

SPECIFIC TERMS OF REFERENCE

Inclusive Local and Economic Development – ILED Social Safety Nets Component

Technical Support to the Donor Working Group and Federal (and Member State) Government of Somalia – Phase One

FWC SIEA 2018- LOT 4: Human Development and safety net EuropeAid/138778/DH/SER/multi

1. BACKGROUND

1.1. Country background

Since the formation of a new Federal Government in 2012, and the 2013 Somali Compact, development priorities and principles of cooperation between the FGS and the international community have led to a period of relative optimism.¹ ODA support to Somalia has continued to grow since 2011. In February 2017, President Mohamed Abdullahi Mohamed was elected and, at the London Conference in May 2017, and a New Partnership for Somalia was agreed with international partners. This generated support for Somalia's National Development Plan (2017-2019) and a new Somalia Security Pact. However, in spite of this positive trajectory on budget support remains extremely low.²

The newly formed Federal Member States (Jubbaland, SouthWest, Galmudug and Hirshabelle) are in the process of establishing their institutions amid political, security and resource challenges, while Somaliland and Puntland remain more stable political entities in the north of the country.³

While this political and developmental path is considered generally positive, political dynamics continue to be volatile and Government institutions at all levels remain fragile, with variable and often weak staff capacity. The Recovery and Resilience Framework (RRF) acknowledges these challenges and emphasizes the importance of working with Government institutions.

Somalia's humanitarian context also continues to fluctuate significantly and somewhat dominates the nature of international engagement. Humanitarian crises have been severe in 2008, 2011 and 2017, with a major famine taking place in 2011 and a famine considered narrowly averted in 2017. Humanitarian actors and concerns continue to dominate this environment, at the expense of strategic analysis and investment in Somali institutions in the medium to longer-term.

The recent Drought Impact Needs Assessment (DINA) estimated damages and losses caused by the latest drought to exceed \$3.25 billion, with the productive sectors (crops, livestock and fisheries) accounting for 59 percent of the impact/losses.

Development and humanitarian actors continue to be highly constrained in their access to Somalia. While increasing numbers of senior and other staff are based in or travel regularly to Somalia, access to Government and implementing counterparts remains limited. This practice, commonly referred to as 'remote management' when applied to humanitarian implementation, applies across the scope of international engagement with Somali counterparts, and signifies a much wider constraint around building relationships and trust as well as common visions, approaches and ways of working.

¹ Manuel, M., McKechnie, A., Wilson., and R. das Pradhan-Blach (2017), 'The new deal in Somalia. An independent review of the Somali Compact, 2014-2016'. London: Overseas Development Institute

² See: Donig and Cramer, 2017. Strengthening Somalia's Systems Smartly: A Country Systems Risk Benefit Analysis World Bank & United Nations, Dec 2017

³ Somaliland is a self-declared independent republic while Puntland is an accepted Member State.

In spite of improvements, coordination and harmonised approaches remain challenging within the wider humanitarian and development community.⁴ There are many platforms and initiatives focused on improving communication, information sharing and coordination including, the Cash Working Group, REDSS, REACH, the Cluster platforms and the SDRF Pillar working groups. These initiatives fluctuate in their effectiveness – and are often valuable – but there is a risk of a proliferation of meetings associated with these platforms and unclear outcomes.

Poverty and vulnerability in Somalia have a strong geographic pattern in Somalia. The Global Multidimensional Poverty Index (MPI) gives Somalia a rating of 0.47, ranking it 94 out of 104 countries.⁵ In the country, the poorest rating is for southern Somalia as a whole (0.54), compared to Puntland (0.41) and Somaliland (0.38); the value is highest in nomadic areas (0.62), followed by rural areas (0.52) and lowest in urban areas (0.3) (excluding displaced populations). Stunting follows the same geographic pattern.⁶ This geographic pattern is also correlated to socio-political identities, livelihoods and political instability and conflict. These patterns have implications for the design and resource allocation of safety net initiatives. IDPs constitute a separate category of vulnerable population, are predominantly associated with marginalised and minority populations and for whom malnutrition rates remain high.

