



**THE FEDERAL GOVERNMENT OF SOMALIA**

**Office of the Prime Minister**

**TERMS OF REFERENCE**

*For*

**Consultancy Services for the Development of Human Capital Development Strategy for  
Somalia**

<b>Project Name:</b>	Somali Integrated Statistics and Economic Planning Capacity Building Project
<b>Project ID:</b>	ID-P171160
<b>Type of Consultancy:</b>	Consultancy Services for the Development of Human Capital Development Strategy
<b>Duty Station:</b>	Office of the Prime Minister, FGS, Mogadishu
<b>Duration of the Assignment:</b>	Four (4) Months

**March 2025**

## **1. Background**

The Federal Government of Somalia (FGS), through the Somali National Bureau of Statistics (SNBS), has obtained funding from the International Development Association (IDA) to implement the Somali Integrated Statistics and Economic Capacity Building (SISEPCB) Project. This project aims to enhance the national statistical infrastructure, improve the Monitoring and Evaluation (M&E) framework, and strengthen the programming and analytical capacities of the government's macroeconomic and fiscal planning institutions. Specifically, the project focuses on (i) strengthening the national statistics system; (ii) enhancing monitoring and evaluation capacity; and (iii) advancing economic policy analysis and financial planning capabilities.

The project is anchored on the National Transformation Plan (NTP) for Somalia (2025 – 2029) whose primary objective is to provide a strategic framework that guides the Federal Government of Somalia (FGS) and its stakeholders through a period of significant national transformation. This framework aims to identify and implement key interventions and investments necessary for sustainable development, establish a clear roadmap for socio-economic transformation, and ensure a coherent, collaborative approach to overcoming development challenges. By strategically prioritizing and allocating resources, the NTP seeks to foster inclusive growth, resilience, and prosperity for Somalia, setting the stage for the nation's advancement towards its long-term goals.

Somalia's long-term development and economic growth depends on a healthy, well-educated and skilled population. However, Somalia faces significant human capital challenges. These include, poor health outcomes, limited access to education and weak institutional capacity. And although the Federal Government of Somalia (FGS) has developed the National Transformation Plan to guide the country toward meaningful socio-economic progress, achieving the goals outlined in the plan requires addressing significant gaps in human capital development. Somalia's education, healthcare, social protection, and skills development systems face persistent challenges, including limited access, underfunding, and inadequate institutional capacity. These gaps hinder the nation's ability to fully harness its demographic potential and build a resilient, prosperous society.

In response to these challenges, the Office of the Prime Minister is seeking a qualified consulting firm to design and deliver a transformative Human Capital Development (HCD) Strategy. Besides the NTP 10, the HCD Strategy will also be rooted in the country's broader aspirations encapsulated in the Centennial Vision 2060 (CV2060). The CV2060 represents Somalia's long-term strategic blueprint aimed at achieving peace, prosperity, and inclusive development. It underscores a transformative vision to elevate Somalia into a resilient and globally integrated nation by 2060.

This strategy is essential for ensuring adequate policy coherence and coordination between critical sectors such as education, healthcare, and social protection to deliver maximum results. Additionally, the strategy will emphasize a clear focus on women and girls, ensuring that policies are tailored to address their specific needs and promote gender equity. It will serve as a cornerstone for Somalia's long-term growth, enabling the nation to maximize its human capital and achieve sustainable development.

## **2. Objectives of the Consultancy**

The main objective of this consultancy is to equip Somalia with a robust Human Capital Development Strategy that serves as a blueprint for equitable and sustainable growth.

