

REQUEST FOR PROPOSAL (RFP)

To: All Proposers:	DATE: May 23, 2026
	REFERENCE: MOLSA/TGP/002

Dear Proposer,

We kindly requests you to submit your Proposal for **consulting service to Study Obstacles and Challenges faced by the Public Service of Somalia in Implementing Merit-Based Staffing, and to Develop a Regulatory Framework to Support Implementation.**

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

Background

The Federal Government of Somalia is dedicated to fostering a robust, effective, and ethical public service capable of delivering essential services and driving national development. However, as highlighted in the "Using Meritocracy to Reform Somalia's Public Service: Challenges and Opportunities" report (Abdi, 2024), the nation's public service has historically contended with significant challenges, including political instability, widespread nepotism, cronyism, and political interference in recruitment and selection processes.¹ These systemic issues have undermined fairness, professionalism, and competency, leading to an erosion of public trust and hindering the development of efficient civil service agencies.

Academic findings underscore critical shortcomings in current HR management practices, transparency, and inclusivity. Employee perceptions reveal mixed feelings about the fairness and transparency of recruitment, with a significant percentage expressing dissatisfaction concerning favoritism, nepotism, and overall hiring practices. A striking 73% of employees reported encountering challenges during recruitment and selection, indicating an urgent need for reform. Furthermore, a notable quarter of the workforce occupies positions they did not formally apply for, raising concerns about accessibility, transparency, and fairness. Issues like nepotism, clannism, discrimination, and favoritism are perceived as noticeable concerns within the workplace by a significant portion of employees.

Despite these challenges, Somalia possesses a young and vibrant human capital base, offering a unique opportunity to build a resilient and competent civil service. The provisional constitution itself stipulates that economic growth and good governance, along with effective public service delivery, depend on an efficient, effective, and fair civil service, pledging to safeguard principles of equality, fairness, and best practices. However, it remains notably silent on merit-based staffing and equity, creating a critical gap that a regulatory framework must address.

Your proposal must be submitted electronically through procurement.admin@MoLSA.gov.so and 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 email 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.

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	Consulting service to Study Obstacles and Challenges faced by the Public Service of Somalia in Implementing Merit-Based Staffing, and to Develop a Regulatory Framework to Support Implementation.
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 12th, 2026
Latest Completion Date	Estimated as August 7th, 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 UNDP, 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 Proposals	<input checked="" type="checkbox"/> 90 days 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.															
Partial Quotes	<input checked="" type="checkbox"/> Not Permitted															
Payment Terms	<p>Deliverables and Payment Schedule</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Deliverables/Outputs</th> <th>Weighted percentage of Deliverable</th> <th>Est. Target Due Date</th> <th>Review and Approvals Required</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>A comprehensive report outlining the identified obstacles and resistance to implementing merit-based staffing within the federal public service of Somalia, including detailed analysis and actionable recommendations.</td> <td>50% of total payment (after approval of deliverable)</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>A detailed regulatory framework designed to support and facilitate effective merit-based staffing practices and principles, tailored to Somalia's unique context.</td> <td>50% of total payment (after approval of deliverable)</td> <td></td> <td></td> </tr> </tbody> </table> <p>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 UNDP manager that services have been delivered satisfactorily.</p>	No.	Deliverables/Outputs	Weighted percentage of Deliverable	Est. Target Due Date	Review and Approvals Required	1	A comprehensive report outlining the identified obstacles and resistance to implementing merit-based staffing within the federal public service of Somalia, including detailed analysis and actionable recommendations.	50% of total payment (after approval of deliverable)			2	A detailed regulatory framework designed to support and facilitate effective merit-based staffing practices and principles, tailored to Somalia's unique context.	50% of total payment (after approval of deliverable)		
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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/ Individual contractor															
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 proposals based on the following preliminary examination, eligibility, and qualification criteria.															

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.		
Passed for Technical Evaluation		✓	

Only proposals found compliant at this stage will be passed for technical evaluation.

