



Federal Republic of Somalia
Ministry of Planning, Investment and Economic Development

**TERMS OF REFERENCE FOR CONSULTING FIRM FOR CONDUCTING SOMALIA
NATIONAL TRANSFORMATION LABS (Phase 1)**

I. Background

The Federal Government of Somalia (FGS) has embarked on an ambitious journey to implement the National Transformation Plan (NTP). This initiative is a cornerstone of Somalia's socio-economic development, aimed at driving significant improvements in governance, economic growth, and public sector efficiency. The NTP is vital for Somalia's post-Heavily Indebted Poor Countries (HIPC) development strategy, addressing critical challenges and leveraging new opportunities for sustainable development.

Given the complexity and scale of the NTP, it is imperative to involve an external entity with specialised expertise in government transformation and development initiatives. Facilitating such a comprehensive transformation necessitates expertise in strategic planning and policy implementation, change management, capacity building, and data-driven decision-making. These areas are critical for developing and implementing strategic plans that translate high-level goals into actionable projects, guiding the government through the process of change, enhancing the skills and capabilities of government officials and other stakeholders, and utilising data and analytics to inform policy decisions and track progress.

The FGS received a grant from the International Development Association (IDA) to implement the Somali Integrated Statistics and Economic Capacity Building (SISEPCB) Project and intends to finance the National Transformation Plan focusing on key prioritised sectors of Agriculture and Livestock, Fisheries, Energy, Education, Healthcare, Revenue Mobilisation and Logistics sector. The primary objective of the NTP is to fundamentally reshape the socio-economic landscape of Somalia by focusing on well-defined and achievable goals. These goals include enhancing governance structures, stimulating economic growth, and improving the efficiency of public sector operations. To achieve these objectives, the NTP requires comprehensive planning and execution, ensuring the involvement and alignment of various stakeholders, regularly tracking progress and addressing issues proactively, and maintaining open channels of communication with the public to build trust and accountability.

II. Objective

The main objective of this consultancy is to assist the FGS in implementing the Economic and Social Labs to address barriers to implementing reforms and effectively deploying programs. The consultancy will aim to identify critical short-term actions via a Lab approach. This will help to forge the country's path towards transformation and growth. The National Transformation Plan represents a radical shift from the past, expecting to drastically enhance the overall governance and effectiveness of the economic and social reforms. It is a complex reform requiring top-level leadership and constant engagement, a well-planned and implemented communication and implementation strategy, and a strong delivery mechanism, including a robust Monitoring and Evaluation (M&E) system, to inform continuous improvements (evidence-informed approach).

The Economic and Social Labs for prioritised sectors would be set up to provide a holistic platform for the Federal Government of Somalia, relevant stakeholders, and Development Partners to collaboratively resolve existing roadblocks to implementing the much-needed reforms. The Lab approach is a proven methodology that will allow different stakeholders to discuss the best approaches to cover the most in need and come up with detailed implementation plans to ensure fast and impactful delivery of FGS's structural reform in the sector. The Lab is expected to address issues and recommendations raised by project owners, Development Partners, and Civil Society, enabling greater coordination, transparency, accountability, and impact of the reform.

III. Scope of the Work

The work of the consultant would provide complementary support to the present efforts of the Federal Government of Somalia in Economic and Social reforms:

1. Identify clear roadblocks and obstacles within the NTP priority areas.
2. Conduct public consultations to understand and document the prevailing public understanding and sentiment towards the Government reform program.
3. Perform a stock-take diagnostic and prioritisation assessment of all existing initiatives encompassing the nation's various Economic and Social programmes to be brought into the Lab.
4. Invite representatives from the Government of Somalia, responsible agencies, and Development Partners into the Lab to detail clear implementation plans with KPIs, milestones, and resource/budgetary requirements for economic and social reforms.
5. Assist the Government of Somalia in designing a Presidential Delivery Unit (PDU) to monitor and oversee the implementation of key reforms, including economic and social reforms. This PDU will be responsible for tracking, monitoring, and problem-solving all initiatives with a consolidated Dashboard complete with clear mechanisms for weekly/monthly reporting.