### 3. Scope of Work

The consulting firm will deliver the following activities:

#	Outputs	Activities and Services
1.	Develop a Comprehensive HCD Strategy:	Craft a visionary and actionable document that integrates Health, WASH (Water, Sanitation, and Hygiene), education, social protection, youth skills acquisition, technology and innovation, and gender and inclusivity into a unified framework. The Strategy will embody the principles of inclusivity, transparency, and evidence-based decision-making emphasized in both CV2060 and NTP 10.
2.	Prepare a Costed Implementation Plan	Provide a detailed financial roadmap, including resource allocation, budgeting, and timelines, to ensure effective execution of the strategy. It will integrate insights from past national development experiences and establish robust partnerships across government, private sector, and international development actors to mobilize resources effectively and implement impactful HCD interventions
3.	Develop Coordination Guidelines	Design a structured framework to foster collaboration among federal and state governments, the private sector, development partners, and civil society, ensuring all efforts are aligned and synergistic
4.	Design a Monitoring and Evaluation (M&E) Framework	Create a robust system to track progress, measure impact, and adapt strategies based on accurate and timely data.
5.	Develop a Change Management and Capacity Building	Propose initiatives to strengthen governance structures, enhance skills, and build institutional capacity for effective strategy implementation.
6.	Develop an Awareness and Advocacy Plan	Develop an engaging communication and advocacy plan to raise public awareness, secure stakeholder buy-in, and maintain transparency throughout the implementation process. Through this strategic approach, the Strategy will seek to empower Somalia's people, enabling them to contribute meaningfully to the nation's transformation and ensuring that no one is left behind in the journey toward sustainable prosperity.

### 4. 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:



	<b>Validation and Approval:</b> Organize validation workshops to incorporate stakeholder feedback		
Workshop Reports	<ul style="list-style-type: none"> <li>Conduct workshops to gather input, build consensus, and ensure alignment with the CV 2060, NTP and World Bank's HCD framework.</li> <li>Submit reports summarizing the outcomes of stakeholder engagement workshops, submitted two weeks after each workshop.</li> </ul>	T+3 months	20%
Comprehensive Communications and Advocacy Plan	This professional and strategic plan will foster engagement and transparency through multi-channel communication tools, targeted advocacy campaigns, and proactive stakeholder engagement initiatives. The plan will highlight milestones, achievements, and the critical importance of human capital development. Additionally, it will ensure tailored messaging for diverse audiences, promote inclusivity, and emphasize building robust public and institutional support for the strategy's successful implementation.		
Final Human Capital Development Strategy Report	A polished and comprehensive final report that integrates stakeholder feedback and addresses all key deliverables outlined in the scope of work.	T+ 4 months	20%

## 5. Key experts required for the assignment

S#	Position	Desired Education and Experience	Responsibilities in the assignment for the 4 months of engagement
1.	<b>Team Lead</b>	The Team Lead must have extensive expertise (at least a Master's degree) in economic policy, public sector development, and strategic planning, with at least 10 years of experience in human capital development, policy formulation, or program implementation. They should possess strong analytical skills to lead the situational analysis of Somalia's human capital challenges and benchmark best practices from regional counterparts. Their role requires proficiency in financial planning, ensuring costed implementation plans are realistic and sustainable. The Team Lead must demonstrate exceptional stakeholder engagement and coordination skills, working with government agencies,	<p><b>Description:</b> With many internal and external stakeholders, and a highly intense project, it is important that the project is led appropriately to ensure that the intended outcomes are achieved.</p> <ul style="list-style-type: none"> <li>Overall Project leader / client engagement</li> <li>Responsible for successful delivery of project content according to timeline</li> <li>Provide direction and support on scope and deliverables</li> </ul>

