex 4
Progress Reporting Requirements	Deliverables Based
Location of Work	As specified in the Terms of Reference attached hereto as Annex 4
Expected Duration of Work	As specified in the Terms of Reference attached hereto as Annex 4
Target Start Date	Estimated as June 5th, 2026
Latest Completion Date	Estimated as July 31 <sup>st</sup> , 2026
Travels Expected	N/A
Special Security Requirements	Welfare for contactor's personnel solely lies with the Contractor with no responsibility whatsoever on the part of MoLSA, thus it will be the sole responsibility of the Contractor to provide security for its personnel taking into consideration the security situation in Somalia.
Implementation Schedule indicating breakdown and timing of activities/sub activities	Please refer to the Terms of Reference (Annex 4)
Names and Curriculum Vitae of Individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Please submit detailed CVs
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> Should be included.
Validity Period of	<input checked="" type="checkbox"/> 90 days

Proposals	In exceptional circumstances, MoLSA may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
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Partial Quotes	<input checked="" type="checkbox"/> Not Permitted
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Payment Terms	<b>Deliverables and Payment Schedule</b>				
	No.	Deliverables/Outputs	Weighted percentage of Deliverable	Est. Target Due Date	Review and Approvals Required
	1	<b>Inception Report</b> <ul style="list-style-type: none"> <li>Institutional assessment findings, methodology, work plan, and training agenda</li> </ul>	50% of total payment (after approval of deliverable)		
	2	<b>Training Package</b> <ul style="list-style-type: none"> <li>Training curriculum, presentations, case studies, and draft dispute resolution templates</li> </ul>			
	3	<b>Training Delivery</b> <ul style="list-style-type: none"> <li>Facilitation of a three-day bilingual (Somali and English) training workshop and practical simulations</li> </ul>			
	4	<ul style="list-style-type: none"> <li><b>Draft SOP and Templates</b> Submission of draft bilingual (Somali and English) Standard Operating Procedure and dispute management toolkit</li> </ul>			
	5	<b>Final Report and Validated SOP</b> Final report including	50% of total payment after approval of final		