Another feature of the Somalia environment is that the country is urbanizing at a very rapid pace, with an estimated 58% of Somalis calculated to be living in urban settlements by 2050. This is caused by high population growth, recurrent disasters, rural-urban migration and massive displacement. Rural-urban migration is likely caused by the attraction of job opportunities, humanitarian resources and services in urban areas.

In spite of the many negative indicators, the Somali private sector continues to provide the backbone of economic activity and livelihoods, demonstrating both innovation in many areas, but also constrained by lack of regulation. The remittance economy and the recent shift to mobile money platforms provide one example of continuing evolution, and one which international actors are able to benefit from.

Somalia currently has no formal national safety net provision, although there is considerable informal household level support through remittance transfers; the diaspora remit between US\$1.2 and US\$2bn annually, out of an estimated GDP of US\$6bn.⁷ These remittances may reach up to 40% of the population, whether regularly or occasionally. The international aid sector also accounts for a significant de facto safety net provision. However, the former is unequally distributed in Somali society and the latter is subject to the fluctuations/volatility and short-term funding and implementation cycles of the humanitarian sector.

Gender inequality is prevalent in Somalia. It has many causes, key among these are tradition and culture which defines the roles for men and women. These roles take root early in life, starting from the family setting and extending to the neighbourhood and larger community. Public sector workers are predominantly men. Women's low social status, lack of access to political power, decision-making, education, and capital severely constrains their economic opportunities and productivity.

1.2. Current situation in the sector

Somalia is a fragile state emerging from a major episodic drought requiring large scale direct humanitarian intervention. The dominant international community mindset is understandably still focussed on people's immediate needs. At the same time there is widespread recognition of the need to

⁴ See Goodman and Majid (2017): Somalia: In pursuit of a safety net programme in the short term paving the way to a social protection approach in the long term: Issues and options Final report, Nov 2017

⁵ UNDP 2012. All other ratings in this paragraph are drawn from this source.

⁶ Stunting prevalence is 8.9 per cent, which is considered low by World Health Organization (WHO) standards. Somaliland doing relatively well, followed by Puntland and then southern Somalia. Stunting is lowest in the north-west (Somaliland), at 2.7 per cent, higher in the north-east (Puntland), at 7.7 per cent, and highest in south and central Somalia at 12.6 per cent; the highest figures are for internally displaced persons (IDPs), at 14.9 per cent, across the country

⁷ See: World Bank, 2015; Hammond et al., 2011.

change the way international assistance to Somalia is negotiated, planned and implemented. This stems from a variety of factors, including: the anticipated reduction in humanitarian resources as the drought situation improves in Somalia; and the broader global imperatives to contain migration and extremism. However, there is little clarity on how to better manage available resources, and how to apply high-level agreements such as the World Humanitarian Summit Grand Bargain at country level.

Somali government institutions are slowly increasing their role but systems have low absorption capacity. While channelling resources through government is desirable (known as Using Country Systems or UCS), delivering resources by international implementing partners is considered lower risk. However, this does little to build capacity in Somali institutions, and is indeed a cause of resentment. Decision making does not include the risks and long-term effectiveness of not funding through Somali channels. For example, Donig and Cramer (2017) argue that *‘the risks of UCS [Using Country Systems] must be balanced against the potential benefits. Donors’ use of country systems can help focus donor and government attention on strengthening those systems as well as incentivize dialogue and reform. Government-executed projects can help build government legitimacy and public support, strengthening accountability between the State and its citizens. UCS can also maximize the effectiveness of aid, directly benefitting donors by providing better value for money. This is a critical consideration in a high cost environment like Somalia where 30-60% of project funds are estimated to be consumed by additional overheads related to project monitoring and delivery in this fragile environment. In contrast, bypassing country systems can undermine the legitimacy of the state, lead to greater fragmentation, and diminish the cost effectiveness of investments in the long term.’*

