



**The Federal Republic of Somali  
Ministry of Finance**

**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)**

COUNTRY: **Federal Republic of Somalia (FRS)**  
NAME OF PROJECT: **Second Public Financial Management Capacity Strengthening Project**  
PROJECT ID: **P154875** Grant No.: **IDA-D3700**  
Assignment Title: **Training Needs Assessment and Development of Taxpayer Services Charter**

Reference No.: **SO-MOF-194106-CS-INDV**  
Place of assignment: **Mogadishu and project implementation areas in Federal Member States**

**1. Background**

The Federal Republic of Somalia has received financing from the World Bank through the Ministry of Finance (MoF) towards the cost of Somalia Domestic Revenue Mobilization & Public Financial Management (DRM&PFM) Strengthening Project II. The project is supporting the Federal Government of Somalia (FGS) and Federal Member States (FMSs) within the scope of a national PFM reform program.

The Project Development Objective is to strengthen systems of domestic revenue mobilization, expenditure control and accountability in the Federal Government, Puntland State of Somalia, and Somaliland. The Domestic Revenue Mobilization component of the project focuses on strengthening tax policy and inland revenue administration systems which includes: establishing a Tax Policy Unit and support development of a credible policy; Operationalizing the tax payer office through business process mapping, redesigning, automation and capacity building; Tax Payer Education and facilitation; and support consultations and enactment of a Revenue Bill.

The Ministry of Finance intends to apply part of the proceeds of the grant to engage a Training Needs Assessment (TNA) and Taxpayer Services Charter Consultant to: i. Assess and identify training needs of Revenue staff and develop a training plan based on the identified gaps; and ii. Develop a Taxpayer Services Charter.

**2. Scope of the Consultancy.**

The Consultant will be expected to perform tasks that would cover the two parts of the assignment that comprise (a) Training Needs Assessment and (b) Development of Taxpayer Services Charter. Undertake the training needs assessment segments, the Consultant will:

- i. Conduct survey of all of revenue officials to identify baseline competency for effective design of tax policy and implementation of tax administration of revenues in Federal Government of Somalia; Take stock of existing competences of staff in both Customs and Inland Revenue

- including Tax Police Unit; and determine knowledge, skills, behavioral and other competency gaps through a skills audit.
- ii. Develop a Training Plan that ensures knowledge, skills, behavioral and other competency gaps identified are addressed; Assist the Director General Revenue to: Develop human resource management strategy and Develop the staffing plan for the Somalia Revenue Academy, including definition of organization structure for the Academy, job descriptions, material and equipment needs, budget etc. and white paper for use in securing approvals from authorities.
  - iii. Develop detailed scope, methodology and tools for the training needs assessment; analyze the results and provide recommendations on the target group(s), and training approach to effectively build their skills and ensure quality controls systems in training;
  - iv. Develop Human Resource Management Strategy for the Inland Revenue Department.
  - v. Develop a Training Plan for both the customs and inland revenue officials of the Revenue Directorate based on the TNA.

Under Taxpayer Services Charter the Consultant will:

- vi. Develop a Charter that will comprise of: (a) Rights and Obligations Section, which will at the least include: Revenue Directorate's rights and obligations as per existing revenue laws; Taxpayers' rights and obligations as per existing revenue laws; Taxpayer education and facilitation needs to help claim the rights and comply with the obligations; and Advise on effective communication method for engagement of taxpayers and other stakeholders; and (b) Service Standards Section, which will set service level standards, in the number of days, for the Revenue Directorate officials, for all taxes being collected by the Revenue Directorate.

### **3. Selection Criteria:**

The selection will be based on qualification and relevant experience of the candidate. The qualifications and experiences include:

- i. Advanced University degree in Organizational Development, Human Resource Management, Strategic Planning, Public Policy and Management/Administration or closely related field.
- ii. Minimum of 7 years' professional experience in human resource management including working with public sector institutions on the area of developing public sector training systems;
- iii. Proven record in training needs assessment, capacity development assessment, capacity development strategy, in tax administration or tax policy
- iv. Demonstrated experience in training development, coaching and management
- v. Demonstrated experience working with governments of developing countries including fragile and conflict-affected states. Somalia experience is an added advantage.
- vi. Knowledge and understanding of revenue generation effectiveness process and requirement.
- vii. Written and verbal communication skills in English. Somali Language will be added advantage
- viii. Female candidates are encouraged to apply.

### **4. Duration & Duty Station:**

The assignment is expected to take 180 working days. The duty station is in the Ministry of Finance Headquarters in Mogadishu with visits to Inland Revenue offices (both customs and inland revenue).

**5. The Ministry of Finance** now invites eligible Individual Consultants to indicate their interest in providing these services. Interested Individual Consultants must submit their Curriculum Vitae (CV) and cover letter indicating that they are qualified to perform the services.

The detailed Terms of Reference (TOR) can be found at the following website: [www.mof.gov.so](http://www.mof.gov.so) or it can be forwarded to the applicant upon submission of application to the address indicated below.

**6.** The attention of interested Consultants is drawn to paragraphs 3.14 and 3.21 of the World Bank's *Procurement Regulations for IPF Borrowers: Procurement in Investment Financing Goods, Works, Non-Consulting and Consulting Services* dated July 2016 and revised in November 2017 and August 2018 ("Procurement Regulations") setting forth the World Bank's policy on conflict of interest and eligibility.

**7.** A Consultant will be selected in accordance with the Individual Consultants selection method set out in the "Procurement Regulations".

**8. Mode of submission of Applications and deadline:**

Interested Consultants may obtain further information at the address given below from 8:30 to 3.30pm Mogadishu time (Excluding public holidays).

Expressions of interest (EOI) and CV must be delivered (in person or by e-mail) in a written form (if not by e-mail) to the address below by **9<sup>th</sup> November 2020 at 12:00 Hours (Mogadishu Time)** – marked clearly as **"Application for Training Needs Assessment \_ Revenue Department"**

Public Financial Management Reform Unit, Ministry of Finance  
Shingaani District, Mogadishu  
Federal Republic of Somalia  
Email: [rcfrecruitment@mof.gov.so](mailto:rcfrecruitment@mof.gov.so)