	validated SOP, finalized templates and recommendations (English and Somali)	report, SOP, templates and recommendations.																																								
Payment will be made within 30 days of receipt of invoice upon final and approved submission of each deliverable related to each activity and certification of payment by the designated MoLSA manager that services have been delivered satisfactorily.																																										
Person(s) to Review/Inspect/approve outputs/completed services and authorize the disbursement of payment.	Awalle H. Abdi																																									
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Institutional Services																																									
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 80% technical offer and 20% price weight distribution). The contract shall be awarded to the bidder with the highest combined technical and financial score, subject to successful due diligence, reference checks, negotiation of minor points, confirmation of final scope, and approval by MoLSA approving authority.																																									
Criteria for the Assessment of Proposal	Technical evaluation will be conducted after screening of proposals based on the following preliminary examination, eligibility, and qualification criteria. <table border="1" data-bbox="537 1024 1523 1717" style="margin-left: 20px;"> <thead> <tr> <th rowspan="2">No.</th> <th rowspan="2">Basic Criteria (Pass/Fail)</th> <th colspan="2">Provided</th> </tr> <tr> <th>Y</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Bid submitted through email before the deadline</td> <td>✓</td> <td></td> </tr> <tr> <td>2</td> <td>Annexes 2 and 3 completed, signed by Proposer's authorized representative, and stamped with official stamp of the Bidder together with ALL supporting documents listed in the RFP.</td> <td>✓</td> <td></td> </tr> <tr> <td>3</td> <td>Technical and Financial Proposals submitted separately.</td> <td>✓</td> <td></td> </tr> <tr> <td>4</td> <td>Financial Proposal Submission (Annex 3)</td> <td>✓</td> <td></td> </tr> <tr> <td>5</td> <td>Language of proposal is English (where applicable, supporting documents in other languages accompanied by a translation)</td> <td>✓</td> <td></td> </tr> <tr> <td>6</td> <td>Screening against <i>UN Security Council 1267/1989 List, UNPD List or Other UN Ineligibility List</i></td> <td>✓</td> <td></td> </tr> <tr> <td>7</td> <td>Acceptance of Bid Validity (90 days) from date of submission deadline.</td> <td></td> <td></td> </tr> <tr> <td colspan="2"><b>Passed for Technical Evaluation</b></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>Only proposals found compliant at this stage will be passed for technical evaluation.</p>				No.	Basic Criteria (Pass/Fail)	Provided		Y	N	1	Bid submitted through email before the deadline	✓		2	Annexes 2 and 3 completed, signed by Proposer's authorized representative, and stamped with official stamp of the Bidder together with ALL supporting documents listed in the RFP.	✓		3	Technical and Financial Proposals submitted separately.	✓		4	Financial Proposal Submission (Annex 3)	✓		5	Language of proposal is English (where applicable, supporting documents in other languages accompanied by a translation)	✓		6	Screening against <i>UN Security Council 1267/1989 List, UNPD List or Other UN Ineligibility List</i>	✓		7	Acceptance of Bid Validity (90 days) from date of submission deadline.			<b>Passed for Technical Evaluation</b>		✓	
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	<p><b>Technical Proposal (80%) of total Evaluation</b></p> <table border="1" data-bbox="576 226 1490 682"> <thead> <tr> <th colspan="2">Summary of Technical Proposal Evaluation Forms</th> <th>Score Weight</th> <th>Points Obtainable</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Understanding of the assignment and proposed methodology</td> <td>25%</td> <td>25</td> </tr> <tr> <td>2</td> <td>Relevant experience of the consulting firm in dispute resolution and capacity building.</td> <td>25%</td> <td>25</td> </tr> <tr> <td>3.</td> <td>Qualifications and experience of key experts.</td> <td>30%</td> <td>30</td> </tr> <tr> <td>4</td> <td>Quality and feasibility of the proposed work plan</td> <td>20%</td> <td>20</td> </tr> <tr> <td colspan="2"><b>Total</b></td> <td><b>100%</b></td> <td><b>100</b></td> </tr> </tbody> </table> <p>Only offers that score at least 70% (70 points) in the technical evaluation will be considered for financial evaluation.</p> <p><b>Financial Proposal (20%)</b>  To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by MOLSA.  Financial Score = (Lowest Evaluated Price / Bidder Price) x 20  Combined Score = Technical Score x 80% + Financial Score</p>	Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	1.	Understanding of the assignment and proposed methodology	25%	25	2	Relevant experience of the consulting firm in dispute resolution and capacity building.	25%	25	3.	Qualifications and experience of key experts.	30%	30	4	Quality and feasibility of the proposed work plan	20%	20	<b>Total</b>		<b>100%</b>	<b>100</b>
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MOLSA will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider																								
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submitting Service Provider's Technical Proposal (Annex 2) <input checked="" type="checkbox"/> Form for Submitting Service Provider's Financial Proposal (Annex 3) <input checked="" type="checkbox"/> Terms of Reference (Annex 4)																								
Contact Person for Inquiries (Written inquiries only) <sup>1</sup>	<p><b>Focal Point:</b> MoLSA Focal point  <b>Email Address:</b> <a href="mailto:awalle@opm.gov.so">awalle@opm.gov.so</a></p> <p>Any delay in MoLSA response shall not be used as a reason for extending the deadline for submission, unless MoLSA determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>																								
Deadline for Bid Submission	The submission deadline for this RFP is May 29, 2026 at 11:59PM																								
<b>Other Information Electronic Email submission</b>	<ul style="list-style-type: none"> <li>• Technical and financial proposals must be submitted as separate PDF files and <b>must not exceed 10 pages</b> in total with a 12-point font size and normal margins.</li> <li>• Attachments do not count towards the 10-page limit.</li> <li>• Format: PDF files only.</li> </ul> <p>Proposers are encouraged to check the attachment formats prior to submission as MoLSA will not be responsible if attachments are in other</p>																								