The competition for resources among implementing partners has led to some secrecy and has restricted the development of more harmonised and coherent approaches. In the course of consultations, the need for “decongestion” of stakeholders involved in setting and applying the rules of humanitarian engagement at all levels is recognised. The formation of implementing agency consortia is considered a good step forward, although even within these consortia observers note there is significant variation in coherence and learning. Implementation and administration has been improved recently from the point of view of the donors, which is also to be welcomed. Gains in effective planning, financing and coordination of a sustainable social assistance programme can best be made through closer donor collaboration.

Most international donor staff anticipate the need for massive direct provision of humanitarian aid for the foreseeable future. At the same time, attention needs to turn to supporting Somali institutions and systems which can better engage with the international donors and encourage the shift from Humanitarian to Development approaches.

While donors’ discussions on safety-net programming is located within a broad social protection framework (see Goodman and Majid, 2018), for the purpose of this initiative, the focus of this approach is on developing a predictable cash-based social transfer / safety net approach over a more immediate timeframe. This requires moving from current large-scale emergency cash programming to more predictable programming, drawing on the experience of smaller scale safety net and resilience programmes that have been running in Somalia.

The FGS has developed a definition of social protection; *Government-led policies and programs which address predictable needs throughout the life cycle in order to protect all groups, and particularly the poor and vulnerable, against shocks, help them to manage risks, and provide them with opportunities to overcome poverty, vulnerability, and exclusion.*⁸

However, it must be understood that a social transfer/ safety net approach or system is one component in a broader social protection approach. That said, even in a more limited cash safety net approach, the role of the Government remains critical, in relation to policy development as well as implementation.

⁸ Sourced from: Peacebuilding and State Building Goals (PSG). 2015 Progress Review.

Policy Level

The “*Agenda for Change*”⁹, adopted in 2011, is the basis for the EU's development policy. It calls for a more comprehensive approach to human development, supporting increased access to quality health and education services and enhanced social protection in support of inclusive growth characterised by "people's ability to participate in and benefit from wealth and job creation".

The EU promotes a basic level of social protection, as a right for all. In its “*Communication on Social Protection in EU Development Cooperation*”¹⁰, the Commission underlines the key role played by social protection in reducing poverty and vulnerability and its potential to promote inclusive development and encourages to ‘support the development of nationally-owned social protection policies and programmes, including social protection floors, while seeking to promote good practice in policy formulation and the design and development of social protection systems.’

The EU 2012 paper “*Social transfers in the fight against hunger*” and the 2015 concept paper “*Supporting Social Protection Systems*” aims to facilitate the understanding of the complex set of issues associated with social protection and of the elements that must be taken into account in design of social protection systems, seeking to support solutions that are grounded in a local, context-specific understanding.

At the international policy level as well as within the Somali development and humanitarian arenas, the need for more predictable financing and principles and commitments for more harmonised international assistance have been evolving (see Goodman and Majid, 2018).

International goals, commitments and frameworks that, in principle, support the development of a predictable, large-scale, cash-based transfer programme, in line with a ‘safety net’ approach for countries such as Somalia include:

- a. The Sustainable Development Goals, particularly SDG 1.3 “Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable”.
- b. Accra Agenda for Action, which highlights the importance of engaging with politically fragile countries in order to pursue stabilisation.
- c. The World Humanitarian Summit (WHS), including through Commitment 5: increasing cash-based programming in situations where relevant.
- d. The Inter-Agency Standing Committee (IASC) Strategic Note on ‘Cash Transfers in Humanitarian Contexts’
- e. The CaLP Global Framework for Action, including its guidance to: strengthen coordination of cash transfer programming; and to develop a predictable approach to strategic coordination by international actors, and implement it.
- f. The Social Protection Inter-Agency Cooperation Board (SPIACB), and its statement of commitment “strengthening of social protection systems to continue to address chronic vulnerabilities and ... social protection as a means of responding to shocks and protracted crises”.