In all steps, it would be critical for the consultancy to provide advice on how to keep the public regularly informed of the Government's progress of reform and commitment to better governance moving forward.

The duration of the assignment is six months from the date of signing the contract.

Activities and Services

Lab Preparation with FGS, Development Partners, and other key stakeholders:

- Discussions with key FGS Ministers/senior officials, development partners including the World Bank, and key stakeholders on next steps for Lab rollout.
- Preparation work for the Labs including the diagnostic assessment of the sector and projects.
- Identification of prioritized economic and social initiatives to be brought into the Lab.

Conduct Diagnostics:

- Conduct data analysis of Somalia's sectoral landscape of prioritised sectors.
- Assess current sectoral challenges and determine the impact of existing Government initiatives and private sector involvement.
- Summarise strategic and operational gaps to be addressed with comparisons against relevant benchmarks.

Call for Projects:

- Conduct a widespread Call for Projects where advertisements and announcements are sent out to public and private stakeholders, inviting them to participate and submit their projects for consideration during the Labs.
- Projects submitted through Call for Projects are then filtered through extensive selection criteria and shortlisted projects will be invited to partake in the Labs.
- Selected projects will be assisted through Problem Solving Meetings and Labs to unlock their full potential for accelerating economic development in the country.

Formulate Recommendations:

- Formulate preliminary recommendations to be tested, refined, and detailed in the Lab.
- Finalise and validate lab scope and Focus Areas to achieve pre-determined True North.

Lab Logistics Preparation:

- Identification of Lab venue, Open Day venues, dates, and other accommodation/transport arrangements.
- Public consultation exercise to understand roadblocks in the wider public domain.
- Finalising the list of participants from the Government of Somalia, civil societies, Development Partners, and the private sector.

Transformation Labs – Develop Initiatives, Detailed Plans, and KPIs to Achieve True North:

- Develop Detailed Initiatives for the Focus Areas.
 - Each Focus Area to develop targeted initiatives based on findings in Pre-Lab to achieve the True North targets.
 - New and existing detailed enabling initiatives undertaken by the Client are to be reviewed and prioritised as part of the Lab process.

- A consultative approach will be undertaken to accelerate the contribution of selected Projects to the True North, leveraging ideas and expertise of the Client and Lab participants, guided by data analysis, research, and expert advice from appointed advisors.
- Develop detailed (3-feet) plan, KPIs, and Budget Requirements.
 - Each initiative will be accompanied by detailed implementation plan to ensure clarity and accountability on tasks to be completed.
 - KPIs and budget requirements to be developed for each activity to track performance and project expenditure.

Mid-Lab and Final Syndications (Validation):

- Internal and external syndications will be conducted to obtain buy-in, ensure continuous support, and achieve alignment with national strategies and investors.
- A mid-lab syndication will be organised with the Senior Leadership of the Government of Somalia to obtain approvals and alignments on the proposed reforms from the Lab.
- At the end of Labs, an Open Day will be organised by FGS to provide an opportunity for the public to attend, review the strategies developed throughout the Labs, and provide feedback on the Lab engagement. This will also ensure transparency and open communication between the public sector and the public.

Post-Lab – Preparation & Handover of Final Report:

- Finalisation of Lab Report.
- Preparation of reports, documents, and presentation slides to be presented to the President and Prime Minister.
- Finalisation of Lab Report and supporting documents for handover to the Client.

Knowledge transfer

- a. A key part of the project will be to train the officials from the Government of Somalia via on-the-job training to help them fully drive the transformation labs. The Consulting Firm will therefore be expected to provide a capacity building and knowledge transfer plan.

IV. Deliverables, Timelines and Payment Schedule.

The assignment will be based on the agreed outputs/deliverables with a lump-sum contract. The firm is expected to commence the assignment immediately after signing the contract. All payments will be made after the approval of the respective reports by the competent authority.