	<p>formats that cannot be opened without additional software.</p> <ul style="list-style-type: none"> <li>• All files must be free of viruses and not corrupted. Bidders are solely responsible for ensuring that any uploaded file is readable, that it is uncorrupted and free from viruses and malware. <b>Failure to submit readable files will result in rejection of the proposal.</b></li> <li>• Proposers are advised to submit proposals well in advance of the submission deadline. Do not wait until the last minute because in the event you encounter a problem in submitting your proposal just before the deadline, MoLSA cannot guarantee last minute Help-Desk support. It is the Proposer's responsibility to ensure bids are posted in the system before the submission deadline.</li> </ul>
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**Annex 2: Form for Submitting Service Provider's Technical Proposal<sup>2</sup>**

***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>3</sup>)***

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**RFP Ref: MOLSA/TGP/001**

**Mogadishu  
May 23, 2026**

To: Awalle H. Abdi  
Senior Public Sector Reform Advisor  
Ministry of Labor and Social Affairs  
Federal Government of Somalia

Dear Awalle,

We, the undersigned, hereby offer to render the following services to MoLSA in conformity with the requirements defined in the RFP dated *[specify date]*, and all of its attachments.

**A. Qualifications of the Service Provider**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of MOLSA by indicating the following:*

- a) Company Profile describing the nature of business, field of expertise, licenses, certifications, accreditations; **(attach)**.*
- b) Business Licenses – Registration Papers, Tax Payment Certification **(attach copies)**.*
- c) Latest Audited Financial Statement – income statement and balance sheet for the last two Financial Years (2024 & 2025) to indicate its financial stability, liquidity, credit standing, and market reputation, etc., **(attach copies)**.*
- d) Track Record – list of clients for similar services as those required in the TORs for this*

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<sup>2</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>3</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

*RFP, indicating description of contract scope, contract duration, contract value in table format and also attach Statements of Satisfactory Performance from top three clients in the past five years.*

*e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, and/or demonstration of significant commitment to sustainability through some other means such as internal company policy documents on women empowerment, or membership of trade institutions promoting such issues etc. - **attach if any.***

*f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work. **Attach an implementation schedule preferably in Gantt chart format.***

**C. Qualifications of Key Personnel**

*Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is the Team Leader, who are supporting, etc.*
- b) CVs demonstrating qualifications must be submitted; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**Signed by  
authorized  
signatory and  
stamp with**

**Annex 3 – Form for Submitting Service Provider’s Financial Proposal**

*(This Form must be submitted only using the Service Provider’s Official Letterhead/Stationery<sup>4</sup>)*

**RFP Ref: MoLSA/TGP/002**

The Proposer is required to prepare the Financial Proposal following the below format and **submit it in a PDF FILE separate from the Technical Proposal**. Any Financial information provided in the Technical Proposal shall lead to Bidder’s disqualification.

**A. Cost Breakdown per Deliverable\***

<b>Deliverables and Payment Schedule</b>				
<b>No.</b>	<b>Deliverables/Outputs</b>	<b>Weighted percentage of Deliverable</b>	<b>Est. Target Due Date</b>	<b>Review and Approvals Required</b>
1	<b>Inception Report</b> <ul style="list-style-type: none"> <li>Institutional assessment findings, methodology, work plan, and training agenda</li> </ul>	50% of total payment (after approval of deliverable)		
2	<b>Training Package</b> <ul style="list-style-type: none"> <li>Training curriculum, presentations, case studies, and draft dispute resolution templates</li> </ul>			
3	<b>Training Delivery</b> <ul style="list-style-type: none"> <li>Facilitation of a three-day bilingual (Somali and English) training workshop and practical simulations</li> </ul>			
4	<ul style="list-style-type: none"> <li><b>Draft SOP and Templates</b> Submission of draft bilingual (Somali and English) Standard Operating Procedure and dispute management toolkit</li> </ul>			

<sup>4</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

2	<b>Final Report and Validated SOP</b> Final report including validated SOP, finalized templates and recommendations (English and Somali)	50% of total payment after approval of deliverables.			
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Payment will be made within 30 days of receipt of invoice upon final and approved submission of each deliverable related to each activity and certification of payment by the designated MoLSA manager that services have been delivered satisfactorily.