At the Somalia level, for example, in December 2016, the Somalia Development and Reconstruction Facility (SDRF), within the framework of the Somali New Deal Compact, approved a programme entitled “*Combatting Poverty and Vulnerability in Somalia through Social Protection*”. A National Development Plan (2017-2019) (NDP) has been completed. The NDP represents a guiding framework in which resilience, social protection and safety-net programming is incorporated. The National

⁹ COM(2011) 637, Council Conclusions 9316/12

¹⁰ COM (2012) 446 Final

Disaster Management Policy (July 2017) provides additional guidance relevant to resilience and social protection.

Key messages from official Government documents include:

Vision

“...the most marginalised can become productive members of society and the economy and the most vulnerable can live with dignity and safety as a tenet and reflection of a compassionate Somali society...” (NDP 2017-19)

Goal

“The most vulnerable receive a package of dependable assistance” (NDP 2017-19)

Policy Priorities

“Disaster mitigation - Mitigation is about reducing/minimising the impact of a disaster. Strong social protection mechanism or having diversified livelihoods can help households cope with shocks and stresses, and thus help improve the capacity of communities to withstand negative impacts of disasters. There is a strong link between development and disaster management in that mitigation addresses the underlying causes of vulnerability” (National Disaster Management Policy, July 2017)

Target

“National social protection policy or system designed” (NDP 2017-2019)

Outcome

“Encourage all Federal and State institutions to consider disaster risk factors and the possibilities of reduction of risks and strengthening resilience while preparing and implementing all development projects” (National Disaster Management Policy, July 2017)

Recent initiatives and challenges

One of the key limitations of the NDP was that, while it provides a framework for development, it was not costed, nor prioritized. It remained a framework that remains important and frequently referenced but is largely conceptual in nature. Preparations for the next National Development Plan are expected to begin in mid-2018.

Following the severe drought and humanitarian crisis of 2017, a Disaster Impact Needs Assessment (DINA) was undertaken and a Recovery and Resilience Framework (RRF) developed, with the support of the EU, World Bank and UN. These documents are aligned with the NDP and complementary with the Humanitarian Response Plan, which are collectively fundamental to the Somalia’s developmental pathway. Importantly the DINA incorporates a commitment to the social protection, safety nets, support and protection of vulnerable groups, with some associated budgetary planning. The RRF identifies immediate outputs as well as long-term development impacts, including in the following areas:

- a. *Continued consensus among Somalia government, partners, and donors on strategic priorities for drought recovery, durable solutions to displacement and long-term drought resilience;*
- b. *Strengthening FGS capacity to plan and lead high impact, low-risk sustainable recovery durable solutions and resilience building interventions; and strengthened capacity of Federal Member States to implement and monitor these programs;*

- c. *Mobilize objectively prioritized financing for recovery, durable solutions, and resilience;*
- d. *Increasing the capacity of FGS, FMS and other institutions and communities for effective disaster preparedness, response, mitigation, prevention and recovery to protect lives, livelihoods, property, environment, and economy as outlined in the National Disaster Management Policy, the National Development Plan and the Sustainable Development Goals (SDGs).'*

With regard to safety nets the strategy identified in the DINA is based on, a) bringing greater coherence to existing channels and increase efficiency by increasing Government leadership in the sector and b) to develop and pilot systems, policies and processes that can serve as a basis for a sustainable social safety nets program that can respond to crises. This strategy aims to build on the existing successful cash transfer programs, leverage technology-based solutions, and integrate the ongoing efforts to develop an ID system for Somalia (DINA: 111-112).