S#	Position	Desired Education and Experience	Responsibilities in the assignment for the 4 months of engagement
		<p>development partners, and private sector actors to drive policy coherence and implementation. A strong background in Monitoring and Evaluation (M&amp;E) is essential to oversee impact assessment frameworks. Additionally, the Team Lead should have excellent leadership, communication, and facilitation skills to guide sector experts, lead high-level workshops, and conduct Key Informant Interviews (KIIs) to ensure a well-rounded and actionable HCD strategy for Somalia.</p>	<ul style="list-style-type: none"> <li>• Lead workshop sessions</li> </ul>
2.	<p>Health Sector Expert (Immunization and MCH)</p>	<p>The Health Sector Expert will possess Master's Degree in sector specific or relevant and related discipline and 7 years of relevant experience. He/she must have specialized expertise in immunization programs, maternal and child health, and child protection policies to address Somalia's human capital development needs. They should possess strong analytical skills to conduct a situational analysis of Somalia's healthcare challenges, particularly in expanding vaccine coverage, improving child survival rates, and strengthening primary healthcare systems. Stakeholder coordination skills are crucial to engage ministries, global health organizations, and community-based health actors in developing coordination guidelines.</p>	<p><b>Description:</b> These sector experts will collectively drive the development of Somalia's Human Capital Development (HCD) Strategy through their specialized skills, ensuring a holistic, data-driven, and sustainable approach. The Sector Experts will be responsible for:</p> <ul style="list-style-type: none"> <li>- Conducting situational analysis of Somalia's human capital challenges and opportunities, focusing on their specific sectors (Health, WASH, education, social protection, youth skills, and gender inclusivity)</li> </ul>
3.	<p>WASH (Water, Sanitation, and Hygiene) Sector Expert</p>	<p>The WASH Sector Expert will have a Masters degree in a relevant field and 7 years of relevant experience. He/she must possess deep sector knowledge to assess Somalia's WASH challenges and opportunities, ensuring the strategy aligns with national and international best practices. The expert must also be adept in stakeholder coordination, engaging public institutions, NGOs, and private sector actors to streamline collaboration.</p>	<ul style="list-style-type: none"> <li>- Benchmarking with HCD strategic plans from Kenya, Rwanda, and Ethiopia and other participating regional countries.</li> <li>- Drafting costed implementation plans with detailed financial projections for their sector.</li> </ul>
4.	<p>Education Sector Expert</p>	<p>The Education Sector Expert must have a Masters degree in a relevant field and 7 years of relevant experience. They must have the capacity to conduct an in-depth</p>	<ul style="list-style-type: none"> <li>- Developing coordination guidelines to streamline stakeholder engagement.</li> </ul>

S#	Position	Desired Education and Experience	Responsibilities in the assignment for the 4 months of engagement
		situational analysis of Somalia's education sector, identifying gaps in access, quality, and equity. Expertise in stakeholder coordination is required to facilitate dialogue between government agencies, educators, and development partners.	<ul style="list-style-type: none"> <li>- Developing Monitoring and Evaluation (M&amp;E) framework.</li> <li>- Co-facilitating workshop sessions and KIIs</li> </ul>
5.	Youth Skills Development/TVET Sector Expert	A Masters degree in a relevant field and 7 years of relevant experience are required. The Youth Skills Development Sector Expert should have an in-depth understanding of Somalia's labor market trends, vocational training systems, and entrepreneurship development programs. Their role also necessitates stakeholder coordination skills to engage government agencies, private sector actors, and youth organizations.	
6.	Cross-Cutting Themes Expert	The Cross-Cutting Themes Expert must have a Masters degree in a relevant field and 7 years of relevant experience. They must possess a strong understanding of equity, resilience, sustainability, and multi-sectoral policy integration in human capital development. They should be skilled in conducting situational analyses to identify systemic barriers related to governance, financing, and institutional capacity.	

**Note:**

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

## 6. Inputs to be provided by the Project

The Project shall:

- i. Issue all necessary instructions to ensure the effective implementation of services.
- ii. provide relevant information and project related documents to facilitate the successful completion of the assignment
- iii. Assign counterpart staff to work alongside the consulting firm to facilitate knowledge transfer.

- iv. Provide a comprehensive list of Ministries, Departments, and Agencies (MDAs) or other relevant entities to assist in stakeholder engagement and data collection

## **7. Minimum Qualification of the Consultant Firm for Shortlisting**

The Office of the Prime Minister is seeking a consulting firm with the following profile:

- i. The firm must demonstrate a minimum Ten years' experience in designing and implementing projects similar to the HCD Strategy development, particularly in Somalia and/or similar regional contexts.
- ii. Expertise in human capital development, including education, healthcare, social protection, and workforce planning.
- iii. Significant experience in designing and implementing large-scale strategies in developing or fragile states.
- iv. A team of specialized consultants with advanced qualifications and at least 7 years of relevant experience in strategic planning, healthcare, education, M&E systems, and institutional capacity building.
- v. The firm must: (a) be professionally registered and (b) have a proven track record of delivering similar assignments within the last three years.
- vi. Proven ability to produce clear, actionable reports and facilitate workshops in English and Somali (examples of previous work may be requested).