*\*This shall be the basis of the payment tranches*

**B. Cost Breakdown by Cost Component**

Description of Activity	Unit of Measure	No. of Persons	Quantity	Unit Rate (USD)	Total Rate (USD)
<b>I. Personnel Services:</b> <i>Unit rates for this sub-section should be inclusive of all costs except travel-related costs</i>					
<b>Sub-Total Personnel Services</b>					
<b>II. Other Costs:</b> <i>E.g., field transport, air travel (if applicable). Please specify unit of measure, itemize in separate lines, and add rows for cost components as needed.</i>					
..					
<b>Sub-Total Other Costs</b>					
<b>TOTAL</b>					

- **International flights (if applicable):** Economy class on the most direct route (please specify routing).
- **Living Allowance (Food & accommodation at field level):** Only applicable when staff travel outside their operational base.
- **Local flights:** Only applicable in locations not accessible by road or, for security reasons with prior MoLSA approval.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**Signed by  
authorized  
signatory and  
stamp with**

## Annex 4: Terms of Reference

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### TERMS OF REFERENCE

#### CONSULTING SERVICES FOR CAPACITY BUILDING ON MEDIATION & ARBITRATION TRAINING FOR THE MINISTRY OF LABOR AND SOCIAL AFFAIRS OF FEDERAL GOVERNMENT FOR SOMALIA - EMPLOYEE-EMPLOYER DISPUTE RESOLUTION COMMITTEE

##### I. Background

The Federal Government of Somalia (FGS) is implementing a series of public sector reform initiatives aimed at strengthening governance, improving institutional performance, and enhancing the management of public sector human resources. These reforms seek to promote transparency, accountability, and professionalism across government institutions while ensuring that public servants operate within clear legal and administrative frameworks.

Within this reform agenda, the Ministry of Labor and Social Affairs (MoLSA) plays a key role in promoting sound labor relations, safeguarding employee rights, and ensuring compliance with the Somalia Labor Code and Civil Service Law across government institutions. Effective labor relations systems are essential for maintaining productive workplaces and ensuring that disputes between employees and employers are handled fairly and efficiently.

As part of the Transformational Governance Project implemented with support from the United Nations Development Program (UNDP), the Ministry has established an Employee-Employer Dispute Resolution Committee to address workplace grievances within the public sector. The Committee is mandated to review and resolve disputes related to disciplinary measures, contractual disagreements, performance management concerns, workplace harassment, and other employment-related grievances arising within government institutions.

##### II. Rationale

While the establishment of the Employee-Employer Dispute Resolution Committee represents an important step toward institutionalizing structured mechanisms for handling workplace disputes, effective dispute resolution requires specialized knowledge and practical skills in mediation, conciliation, and arbitration. It also requires clear operational procedures that guide the management of cases from complaint intake through to resolution and closure.

Currently, there is a need to strengthen the technical capacity of Committee members and relevant Ministry staff to apply modern Alternative Dispute Resolution (ADR) approaches, manage disputes professionally, and ensure that outcomes are legally sound and enforceable. In addition, the absence of standardized procedures and documentation tools may lead to inconsistencies in the handling of cases and reduce the overall efficiency of the dispute resolution process.

To address these gaps, the Ministry of Labor and Social Affairs intends to engage a qualified consulting firm/individual to deliver a comprehensive capacity-building program on mediation and arbitration for the Employee–Employer Dispute Resolution Committee. The assignment will focus on enhancing technical competencies in dispute resolution, developing Standard Operating Procedures (SOPs) and practical tools for case management, and strengthening the institutional framework for handling employee–employer disputes within the public sector.

Through this initiative, the Ministry aims to establish a more structured, transparent, and effective dispute resolution system that contributes to improved workplace relations, stronger governance, and greater trust in public sector human resource management processes.

### III. Objectives

#### Overall Objective

The overall objective of this consultancy is to strengthen the capacity of the Employee–Employer Dispute Resolution Committee to effectively resolve workplace disputes within the public sector through the application of modern mediation and arbitration approaches supported by clear operational procedures and practical dispute management tools.