In the short term, this strategy (in the RRF) supports the capacity of the Ministries of Humanitarian Affairs and Disaster Management (MoHADMD), Planning, Investment and Economic Development (MoPIED) and Women and Human Rights Development (MoWHRD), to develop policy and harmonize approaches among existing actors. Support is also envisaged to State and local levels in the areas of monitoring, vetting and targeting activities.

The DINA was recognised for its positive Governmental leadership (under the Ministry of Planning, Investment and Economic Development). The DINA and RRF emphasise the need to support the Somali Government at different levels.

However, the challenge for these reference documents remains the adherence to the principles they enshrine, particularly in relation to participatory processes, meaningful partnership and Governmental leadership. These remain difficult areas and are recognised within the humanitarian and resilience sector, in relation to the partnerships between international and national agencies (ODI forthcoming).

Finally, it is worth noting that the Federal Government of Somalia (FGS) has recently agreed that the Ministry of Labour and Social Affairs (MoLSA) should be leading the dialogue on Social Protection, with the Ministry of Humanitarian Affairs and Disaster Management (MoHADMD) and the Ministry of Planning, Investment and Economic Development (MoPIED) supporting. In addition a Social Protection sub-working group has been set-up in the revised aid architecture in order to facilitate dialogue and aid coordination.

Donor coordination and initiatives

The EU supports the development of an approach from emergency/humanitarian cash-based transfer programmes to a more government owned, long-term and predictable approach. An outline for this approach, including the components of a national system were presented in Nairobi in October 2017 and finalised in a report in February 2018. The report is attached to these ToR.

In order to support this transition, a collective approach needs to be promoted and a transparent dialogue and decision-making process needs to be facilitated. A Donor Working Group (DWG) has been established to help achieve this aim. In order to be able to make substantial progress and address critical issues, technical expertise needs to be provided to the DWG and progressive engagement of the Government needs to be facilitated. Therefore the DWG has decided to set-up a Technical Assistance Facility (TAF) that is described further below. The EU is willing to support the TAF, notably through the provision of the technical expertise which is the subject of this contract.

1.3. Related programmes and other donor activities

The Technical Assistance Facility proposed herein is a component of the *"Inclusive Local and Economic Development"* EU programme. The objective of the programme is to contribute to the stability in Somalia by extending state authority and services, promoting local reconciliation and

peacebuilding, creating inclusive economic opportunities and protecting the most vulnerable. The programme has a geographic approach – through four corridors¹¹– and aims to integrate different instruments – political, security, operation and financial – and sectoral strategies and investments focusing on these corridors.

The programme has three specific objectives in these geographic areas:

- Increase the reach and legitimacy of local and municipal authorities, and their capacity to provide services; promote reconciliation and peacebuilding, including by addressing drivers of conflicts; and deliver peace dividends.
- Revitalize and expand the local economy with a focus on livelihood enhancement, job creation, and broad-based inclusive growth, with a particular focus on opportunities for women and youth.
- Provide safety nets to vulnerable people to contribute to strengthening their recovery and resilience.

A number of programmes and initiatives, funding by different donors and implemented by a variety of agencies, can be considered as part of an overall safety net approach and/or contributing to its development. These include:

- World Bank research on social protection and foundational identification systems and a three-year plan to develop a Government led nationwide shock responsive social safety net;
- The “*Combating Poverty and Vulnerability through Social Protection*” joint UNICEF /WFP programme funded by the Italian Cooperation which supports the development of the policy and institutional frameworks for social protection and aims at identifying strategies to reach vulnerable populations;
- The work of the Cash Working Group. This group brings together agencies, organizations, or donors actively engaged in or supporting cash-based responses and aims to streamline the design, development and implementation of cash based interventions;
- The formation of a Cash NGO Consortium led by Concern, that builds on the experience of the BRCiS Resilience Consortium and the 2017 Humanitarian Cash Alliance and will promote interoperability of systems and will pilot cash safety net projects;
- The BRCiS Resilience Consortium;
- The SomRep resilience consortium;
- The STREAM Consortium (learning analysis and documentation is currently underway) building on previous EU/SIDA supported safety net programmes in northern Somalia (implemented by Adeso and Save the Children);
- FAO experience in cash-for-work programmes.

