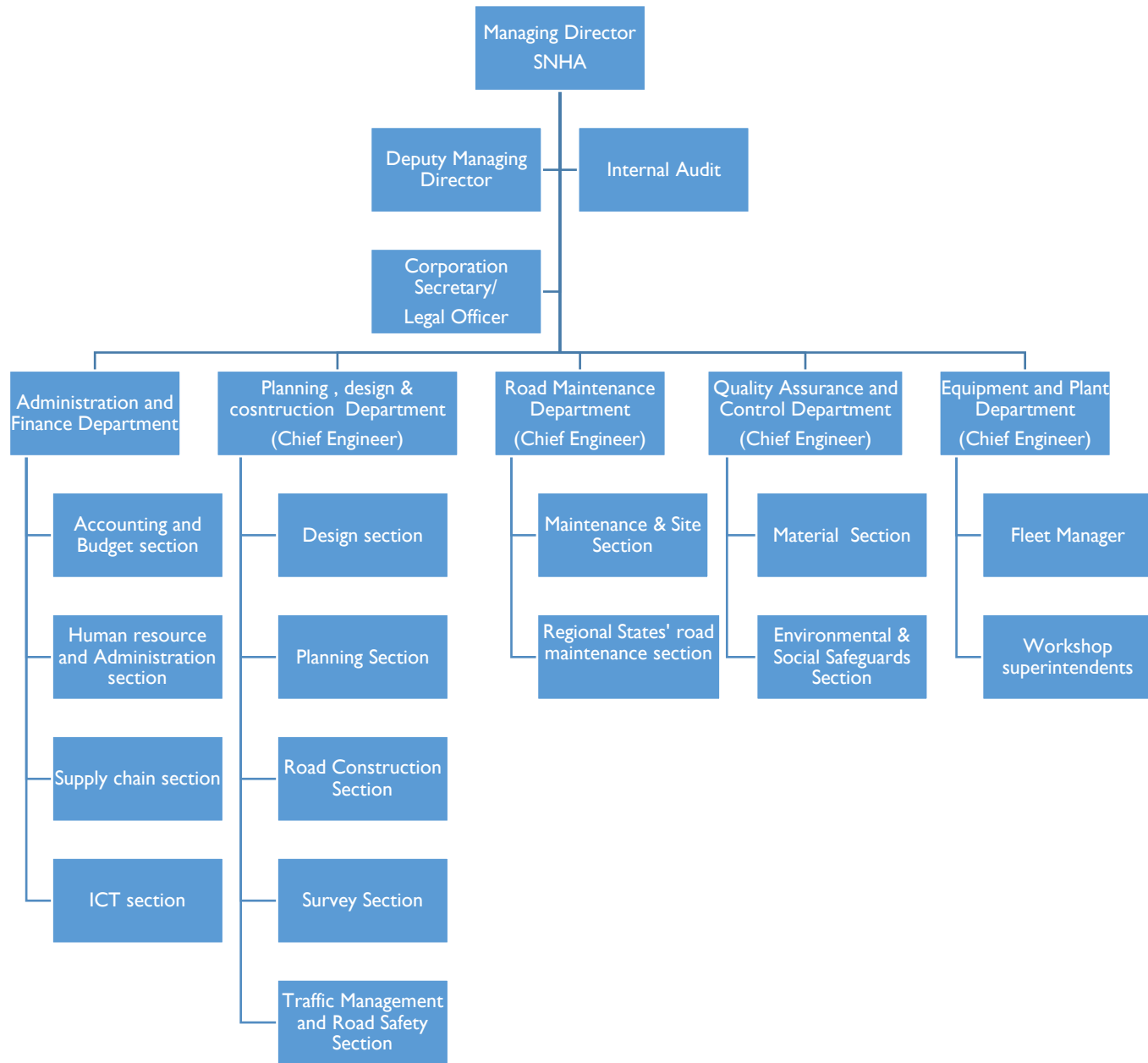


I.0 Somalia National Highway Authority Organogram



2.0 FUNCTIONS OF DEPARTMENTS

2.1 Managing Director of SNHA

SNHA will be headed by Managing Director who shall be nominated by the Minister and appointed by the Prime Minister and reports to the Minister of the Ministry of Public Works, Reconstruction and Housing (MoPWRH). The position requires a senior engineer who has at least a Bachelor's Degree in Engineering and possesses at least ten years' professional experience in the field of roads or highway engineering; or has an advanced Degree in Engineering and possesses at least five years professional experience. Managing director is deputized by Deputy managing Director with equal qualification of the managing Director. The Managing Director has the responsibility and authority to undertake the following:

