



TERMS OF REFERENCE (TOR)

Consultancy for NEC Management and Functional Review (MFR)

Organisational Structure, Management Systems, Departmental Functions, Staffing Needs, Departmental TORs and Staff TORs

1. Background

The Somaliland National Electoral Commission (NEC) is an independent institution responsible for administering electoral events for Somaliland citizens. Its mandate includes preparing and administering electoral activities and ensuring a suitable environment for credible electoral processes.

As NEC's responsibilities grow, the Commission requires a Management and Functional Review to assess whether its current and proposed organisational structure, staffing arrangements, reporting lines, management systems and departmental functions are adequate for its mandate and future operational needs.

The review will assess all relevant NEC departments and functions on an equal basis. Voter Registration and IT/ICT will be reviewed as departments/functions within the wider NEC structure, similar to Operations and Planning, HR, Admin and Finance, Supply Chain, Legal, Procurement, Training, Research/M&E, Security and Risk Management, Call Center and regional/district coordination functions.

The review will not replace the separate feasibility study for the Electoral Integrated Management System (EIMS). Technology-related issues will be considered only where they affect departmental functions, management arrangements, staffing needs, reporting lines and institutional readiness.

2. Purpose of the Assignment

The purpose of this consultancy is to conduct a practical, evidence-based MFR of NEC's organisational structure, management arrangements, departmental functions, staffing needs, reporting lines and institutional reform priorities.

- Determine whether NEC's structure and management arrangements are fit for purpose.
- Identify required organisational and functional improvements.
- Recommend staffing levels, staff titles, reporting lines, departmental TORs and priority staff TORs based on findings.
- Provide a reform roadmap that NEC can implement in the short and medium term.

3. Objectives of the MFR

- Review NEC's current and proposed organisational structure, management arrangements and reporting lines.
- Assess the Director General's and NEC panels/committees' span of control, coordination role and decision-making flow.
- Review the mandate, functions, staffing, workflow, reporting arrangements and contribution of each relevant department and unit.
- Identify overlaps, duplicated roles, missing functions, unclear responsibilities and coordination gaps.
- Assess HR capacity, staffing gaps, skills gaps, workload and permanent versus temporary staffing needs.
- Assess regional and district coordination needs, including REO/DEO reporting options, based on legal, operational and field evidence.
- Propose staff titles, roles, reporting lines, contribution to NEC and staff TORs based on findings, rather than fixed titles or fixed numbers.
- Prepare practical recommendations, a reform roadmap, departmental TORs and priority staff TORs.

4. Scope of Work

The consultant shall conduct the assignment under the following scope. The review must be practical, evidence-based and directly applicable by NEC management.

Area	Minimum assessment focus
Structure and management	Current/proposed structure, reporting lines, decision flow, coordination, accountability, DG span of control, panels/committees, overlaps and missing functions.
Departmental functions	Mandate, actual functions, workflow, staff level, workload, outputs, risks, controls, coordination and contribution to NEC.
Staffing and roles	Required staff titles, purpose, reporting line, duties, skills, position type, priority level, staff TORs and role contribution.
Regional/district coordination	REO/DEO functions, reporting options, field supervision, service delivery, equipment, staffing and legal/operational fit.
Risk and legal alignment	Institutional, staffing, operational, ICT/data, finance, procurement, legal and coordination risks; alignment with laws, rules and NEC procedures.

5. Departments and Functions to be Reviewed

Department/function	Assessment focus
Operations and Planning	Planning, timelines, coordination, QA, field operations, reporting and issue escalation.
Human Resources	Recruitment, placement, staff records, contracts, skills, performance, staff planning and TORs.
Admin and Finance	Payments, accounting, fleet, records, financial controls and administrative workflows.
Supply Chain	Warehouse, transport, logistics, asset management, deployment and inventory tracking.
Voter Registration	Registration planning, field coordination, card production, data quality, publication/exhibition and results management where applicable.
IT/ICT	ICT governance, system administration, database support, infrastructure, cybersecurity, data protection, user access and support.
Voter Education and Communication	Public information, media, outreach, voter support messaging and communication flow.
Training	Training needs, curriculum, TOT, knowledge management, logistics support and field readiness.

5. Departments and Functions to be Reviewed (continued)

Department/function	Assessment focus
Research, Monitoring and Evaluation	Monitoring, learning, research, reporting, knowledge management and evaluation functions.
Legal	Legal advice, compliance, internal procedures, dispute support, data/privacy advice and regulatory needs.
Procurement	Procurement planning, tender support, contract management, vendor management and compliance controls.
Internal Audit	Internal controls, audit planning, risk-based coverage, reporting arrangements and independence options.
Security and Risk Management	Field security, premises security, data/security coordination, risk register, incident reporting and escalation.
Call Center / Public Support	Voter complaints, issue logging, case tracking, escalation and public service standards.
Regional and District Coordination	REO/DEO functions, reporting options, service delivery, field supervision, equipment and coordination needs.