The firm is expected to accomplish the following deliverables:

Deliverable	Details	Timeline (from the date of contract signing - T)	% of contract value
Mobilization Phase	<ul style="list-style-type: none"> • Project plan • Kick off/briefing to the Senior Leadership of the Government • Propose Strategic Direction (True North) • Preliminary strategic and operational gaps identification 	T + 1 month	20%
Pre-Lab	<ul style="list-style-type: none"> • Report on proposed Lab design, including: <ul style="list-style-type: none"> ○ A short report/note on the planned logistics for the Lab (including dates, venues; planned invitees, and planned arrangement) and list of expected participants ○ Presentation material that summarises findings and recommendations ○ Stakeholder Engagement Plans & Mapping ○ Finalised Lab Scope & Focus Areas 	T + 2 Month	30%
Lab	<ul style="list-style-type: none"> • Economic and Social Labs implementation Plan identifying specific actions and responsible units • Targets & KPIs for each Focus Area and corresponding enabling activities supported by a baseline and relevant benchmarks • Action plans for these projects and initiatives are defined at a detailed 3ft level, i.e., key milestones, specific steps to deliver results, and clear accountabilities for each step • Detailed budget requirement for each initiative/project in the implementation plan • Buy-in and alignment from all key stakeholder groups. • Preliminary Lab Report • Capacity building plan for government staff 	T+ 4 Month	40%

Deliverable	Details	Timeline (from the date of contract signing - T)	% of contract value
Post Lab	<ul style="list-style-type: none"> Final Lab Report Final Lab Presentation Deck to the President and Prime Minister 	T + 6 Month	10%

v. Key experts required for the assignment

S#	Position	Desired Education and Experience	Responsibilities in the assignment	Estimated Person Months
1	Engagement Manager	<p>Qualifications: Engagement Manager shall have a Master's Degree in Economics, Public Policy, Development Economics, Monitoring and Evaluation or any relevant related discipline.</p> <p>General experience: The project's Engagement Manager should have at least 10 years of working experience.</p> <p>Relevant experience: The Engagement Manager should have managed at least three similar projects with either Government or with an institution of similar scope</p>	<p>Description: With many internal and external stakeholders, and a highly intense project, it is important that the project is managed appropriately to ensure that the intended outcomes are achieved.</p> <ul style="list-style-type: none"> Overall Project leader / client engagement Responsible for successful delivery of project content according to timeline Provide direction and support on scope and deliverables Lead facilitation sessions 	6
2	Project Director	<p>Qualifications: Project Director shall have at least Master's Degree in Economics, Public Policy, Development Economics,</p>	<p>Description:</p> <ul style="list-style-type: none"> Defines and communicates the overall project scope. 	6

S#	Position	Desired Education and Experience	Responsibilities in the assignment	Estimated Person Months
		<p>Monitoring and Evaluation or any relevant related discipline.</p> <p>General experience: The project director should have at least 10 years of working experience in government transformation and deliver; performance improvement and finance transformation</p> <p>Relevant experience: Should have managed at least three similar projects with either Government or with an institution of similar scope</p>	<ul style="list-style-type: none"> • Represents the project in high-profile meetings with the President, Prime Minister, Ministers, and other stakeholders. • Implements and monitors project governance to guarantee adherence to established standard • Provides strategic guidance to enhance the overall quality and impact of project outcomes. 	
3	Central Coordinator	<p>Qualification: Central Coordinator shall have a Master’s Degree in Economics, Public Policy, Development, Economics, Monitoring and Evaluation or any relevant related discipline.</p> <p>General experience: At least 6 years of working experience in supporting complex projects.</p> <p>Relevant experience: Central Coordinator should have coordinated at least two similar projects with either Government or with an institution of similar size.</p>	<p>Description: Central (Project Management Office) is required to support the Engagement Manager with consolidation and coordination of activities throughout the project.</p>	6
4	Lead Consultant (Economic Sector)	<p>Qualification: Economic Sector lead shall have a Master’s Degree in Economics, Public Policy, Development, Economics</p>	<p>Description:</p> <ul style="list-style-type: none"> • Monitor key performance indicators (KPIs) related to economic sector 	6