- Manage, direct and coordinate all Department operations;
- Develop and oversee the implementation of a dynamic corporate strategy that is able to deliver exemplary services and results as envisioned in the strategic plan;
- Establish and maintain collaborative networks with local, regional and international development partners for investments and resource mobilization;
- Ensure compliance with all relevant laws, regulations, standards, procedures and agreements;
- Develop the Department's work programs and budget estimates for MoPWRH approval;
- Develop, with MoPWRH approval, Department policies and operating procedures, including performance standards, design and construction specifications;
- Evaluate and award engineering and construction proposals/works relating to SNHA operations;
- Coordinate road-related matters with other ministries that involve SNHA participation;
- Exercise management control on work performance and expenditures consistent with MPW/SNHA policies.
- Give oversight to the Authority's financial affairs and advise the Authority on financial Planning strategies and policies;
- Ensure effective and efficient management of the Authority's Resources including Finances and Assets;
- Prepare annual Budgets, Financial Accounts, Programs and Work plans for the Authority and submit them to the ministry for consideration

2.2 Road Maintenance Department

This department is heads by Chief Maintenance Engineer who is directly responsible to the SNHA managing Director. This position requires a graduate civil engineer who has at least a Bachelor's Degree in Engineering and possesses at least 7 years' professional experience in the field of road maintenance or highway engineering; or has an advanced Degree in Engineering and possesses at least 5 years professional experience. In this position, the Chief Maintenance Engineer has the responsibility for the following:

- Preparing proposed annual work programs and budget estimates for all road maintenance related works including force account maintenance performed by regional offices and contract road maintenance operations
- Developing for the Director's approval standards relating to work performance and maintenance service levels;
- Maintaining and updated road feature inventory.
- Directing and controlling with the support of Regional Maintenance Engineers and provide management support as needed
- Organizing and facilitating the opening of road reserves and ensuring removal of illegal structures/utilities, and preparation of the necessary documentation;
- Identifying survey requirements and standards for road reserve acquisition and protection;

- Enhancing training in road safety audits, accident data analysis, design reviews and implementing road accident counter -measures;
- Supervising roads and structures works contracts during road maintenance
- Facilitating resource mobilization from government and development partners;
- Enhancing efficiency in utilization of financial resources;
- Undertaking regular road safety audits during road maintenance;
- Reviewing of standards and specifications for road works during maintenance
- Overseeing preparation of procurement plans for road work programmes;
- Coordinating preparation of divisional budget;

2.3 Regional Maintenance Engineers

The regional Maintenance Engineers are responsible to the SNHA's Chief Maintenance Engineer. Regions with several crews and considerable maintenance responsibilities should be directed by a qualified civil engineer with some practical field experience. This position requires a graduate civil engineer who has at least a Bachelor's Degree in Engineering and possesses at least 7 years' professional experience in the field of road maintenance, planning, design, construction, and contract administration or has an advanced Degree in Engineering and possesses at least 5 years professional experience. The Specific responsibilities of the position include:

- Directing all force account road maintenance operations in the region in conformance with planned work programs and approved budgets;
- Monitoring contract maintenance operations (if any);
- Ensuring that all SNHA equipment is properly operated and serviced
- Providing work performance and related cost data for all works performed; and
- Providing road condition data requested by the Chief Maintenance Engineer.