#### Specific Objectives

The consultancy will pursue the following specific objectives:

1. **Conduct an institutional assessment of the existing dispute resolution framework** within the Ministry in order to identify operational gaps, capacity needs, and opportunities for improving dispute management practices.
2. **Develop and deliver a structured training program on mediation and arbitration** that equips Committee members and relevant ministry staff with practical skills in alternative dispute resolution techniques.
3. **Develop a comprehensive Standard Operating Procedures (SOP)** that clearly outline the procedures for handling employee–employer disputes from complaint intake through case resolution and closure.
4. **Develop standardized operational tools and templates** to support consistent case documentation, mediation processes, and arbitration decisions.
5. **Provide practical recommendations to strengthen the institutional effectiveness and sustainability** of the Committee’s dispute resolution system.
6. **Develop a simple M&E framework** and a 6-month post-training mentorship plan to reinforce skills and SOP usage.

### IV. Methodology

The consulting firm will apply a participatory, competency-based, and practice-oriented methodology to ensure that the capacity-building program responds to the operational realities of the Ministry of Labor and Social Affairs and strengthens the practical skills of the Employee–Employer Dispute Resolution Committee.

The methodology will combine institutional assessment, participatory training approaches, and practical simulation exercises to ensure that participants acquire both theoretical knowledge and hands-on skills in mediation and arbitration.

*Key methodological principles will include:*

### **Participatory and Adult Learning Approach**

The training must adopt adult learning principles that encourage active participation and peer learning among participants. Training sessions will be designed to encourage dialogue, reflection, and experience sharing among Committee members and ministry staff.

### **Context-Specific Learning**

Training content and case studies must be tailored to reflect the realities of workplace disputes within the Somali public sector, including common disputes related to disciplinary actions, contract interpretation, performance management, workplace misconduct, and grievances.

### **Institutional Systems Development**

The consultancy not only focuses on training but also supports the development of institutional tools and procedures that enable the Committee to manage cases effectively. This will include the development of Standard Operating Procedures (SOPs), templates, and case management tools.

### **Continuous Assessment and Feedback**

Pre-training and post-training assessments must be conducted to measure knowledge acquisition and training effectiveness. Feedback from participants should be incorporated into the refinement of training materials and operational procedures.

Through this methodology, the consultancy will ensure that the capacity-building program produces practical and sustainable improvements in the Ministry's dispute resolution mechanisms.

**Ethical safeguards** – mediation and arbitration involve power imbalances. Include training on detecting coercion, bias, and ensuring voluntary agreements.

**Language adaptation** – specify that training materials and simulations will be delivered both in Somali and English for maximum comprehension.

**Post-training action plan** – each participant should leave with an individual action plan for applying skills.

## **V. Scope of Work**

The consulting firm will undertake the following tasks to deliver the assignment:

### **Inception and Institutional Assessment**

The consultant shall conduct an initial assessment of the Ministry's existing employee–employer dispute resolution mechanisms in order to identify institutional strengths, operational gaps, and capacity-building needs.

This phase will include:

- Reviewing relevant legal and policy frameworks including the Somali Labor Code, Labor Law 11, and internal human resource management procedures.
- Examining existing grievance handling mechanisms and dispute records (where available and anonymized).
- Conducting consultations and key informant interviews with relevant stakeholders including members of the Employee–Employer Dispute Resolution Committee, the Human Resources Directorate, and the Ministry’s Legal Department.
- Identifying common types of workplace disputes and existing challenges in handling them.

Based on this assessment, the consultant shall prepare an **Inception Report** outlining the proposed methodology, training approach, and detailed work plan for the assignment.

### **Training Curriculum Development and Material Preparation**

The consultant shall design a structured training curriculum on mediation and arbitration tailored to the needs of the Ministry of Labor and Social Affairs.

The consultant will develop training materials including:

- A participant training handbook
- A facilitator guide
- Presentation material
- Case studies and practical exercises
- Simulation scenarios reflecting common workplace disputes within public institutions.

The training curriculum should cover key topics including:

- Principles of Alternative Dispute Resolution (ADR)
- Conflict analysis and dispute management
- Mediation techniques and facilitation skills
- Negotiation strategies
- Arbitration procedures and decision-making
- Documentation and evidence management
- Ethical considerations and confidentiality in dispute resolution.