Technical Proposal (70%) of total Evaluation

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/Individual in the field of merit-based recruitment (meritocracy) and developing regulatory frameworks.	25%	25
3.	Qualifications and experience of key experts.	30%	30
4	Quality and feasibility of the proposed work plan	20%	20
Total		100%	100

Only offers that score at least 70% (70 points) in the technical evaluation will be considered for financial evaluation.

Financial Proposal (20%)

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

MOLSA will award the contract to:

One and only one Service Provider/Individual

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) ²	<p>Focal Point: MoLSA Focal point: Awalle H. Abdi Email Address: awalle@opm.gov.so</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	Friday, June 5 th , 2026 at 11:59PM.
Other Information Electronic Email submission	<ul style="list-style-type: none"> • Technical and financial proposals must be submitted as separate PDF files and must not exceed 10 pages in total with 12 font size and normal margins. Attachments do not count towards the 10-page limit. • Format: PDF files only. • Proposers are encouraged to check the attachment formats prior to submission as MoLSA will not be responsible if attachments are in other formats that cannot be opened without additional software. • 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. Failure to submit readable files will result in rejection of the proposal. • 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.

Annex 2: Form for Submitting Service Provider’s Technical Proposal³

RFP Ref: MOLSA/TGP/002

[insert: Location].

[insert: Date]

To: Mr. Awalle H. Abdi

Dear Sir/Madam:

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) *Track Record – list of clients for similar services as those required in the TORs for this 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. (**Attach Copies of Contracts**)*
- d) *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**.*
- e) *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.***

³ This serves as a guide to the Service Provider in preparing the Proposal.

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

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 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/Stationery⁵)

RFP Ref: MoLSA/TGP/001

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*

Deliverables and Payment Schedule

No.	Deliverables/Outputs	Weighted percentage of Deliverable	Est. Target Due Date	Review and Approvals Required
1	A comprehensive report outlining the identified obstacles and resistance to implementing merit-based staffing within the federal public service of Somalia, including detailed analysis and actionable recommendations.	50% of total payment (after approval of deliverable)		
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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 UNDP 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)
I. Personnel Services: <i>Unit rates for this sub-section should be inclusive of all costs except travel-related costs</i>					
Sub-Total Personnel Services					
II. Other Costs: <i>E.g., field transport, air travel (if applicable). Please specify unit of measure,</i>					

⁵ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

<i>itemize in separate lines, and add rows for cost components as needed.</i>					
...					
Sub-Total Other Costs					
TOTAL					

- **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

Hiring a Consulting Firm/Individual Expert to Study Obstacles and Challenges faced by the Public Service of Somalia in Implementing Merit-Based Staffing, and to Develop a Regulatory Framework to Support Implementation

Background

The Federal Government of Somalia is dedicated to fostering a robust, effective, and ethical public service capable of delivering essential services and driving national development. However, as highlighted in the "Using Meritocracy to Reform Somalia's Public Service: Challenges and Opportunities" report (Abdi, 2024), the nation's public service has historically contended with significant challenges, including political instability, widespread nepotism, cronyism, and political interference in recruitment and selection processes.⁶ These systemic issues have undermined fairness, professionalism, and competency, leading to an erosion of public trust and hindering the development of efficient civil service agencies.

Academic findings underscore critical shortcomings in current HR management practices, transparency, and inclusivity. Employee perceptions reveal mixed feelings about the fairness and transparency of recruitment, with a significant percentage expressing dissatisfaction concerning favoritism, nepotism, and overall hiring practices. A striking 73% of employees reported encountering challenges during recruitment and selection, indicating an urgent need for reform. Furthermore, a notable quarter of the workforce occupies positions they did not formally apply for, raising concerns about accessibility, transparency, and fairness. Issues like nepotism, clannism, discrimination, and favoritism are perceived as noticeable concerns within the workplace by a significant portion of employees.