6. Minimum Methodological Requirements

The TOR provides minimum methodological requirements. Applicants must submit a detailed methodology explaining how they will apply the tools, organise the three-week workplan, collect evidence, assess departments, analyse staffing needs, conduct validation and produce final deliverables.

Method area	Minimum requirement
Document review	Review laws, policies, strategic plan, organograms, departmental records, staff lists, JDs/TORs, workflows, NEC capacity assessment, post-election evaluation, NEC challenges document, staff contracts, current/proposed structures and salary scales.
Interviews/consultations	Interview Commissioners, Director General, directors, managers, officers, assistants, selected REOs/DEOs and relevant technical/support staff.

Method area	Minimum requirement
Functional mapping	Map each department's mandate, actual functions, outputs, workflows, reporting lines, gaps, overlaps and contribution to NEC.
Management review	Assess decision-making, reporting lines, DG span of control, panels/committees, coordination meetings, accountability and issue escalation.
Staffing analysis	Assess workload, skills, permanent/temporary staffing balance, missing positions, duplicated roles and proposed staff titles.
RACI / coordination matrix	Show who leads, supports, approves, is accountable and is informed for major cross-departmental functions.
Validation/reporting	Present draft findings to NEC leadership, integrate feedback and finalise the report, roadmap and TORs.

7. Expected Deliverables

- Inception Note and three-week workplan.
- Diagnostic Review Summary.
- Organisational Structure Review and recommendations.
- Departmental Functional Review for all key functions.
- Staffing Needs Assessment, including permanent, temporary, regional/district and election-period needs.
- Proposed Staff Titles and Role Contribution Matrix.
- Departmental TORs and priority Staff TORs.
- Responsibility and Coordination Matrix.
- Final MFR Report, Reform Roadmap and presentation to NEC leadership.

8. Assignment Timeline

The assignment shall be completed within three weeks, approximately 15 working days. Applicants must submit a realistic workplan showing how all deliverables will be completed within this period.

Week	Main activities	Main outputs
Week 1: Diagnostic review and data collection	Review documents, laws, organograms, staff lists, departmental records and challenges matrix. Interview leadership, directors, unit heads and selected staff. Begin functional mapping.	Inception note, document review summary, interview notes, initial structure and departmental observations.
Week 2: Functional, staffing and management analysis	Assess departmental functions, staffing, roles, workflows, reporting lines, coordination gaps, regional/district arrangements and management systems.	Departmental maps, staffing gap analysis, role contribution findings, coordination matrix and reporting line analysis.
Week 3: Recommendations, validation and reporting	Draft recommendations, propose staff titles, prepare departmental TORs and priority staff TORs, validate findings with NEC and finalise report.	Draft and final MFR report, reform roadmap, departmental TORs, staff TORs and presentation.

9. Consultant Profile and Required Expertise

The assignment may be conducted by an individual consultant or consultancy team. The consultant/team should demonstrate strong experience in:

- institutional and functional review, organisational design and staffing analysis;
- workflow mapping, management systems review, HR/workload analysis and TOR development;
- public sector reform, institutional development or election management;
- electoral operations, field coordination, regional/district service delivery and public administration;
- basic ICT governance, data management, cybersecurity or technology support in public institutions;
- delivery of similar assignments within short timelines.

10. Confidentiality

The consultant shall treat all NEC documents, staff information, voter registration information, IT information, internal reports, challenges and discussions as confidential. NEC information shall not be shared with any third party without written approval from NEC.

11. Application Requirements

Interested consultants or consultancy firms shall submit the following documents:

- Technical proposal showing understanding of the assignment and proposed methodology.
- Detailed methodology and workplan for the three-week assignment.
- Team composition, roles and CVs of proposed experts, if applying as a firm/team.
- Examples of similar assignments in institutional review, organisational design, staffing analysis, elections or public sector reform.
- Financial proposal, clearly showing professional fees, reimbursable costs, taxes and total cost.
- Availability statement confirming ability to complete the assignment within three weeks.

12. Evaluation Criteria

Criteria	Weight
Understanding of assignment and quality of proposed methodology	30%
Experience in management and functional review	20%
Organisational design, staffing analysis and job evaluation experience	20%
Election management or public sector reform experience	15%
Quality of proposed team/CVs	10%
Realistic three-week workplan and financial proposal	5%
Total	100%

13. Submission Instructions

Submission item	Placeholder / required information
Submission deadline	18/08/2026: 17:00 EAT
Submission email	procurementnec6@gmail.com , dg@slnec.com ; cc: saeedmosman11@gmail.com , timacade463@gmail.com , musahassany@hotmail.com
Subject line	Application - NEC MFR Consultancy - [Applicant/Firm Name]
Format	Technical and financial proposals in PDF; CVs and supporting documents attached separately.
Tender opening date	Each applicant password-protects both the technical and financial proposal files and submits the passwords separately to the Commission; passwords are to send at 09:00 a.m. East African Time on 19/08/2026