

Section IV. Terms of Reference For Organizational and Operational Capacity Assessment for Amin Emergency Services, Mogadishu Somalia.

Background

The Somalia Stabilization Initiative (SSI/Dalbile) contributes to stabilization efforts by countering the influence and presence of extremist organizations, reducing their ability to take root and recruit, and creating opportunities for government and local communities to reestablish control over their country. SSI/Dalbile is working in Jubbaland (JSS) and South West State (SWS). Dalbile, translated as “Nation Rising,” is the local Somali name for the program.

Amin Emergency Services (AES) is a 24 hour free emergency ambulance service in Mogadishu. Amin Ambulance is a voluntary organization linked to the Amin Organization founded in 2008. The Amin Organization was developed as a vehicle to fund the AES and in reality, both organizations are intertwined. SSI/Dalbile supported AES through the ‘Halyeey Phase I activity which sought to assess and identify the appropriate structure for the provision of emergency services in Mogadishu, train and equip AES and design a communications campaign. The initial phase identified capacity gaps that need to be addressed within AES as well as the communication needs of the existing emergency response and referral services structures in Mogadishu. Phase one concluded that Amin’s organisational and operational capacity in its delivery of emergency first response and ambulance services is extremely limited.

SSI/Dalbile aims to continue its support to AES through a second phase, Halyeey 2, aimed at organizational and operational capacity building of AES.

Objective of the Assignment

SSI/Dalbile is seeking the services of a consultant/consultancy firm to conduct an in-depth organizational and operational assessment AES. The overall objective of this consultancy is to conduct an organizational and operational capacity assessment for AES with the aim of developing a three year strategic plan and an operational manual.

SSI/Dalbile is looking to identify a Consultant or Consultancy firm to conduct the assessments.

Scope of Work

A. Organizational Assessment:

The scope of work for the consultant/consultancy firm will include but will not be limited to:

- a) Conduct an institutional review of Aamin. This entails looking at the current management structures, identifying gaps and providing recommendations on governance and management structures to the AES leadership in form of an organizational structure document. This will also entail advising the leadership on how they should institutionalize the document through implementation with the staff. The review should also establish current institutional capacity to deliver ambulance services in Mogadishu
 - b) Conduct a desk review to establish the current strategies of AES and mode of operations adopted by the organization. This should provide an overview of the challenges faced, areas that need improvement and lessons learnt
 - c) Familiarize with the history, review the vision and mission based on AES objectives and make recommendations on the vision and mission
 - d) Draft 3 year strategic plan
 - a. Include theme, objectives and activities for the period (2018-2021)
 - e) Identify capacity gaps for the organization's staff and stakeholders and develop a road map to address the gaps within the strategic plan period
 - f) Identify the political, social, economic, technological, environmental and legal factors (internal and external) affecting the organization and its performance
 - g) Conduct stakeholder analysis to identify key individuals, community leaders, government entities, groups and other organizations who will be impacted by AES, or who could influence the outcome.
 - h) Define Performance targets and planned improvements; and design an appropriate monitoring plan and framework. This requires developing a matrix that shows objectives, activities, output, target and actual beneficiaries, data types, data collection tools and indicators Propose monitoring and evaluating strategies and mechanisms to ensure the effective implementation of the Strategic Plan
 - i) Identify the risks of implementing the strategic plan and prepare a risk management framework
 - j) Hold stakeholder meeting(s) to validate the draft Strategic Plan
 - k) Finalize Strategic Plan and submit to SSI/Dalbile and AES
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B. Operational capacity Assessment

The scope of work for the Consultant/consultancy firm will include but will not be limited to:

- a) Conduct a rapid assessment of how the current fleet operates and provide recommendations
- b) Review available Fleet Operational Manuals for emergency services from other countries.
- c) Review relevant documents related to the fleet management currently in place in AES.
- d) Recommend the necessary mechanisms, procedures, practices and training to build capacity gaps of the fleet management to be able to effectively deliver ambulance services in Mogadishu with the aim to strengthen the operational systems

- e) Draft a comprehensive Operational Manual that includes, but is not limited to, operational description/procedures for the following areas:
 - a. Organizational Chain of Command
 - b. Ambulance vehicles day-to-day operational policies. This should include but not limited to; duties and responsibilities of all staff involved in managing the ambulances, work schedules, daily assignments, ambulance check list, ambulance trip sheets/forms and dispatch policies and procedures.
 - c. Radio/Mobile Communication & Coordination.
 - d. Reporting Requirement
 - e. Vehicle maintenance policies and plans.
 - f. Management of ambulance medication supplies.
 - g. Patients/injured/casualty victims handling procedures.
- f) Share the draft Operational Manual with relevant stakeholders for feedback
- g) Incorporate the suggestions and finalise the Operational Manual
- h) Submit the final Operational Manual to SSI/Dalbile and AES for approval
- i) Provide orientation for all relevant staff to the new manual through a staff training workshop

Expected Deliverables:

1. An inception work plan within two weeks of commencement of the assignment
2. Organizational Assessment
 - Draft Strategic Plan incorporating suggestions and recommendations
 - Final Strategic Plan
 - Monitoring and Evaluation framework
3. Operational Assessment
 - Draft Operational Manual for review
 - Final Operational Manual
 - 5-day training workshop for AES staff on the new policies and procedure manuals and report on the same
4. Hold meetings with stakeholders for feedback of the strategic plan and operational manual

Period of Performance:

The assignment is to be completed within a timeframe of 60 days from the date of the award of contract.

Coordination:

The Consultant/Consultancy firm will:

- Report directly to SSI/Dalbile and Aamin Emergency Services

- Receive relevant background documents necessary for the assignment from SSI/Dalbile and AES
- Have access to both internal and external stakeholders of AES
- Provide regular updates throughout the implementation of this activity in coordination with both SSI/Dalbile and AES.

Desired Skills & Competencies:

- a) Experience working in Somalia
- b) Demonstrated experience in conducting previous similar assignments

The following documents should be submitted;

- Consultancy Profile/consultant (s) CVs of key personnel to be involved in the proposed activities demonstrating relevant advance experience in such fields.
- Technical and financial proposal including a work plan
- Team composition and task assignment
- Proof of experience in similar assignments
- Detailed reference list indicating the scope and magnitude (in terms of value and period) of similar assignments
- License/Registration certificates for consultancy firms