2.4 Planning, Design & Construction Department

Planning and design department is headed by Chief Planning and design Engineer who is directly responsible to the SNHA managing Director. This position requires a graduate civil engineer who has at least a Bachelor's Degree in Engineering and possesses at least 7 years' professional experience in the field of road planning, design, construction, and contract administration or has an advanced Degree in Engineering and possesses at least 5 years professional experience. In this position, the chief Engineer assumes responsibility for road planning/ design and construction of new roads. Specific responsibility for the following:

- Developing and maintaining SNHA road design and construction standards (in formal written manuals) consistent within conditions prevailing throughout Somalia;
- Overseeing preparation of short, medium and long term road works programmes;
- Directing traffic counts and surveys and making related recommendations to the Director on changes in road network designation;
- Administering and monitoring the performance of consulting engineering and construction firms contracted for road planning, design and construction/reconstruction projects;
- Designing those civil works not contracted to consulting engineers;
- Coordinating preparation and finalization of road works tenders;
- Directing any force account construction works performed by SNHA;
- Advising the SNHA managing Director in the evaluation of engineering and construction proposals in preparation for contract award
- Undertaking all surveys, mapping and GIS functions required in the design, implementation/construction and maintenance of road projects;

- Organizing and preparing survey specifications and Terms of Reference for survey work;
Liaising with other departments in the Authority, Ministries and Agencies on survey matters;
- Overseeing preparation of procurement plans for road work programmes;
- Coordinating preparation of divisional budget;
- Liaising with external financing agencies for resource mobilization;
- Reviewing of standards and specifications for road works;
- Supervising roads and structures works contracts
- Facilitating resource mobilization from government and development partners;
- Facilitating resource mobilization and program implementation through public private partnerships;
- Enhancing efficiency in utilization of financial resources;
- Undertaking regular road safety audits during road development;
- Enhancing training in road safety audits, accident data analysis, design reviews and implementing road accident counter-measures

2.5 Quality Assurance and Control Department

The Quality Assurance and Control Department is managed by Quality Assurance and Control chief Engineer who reports directly to SNHA managing Director. This position requires a graduate engineer who has at least a Bachelor's Degree in Engineering and possesses at least 7 years' professional experience in the field of roads and the quality assurance or has an advanced Degree in Engineering and possesses at least 5 years professional experience. The Quality Assurance and Control chief Engineer is responsible for the following tasks:

- Director materials laboratory operations in the SNHA Laboratory in Mogadishu and in outlying facilities at the federal states as required;
- Establishing and implementing operating procedures consistent with good laboratory and material testing standards and practice in such areas as materials sampling, testing and reporting results;
- Developing appropriate specifications for road and bridge construction/ maintenance materials available in Somalia.
- Assist with the development and subsequent oversight of project Quality Assurance and Control plans and protocols for construction, construction equipment and material
- Responsible for establishing at the outset procedures with time limits for the inspection, sampling and testing of the works and all other Quality Assurance and Control requirements
- Responsible for the quality assessment of materials, by witnessing and/or conducting frequent laboratory tests. Ensure the establishment of quality procedures including time limits for inspection, sampling and testing of works, materials and other Quality Assurance and Control requirements.
- Oversee and manage quality assessment of materials through regular and rigid laboratory tests and site visits. Ensure specific quality standards are constantly met at all levels of construction projects
- Review all standard test forms to be used during laboratory tests, Quality Assurance and Control testing schedules and procedures and evaluate results as appropriate.
- Provide technical advice and assistance to contractors to ensure that economical and quality materials are purchased. Keep record of all documentation regarding Quality Assurance and Control.
- Preparing regular Quality Assurance and Control reports on all construction activities and produce Recommendation of solutions to quality problems and control of further processing, delivery, installation or use until proper disposition of non-conformance or unsatisfactory works to the managing director

2.6 Equipment and Plant Department

The Equipment and Plant Department is headed by Equipment and Plant chief engineer. In this position, the Equipment and Plant chief engineer is responsible for all SNHA equipment related works. This position requires a mechanical

engineer and possesses at least 7 years' professional experience in management of plants and equipment or has an advanced Degree in Engineering and possesses at least 5 years professional experience. Specific responsibilities include:

- Developing and implementing equipment operation and preventive maintenance procedures;
- Directing repair operations in both SNHA and private workshops (in cooperation with Maintenance department);
- Preparing specifications for fleet acquisitions and spare parts;
- Developing and implementing appropriate fleet management procedures;
- Coordinates annual/quarterly inventory on all major equipment;
- Liaises with Plant and Equipment Division for all plant and equipment requirements;
- Follows-up with Workshop repair and maintenance of plant and equipment to ensure their availability on site or minimizes non-usage;
- Monitors performance of plant and equipment used on site to determine efficiency and maximum utilization;
- Maintains and updates breakdown record of all equipment and suggest ways to minimize breakdown period;
- Prepares monthly summary of total maintenance cost for all plant and equipment.