The consultant shall also develop draft **standardized templates and tools** to support dispute management processes.

### **Training Delivery**

The consultant shall facilitate an interactive training workshop for members of the Employee–Employer Dispute Resolution Committee and relevant ministry staff.

The training shall be delivered using participatory learning methods and should include:

- Interactive presentations
- Group discussions
- Case study analysis
- Role-play mediation sessions
- Simulation of arbitration hearings.

Participants should be provided with opportunities to practice mediation and arbitration techniques using simulated workplace dispute scenarios.

The consultant shall conduct **pre-training and post-training assessments** to measure knowledge acquisition and training effectiveness.

### Development and Validation of Standard Operating Procedures

The consultant shall develop a comprehensive **Standard Operating Procedure (SOP)** for managing employee–employer disputes within the Ministry.

The SOP should outline procedures for:

- Complaint intake and case registration
- Case screening and triage
- Mediation processes
- Arbitration procedures
- Documentation and case management
- Confidentiality and ethical standards
- Reporting and case closure.

The consultant shall facilitate a **validation session with the Committee and relevant ministry departments** to review the draft SOPs and incorporate feedback prior to finalization.

### Final Reporting and Recommendations

Upon completion of the assignment, the consultant shall prepare and submit a **Final Report** summarizing the activities undertaken, key findings from the institutional assessment, training outcomes, and recommendations for strengthening dispute resolution mechanisms within the Ministry.

The final report shall also include:

- The finalized Standard Operating Procedures
- Training materials
- Standardized dispute resolution templates
- Recommendations for strengthening the operational effectiveness of the Committee.

## VI. Deliverables and Timeline

The consultant will be responsible for delivering the following outputs:

Deliverable	Description		Timeline	Payment
<b>Inception Report</b>	Institutional assessment findings, methodology, work plan, and training agenda		Week 1	50%
<b>Training Package</b>	Training curriculum, presentations, case studies, and draft dispute resolution templates		Weeks 2-3	
<b>Training Delivery</b>	Facilitation of a three-day bilingual (Somali and English) training workshop and practical		Week 4	

	simulations			
<b>Draft SOP and Templates</b>	Submission of draft bilingual (Somali and English) Standard Operating Procedure and dispute management toolkit		Weeks 5-6	50%
<b>Final Report and Validated SOP</b>	Final report including validated SOP, finalized templates, and recommendations (Somali and English)		Week 7-8	

## VII. Institutional Arrangements

The consultancy will be implemented under the coordination of the Transformational Governance Program (TGP) Focal Point with the Ministry of Labor and Social Affairs (MoLSA), Federal Government of Somalia. MoLSA's TGP Focal Point will serve as the primary institutional counterpart for this assignment and will coordinate the implementation of the consultancy and facilitate communication between the consulting firm and relevant ministry departments.

### The responsibilities of the Ministry will include:

- Providing strategic guidance to the consultant throughout the assignment.
- Facilitating access to relevant policy documents, legislation, and internal procedures related to dispute resolution.
- Supporting coordination with relevant departments and stakeholders within the Ministry.
- Identifying and mobilizing participants for the mediation and arbitration training workshop.
- Reviewing and providing feedback on consultancy deliverables, including the inception report, training materials, and draft Standard Operating Procedures (SOPs).

The consulting firm will be responsible for planning, organizing, and implementing all activities related to the consultancy in close consultation with the Ministry.

## VIII. Required Qualifications and Experience

The consultancy may be undertaken by a consulting firm/individual with demonstrated expertise in dispute resolution, labor relations, and institutional capacity development.

### Institutional Requirements

#### The consulting firm must:

- Be a legally registered entity in Somalia or internationally.
- Demonstrate proven experience in delivering similar consultancy services to government institutions, development partners, or international organizations.
- Have demonstrated experience in designing and delivering capacity-building programs or institutional strengthening initiatives.

### Technical Expertise

#### The consulting firm should demonstrate:

- Strong technical expertise in labor relations, mediation, and arbitration mechanisms.