Despite these challenges, Somalia possesses a young and vibrant human capital base, offering a unique opportunity to build a resilient and competent civil service. The provisional constitution itself stipulates that economic growth and good governance, along with effective public service delivery, depend on an efficient, effective, and fair civil service, pledging to safeguard principles of equality, fairness, and best practices. However, it remains notably silent on merit-based staffing and equity, creating a critical gap that a regulatory framework must address.

Rationale for the Consulting Project

The transition to a fully merit-based public service is not merely an administrative upgrade but a foundational imperative for Somalia's long-term stability, economic development, and effective governance. Implementing merit-based staffing is paramount for several reasons:

⁶ Abdi, A. (2024). Using Meritocracy to Reform Somalia's Public Service: Challenges and Opportunities. Heritage Institute for Policy Studies. <https://heritageinstitute.org/wp-content/uploads/2024/12/MERITOCRACY.pdf>

- **Effective Governance and Public Service Delivery:** A public service staffed by individuals selected solely on the basis of their qualifications, competencies, and performance ensures that vital government functions are carried out efficiently and expertly. This directly translates to improved policy formulation, better resource management, and higher quality service delivery to citizens. It creates a "dynamic, professional, competent, and effective public service" essential for addressing the country's needs (Abdi, 2024).
- **Transparency and Accountability:** Merit-based systems, built on principles of open competition and objective evaluation, inherently promote transparency in recruitment and promotion processes. By reducing avenues for political interference, nepotism, and cronyism, they foster a culture of accountability, where decisions are based on objective criteria rather than personal biases. This helps restore public trust, which has been eroded by past malpractices.
- **Fairness and Equity:** A merit-based system explicitly rejects considerations of race, clan, national origin, gender, marital status, age, or disability. It ensures that all qualified individuals have an equal opportunity to compete for positions, addressing existing gender disparities (women constitute only 23.7% of the workforce) and promoting social mobility. This fosters an inclusive public service that reflects the diversity of the population and taps into the full potential of its human capital.
- **Accessibility:** By establishing clear qualification standards and open competitive processes, merit-based staffing enhances accessibility to public service roles for all competent individuals. It moves away from arbitrary recruitment methods that deny potential applicants the opportunity to compete.
- **Combating Corruption and Patronage:** As highlighted in Abdi (2024) report, embracing meritocracy is a direct strategy to combat corruption, nepotism, clannism, and other patronage systems that have plagued Somalia's public administration. By professionalizing the administration and ensuring that positions are filled by qualified individuals, the project aims to eliminate the "spoils or patronage system".

Therefore, a robust legal framework supporting merit-based staffing principles is essential for the implementation of meritocratic reforms to achieve a more accountable and capable public administration in Somalia's federal government.

This consulting project is therefore a direct response to these findings and recommendations, seeking to:

1. Systematically identify and understand the deep-rooted obstacles and resistance to meritocracy, providing the government with a clear roadmap for intervention.
2. Develop a comprehensive, context-specific regulatory framework that not only formalizes merit-based principles but also addresses the unique challenges and historical context of Somalia, aligning with broader employment equity objectives.

The implementation of these two key items will lay the critical groundwork for a fundamental transformation of Somalia's federal public service, ensuring it is fit for purpose in serving its citizens and driving national progress.

Objectives

The consulting firm will be tasked with achieving the following objectives:

1. Conduct an assessment of obstacles and resistance towards the implementation of meritocracy in Somalia's federal public service.

2. Develop a context-based regulatory framework that supports and facilitates merit-based staffing principles and practices.

Scope of Work

The selected consulting firm will be responsible for:

- Conducting an in-depth study to identify the challenges and obstacles hindering the implementation of merit-based staffing in Somalia, including cultural, institutional, and structural barriers, as well as the root causes of resistance.
- Analyzing the historical context of Somalia's public service to understand how past practices have impacted the current employment environment and contributed to existing challenges.
- Providing actionable recommendations to address these challenges and improve the implementation of merit-based processes, drawing lessons from identified gaps in existing HR management practices.
- Developing a robust regulatory framework that aligns with the findings of the assessment, supports the successful integration of merit-based staffing practices, and ensures compliance with principles of fairness, transparency, accessibility, and equity, while addressing the silence of current legal provisions on merit-based recruitment and selection.