2.7 Administration and Finance Department

The Administration and Finance Department is headed by Operations Manager who reports directly to the managing Director of SNHA. This position requires a person with a minimum of 7 years' experience in government budgeting, accounting and office administration. This position requires a minimum of Bachelor's Degree in either Commerce, Accounting, Business Administration, Finance, or any other equivalent qualification from a recognized institution; or Have a Master's Degree in any of the following: Commerce, Accounting, Business Administration, or their equivalent qualification from a recognized institution with five years of experience. Responsibilities of the operations managing include the following:

- Being the Chief Advisor to the Authority on all financial, procurement and administrative matters
- Directing the on-going administration of all SNHA accounting, procurement, Human resource, administration and ICT functions;
- Advising the SNHA Managing Director in all organizational, administrative, cost accountancy and budgetary matters;
- Design, monitoring and supervision of internal financial control measures and systems to safeguard the resources of the Authority;
- Preparation, design, deployment and management of a computerized accounting and financial management system;
- Preparation of the core budget for the Authority and provision of appropriate information, support and advice to the other Departments and line managers during budgeting;
- Assisting head of other departments in the management of their budgets through regular provisions of detailed financial information;
- Preparation of Financial Reports and Statements of Accounts;
- Leadership, management and organization of staff under the procurement, Human resource, administration and ICT sections;
- Giving oversight to the Authority's human capital affairs, ensuring that the Authority has the right and sufficient human resource to meet its objectives;
- Overseeing performance management system in the Authority;
- Participating in the development and review of the Institution's strategic plan;
- Ensuring compliance with labour laws, Public Financial Management laws, IPSAS and IFRS and ISO Standards;
- Identifying SNHA training needs for all levels in the organization from senior managers down to basic field laborers level;
- In consultation with departmental heads and managing director Develop training courses/programs to meet training needs; Administering/ directing on-going training program efforts.

2.8 Internal Audit

The head of the internal audit reports to the managing director, this position requires Bachelor's Degree in Auditing, Accounting, and Finance OR relevant qualification with 7 years' experience in auditing environment, or Master Degree in Auditing, Accounting, and Finance OR relevant qualification with 5 years' experience in auditing environment.

Responsibilities of the internal auditor include the following:

- Participating in the development of risk based audit plans, programmes and schedules
- Conducting preliminary reviews of the areas to be audited;
- Preparing periodic audit reports to the managing director in resolving audit issues, implementing action plans for gaps identified and finalising reports;
- To monitor financial and non-financial compliance requirements
- Examining and evaluating the Authority's internal controls to ascertain their adequacy and make recommendations for improvement
- Conducting follow-up audits to determine the extent of implementation of audit recommendations
- Leading specific audit teams

2.9 Corporation Secretary/ Legal Officer

Responsible for ensuring the authorities compliance with the required legal standards and maintenance of good corporate governance through Provision of Secretarial services, Legal advice, and compliance. The legal officer reports to the managing director. The position requires Minimum seven (7) years' relevant legal experience with at least three (3) years in senior management and Bachelor's Degree in Law (LLB) from a recognized University. The person must be an advocate of the High Court. Responsibilities of the Legal Officer include the following:

- Provide high quality, professional and legal support to enhance the administration of good governance functions and ensure compliance with relevant statutory obligations;
- Develop and operationalize effective and efficient institutional corporate and legal system;
- Establish and implement mechanism for dealing with litigation matters;
- Advising the authority and staff on new legislations, best legal practices and likely impacts on the Authority's operations;
- Provide legal advisory services to all areas of the operations with regard to contracts, Compliance, procurement, Memorandum of Understandings (MOUs), and other areas of potential risk to the authority to ensure compliance with existing law and regulatory requirements;
- Offer legal advice during negotiations and interpreting documents within the Authority;
- Lead, advise and manage litigations and disputes between various stakeholders and the authority to protect the Institute's assets & reputation