- Experience in alternative dispute resolution (ADR) systems and workplace grievance management.
- Experience in developing Standard Operating Procedures (SOPs), operational manuals, or governance frameworks for public institutions.
- Knowledge of case documentation, evidence management, and dispute resolution processes.

## Education and Professional Experience

Key experts proposed for the assignment should meet the following minimum qualifications:

- Master’s degree in Law, Public Administration, Human Resource Management, Industrial Relations, Social Sciences, Political Science, or a related field.
- Minimum 5–7 years of relevant professional experience in areas such as labor/employee relations, dispute resolution, governance reforms, or institutional capacity development.
- Demonstrated experience in facilitating training workshops and stakeholder consultations.
- Experience working with government institutions or development partners.
- Strong understanding of the Somali legal, institutional, and governance context.
- Knowledge of the Somalia Labor Code, Employment Law, and public sector governance systems.
- Experience working within the Federal Government of Somalia or similar fragile or post-conflict environments.

## IX. Evaluation Criteria

Proposals submitted by consulting firms will be evaluated based on a combined technical and financial scoring system.

The evaluation will be conducted in two stages:

1. Technical Evaluation
2. Financial Evaluation

**Only proposals that achieve the minimum technical score will be considered for financial evaluation.**

### Technical Evaluation Criteria

Evaluation Criteria	Maximum Score
Understanding of the assignment and proposed methodology	25
Relevant experience of the consulting firm/individual in dispute resolution and capacity building	25
Qualifications and experience of key experts	30
Quality and feasibility of the proposed work plan	20
<b>Total Technical Score</b>	<b>100</b>

*A minimum score of 70 points is required to qualify for the financial evaluation stage.*

### **Financial Evaluation**

The financial proposal will be evaluated based on cost effectiveness and value for money.

The final score will be calculated using the following weighting:

- Technical Proposal: 80%
- Financial Proposal: 20%

The proposal receiving the highest combined score will be recommended for award of the consultancy contract.

### **X. Application Procedure and Submission Requirements**

Interested consulting firms/individuals are invited to submit a technical and financial proposal demonstrating their qualifications and approach to delivering the assignment.

The proposal should clearly describe the firm/individual's experience, methodology, and capacity to successfully implement the consultancy in accordance with the requirements outlined in this Terms of Reference.

The technical proposal should include:

1. **Cover Letter** – A signed letter expressing interest in the assignment.
2. **Understanding of the Assignment** – A brief explanation of the firm's understanding of the consultancy objectives and scope.
3. **Methodology and Approach** – Description of the proposed approach for conducting the assessment, delivering training, and developing the SOPs and tools.
4. **Work Plan** – A proposed timeline outlining key activities and deliverables.
5. **Relevant Experience** – Summary of the individual/firm's experience in similar assignments related to mediation, arbitration, dispute resolution, or institutional capacity building.
6. **Team Composition** – Information on the proposed team members, including their roles and CVs highlighting relevant qualifications and experience.

### **Financial Proposal**

The financial proposal should include:

- A detailed budget indicating the total cost of the consultancy.
- Breakdown of costs including professional fees, travel (if applicable), training facilitation, and other related expenses.
- The proposed payment schedule aligned with the deliverables outlined in the TOR.

The financial proposal should be submitted **separately from the technical proposal**.

### **Supporting Documents**

Applicants should submit the following supporting documents:

- Company registration certificate
- Tax compliance certificate
- Evidence of similar previous assignments or references
- CVs of proposed key experts
- Any additional documentation demonstrating relevant experience

### **Submission of Proposals**

Interested firms/individuals should submit their proposals electronically to the following email addresses:

[procurement.admin@molsa.gov.so](mailto:procurement.admin@molsa.gov.so) and [awalle@opm.gov.so](mailto:awalle@opm.gov.so).

The subject line of the email should clearly indicate:

**“Proposal for Consultancy Services – Capacity Building on Mediation and Arbitration for the Ministry of Labor and Social Affairs”.**

**Submission Deadline: Eight weeks from the signing of the contract.**

Late submissions will not be considered.