S#	Position	Desired Education and Experience	Responsibilities in the assignment	Estimated Person Months
		<p>General experience: At least 7 years of working experience in leading projects related to public sector strategy, public policy and analysis, training and development, monitoring and evaluation.</p> <p>Relevant experience: the economic sector lead should have coordinated at least two similar projects with either Government or with an institution of similar size.</p>	<ul style="list-style-type: none"> • Identify potential risks and challenges to economic sectors transformation, such as climate change, resource depletion, governance issues, and market volatility. • Develop risk mitigation strategies to address these challenges and ensure the resilience of economic sectors transformation initiatives. • Coordinate team activities, delegate tasks, and ensure alignment with project objectives and timelines. 	
5	Lead Consultant (Social Sector)	<p>Qualification: Social Sector shall have a Master's Degree in Public Policy, Development, education, health or any relevant related discipline.</p> <p>General experience: At least 7 years of working experience in leading projects related to public sector strategy, public policy and analysis, training and development, monitoring and evaluation.</p> <p>Relevant experience: the economic sector lead should have coordinated at least two similar projects with</p>	<p>Description:</p> <ul style="list-style-type: none"> • Monitor key performance indicators (KPIs) related to social sectors • Identify potential risks and challenges to social sectors transformation, such as climate change, resource depletion, governance issues, and market volatility. • Develop risk mitigation strategies to address these 	6

S#	Position	Desired Education and Experience	Responsibilities in the assignment	Estimated Person Months
		either Government or with an institution of similar size.	<p>challenges and ensure the resilience of social sectors transformation initiatives.</p> <ul style="list-style-type: none"> • Coordinate team activities, delegate tasks, and ensure alignment with project objectives and timelines. 	
	Workstream Leads for the following Sectors (Agriculture, Livestock, Fisheries, Energy, Education, Environment, Healthcare, Revenue Mobilization and Logistics)	<p>Qualification: Workstream Leads shall have a Master’s Degree in Economics, Public Policy, Development Economics, Monitoring and Evaluation or any relevant related discipline.</p> <p>General experience: Workstream Leads to have at least 4 years of working experience in a project management or a reform implementation environment.</p> <p>Relevant experience: Workstream Lead should have worked on at least one large scale similar project either with government or with an institution with comparable size.</p>	<p>Description: To drive the reform for Economic and Social Transformation, we need strong implementation skills including the necessary project management experience in driving initiatives within this workstream.</p> <ul style="list-style-type: none"> • Responsible for leading and completing all agreed upon deliverables • Provides directions on daily scheduled/output • Leads planning, preparation and execution of assigned task • Co-facilitate sessions 	6 months each

Note:

1. Consultants may also propose other non-key experts and admin / support staff as deemed required to successfully complete the assignment on time.
2. CVs of only Key experts as mentioned above will be evaluated during the technical evaluation stage.

VI. Inputs to be provided by the Project

Project will provide relevant information and project related documents to facilitate the successful completion of the assignment.

VII. Minimum Qualifications of the consultant (Firm) for shortlisting; -

- Core business of the firm and at least 10 years in business (general experience in project management, economic development, monitoring and evaluation etc.)
- Experience of conducting similar assignments (at least 8 years' experience in delivery of similar assignments (a) in economic planning, governance reforms, social and human capital development, and environmental sustainability including for development institutions; (b) Knowledge of the relevant Government procedures and regulations and permitting processes; (c) Proficiency in utilizing the labs approach or other structured problem-solving methodologies for strategic planning and implementation.
- Demonstrated success in similar projects in developing countries, particularly in contexts with socio-economic challenges similar to Somalia's.
- The technical and managerial organization of the firm. (Provide only the structure of the organization. Do not provide CVs of staff). Key experts will not be evaluated at the shortlisting stage.