Timeline

- **Start Date:** June 5th, 2026
- **End Date:** July 31st, 2026
- The consultancy is anticipated to span a period of 8 weeks, with clearly defined milestones and deliverables to track progress.

Expected Deliverables

1. A comprehensive report outlining the identified obstacles and resistance to implementing merit-based staffing within the federal public service of Somalia, including detailed analysis and actionable recommendations.
2. A detailed regulatory framework designed to support and facilitate effective merit-based staffing practices and principles, tailored to Somalia's unique context.

I. Required Qualifications and Experience

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

Institutional Requirements

The consulting firm must:

The consulting firm must:

- Be a legally registered entity in Somalia or in another jurisdiction.
- Demonstrate proven experience providing similar consultancy services to government institutions, development partners, or international organizations.
- Have a track record in designing and delivering human resources programs or institutional-strengthening initiatives.

Technical expertise

The consulting firm should demonstrate:

- Strong technical and research expertise in human resources, meritocracy, and recruitment and selection.
- Experience developing regulatory frameworks related to human resources, public service management, meritocracy, or closely related fields.
- Experience preparing HR and merit-based recruitment operational manuals, templates, forms, guidelines, procedures, and process maps for public institutions.
- Up-to-date knowledge of HR and meritocracy trends and international best practices.

Key experts — education and professional experience

Proposed key experts should meet the following minimum qualifications:

- Advanced university degree (Master's) in Human Resources Management, Law, Public Administration, Industrial Relations, Social Sciences, Political Science, or a related discipline.
- Seven-ten (7–10+) years of relevant professional experience in human resources management, particularly in recruitment and selection, staffing, talent acquisition, or merit-based recruitment systems.
- Demonstrated experience in research, analysis, and report writing.
- Experience working with government institutions, development partners, or international organizations.
- Strong understanding of the Somali legal, institutional, and governance context, including familiarity with Somalia's Employment Law and public sector governance systems.
- Prior experience working with the Federal Government of Somalia or in fragile, post-conflict, or transitional contexts is desirable.
- Demonstrated capacity-building and training experience for public-sector HR practitioners.
- Examples of previous deliverables (samples of frameworks, manuals, or process maps) and references from relevant clients.

Milestones

Week 1: Kick-off meeting, detailed work plan finalization, and initial assessment phase.

- **Weeks 2-3:** Comprehensive data collection, including desk research, surveys, and stakeholder interviews (focus groups, one-on-one) across relevant federal government entities.
- **Week 4:** In-depth data analysis, preliminary findings development, and initial feedback session with key government stakeholders.
- **Week 5:** Development of the first draft of the comprehensive report on obstacles and resistance.
- **Week 6:** Development of the first draft of the context-based regulatory framework.
- **Week 7:** Internal review of both draft deliverables, stakeholder consultation on drafts, and integration of feedback.
- **Week 8:** Finalization of the comprehensive report and the detailed regulatory framework, leading to final submission and presentation to the Federal Government of Somalia.

Budget

The budget for this consultancy will be determined based on the proposals received from interested firms/individuals considering the comprehensive scope of work and deliverables.

Conclusion

The successful implementation of merit-based staffing in Somalia's federal public service is vital to enhancing governance, restoring public trust, and fostering effective service delivery. By engaging a qualified consulting firm/individual, the federal government aims to systematically address existing challenges, mitigate resistance, and lay the critical groundwork for a more effective, transparent, fair, accessible, and equitable public service founded on meritocracy.

This project is a crucial step towards realizing Somalia's long-term vision for stability, economic development, and responsive government.