Underlying many of these initiatives is increasing recognition of the marginalisation of many groups from assistance, and that must be a critical dimension of the design of safety net programmes.

As identified in recent analysis (Goodman and Majid, 2018), while there exists considerable experience and learning within these different initiatives, they are not formulated or operating under a common approach to safety net programming, and there exists considerable differences within and

¹¹ The **geographical coverage** focuses on four areas (or corridors):

- Juba River Corridor, with an initial focus on Gedo and Kismayo.
- Shabelle River Corridor.
- Central-North Corridor (Adado to Bossaso).
- Somaliland Corridor (Berbera-Hargeisa-Borama).

between these initiatives in terms of the quality of the work implemented and the amount of learning shared.

While there is overlap with social protection at the implementation level, this approach falls short on two issues. Firstly, donor funding tends to be over a finite period provided for a few years, or indeed only covering short-term emergency need. This does not provide continuity, sustainability and certainty to recipients. Secondly, approaches are commonly undertaken with minimal involvement of government at any level and are currently not informed by policy or institutions. Social protection, including seasonal support or a predictable shock response is ultimately, and by definition, a function of government. Hitherto, in the absence of government capacity, the international community has taken measures to provide assistance directly.

The vision of a government owned¹² social protection system should be the end goal, working in parallel with a range of initiatives to support the Federal and Member State governments.

1.4. Vision

The vision of the Government¹³ is that beyond 2030, Somalia has a social protection scheme with a single functional benefits distribution system which delivers support to those most in need, and which in turn provides the cornerstone of a resilience building approach. Predictable assistance, provided in the name of the state, enables people to improve their wellbeing and maintain the gains they make. It reduces deprivation and inequality, helps meet people's short-term needs, and encourages economic growth. The system is based on a consensus across Somalia society including the most marginalized, whereby the government is perceived to be providing for its citizens. A nationally led and planned approach is supported by international assistance and designed with best practice and available technology. Over the long term this helps reduce the unpredictable demands for international aid and makes financing more predictable. Collective support and consensus from donors results in and encourages government alignment and leadership.

1.5. Key Principles

In accordance with high level agreements, as far as possible this Action must take a long-term developmental approach to supporting and strengthening Somali institutions and systems. This implies moving away from purely direct delivery outside of government and towards meaningful consultation, participation, and identifying roles in project implementation for government. It is recognised that involving the Government more meaningfully is challenging, but avoiding ways to do so is increasingly untenable.

The background assessment paper prepared in advance of this TORs developed a set of foundational principles that a national system should be built on.¹⁴ These are summarised as follows:

Government owned but not necessarily government implemented

The set of policies, financing and resourcing, and implementation functions are agreed to by government (at Federal and Member State level as appropriate).

In accordance with international agreements on "good donorship" (codified in the Accra Agenda for Action), social assistance provided by the international community for a country should be conducted at the request of the state authorities. The absence of stable governance structures in fragile states commonly gives rise to fragmentation of aid efforts and this continues to be evident in Somalia.

¹² Clearly in Somalia, 'Government' is a fluid, evolving and sometimes nebulous notion, where authority, capacity and legitimacy varies considerably between and within Somaliland, Puntland, the Federal Government and the Member States. There is however a clear international commitment to support and involve the evolving Government where that is possible and this report takes that stance.

¹³ See FGS National Development Plan 2017-2019

¹⁴ See Goodman and Majid, 2018.

However, with recent progress in Somali governance it is appropriate to review these relationships. Further discussion on Somalia's governance structure is beyond the scope of this paper but suffice it to say that this principle applies both at the Federal and Member state levels.

Hence it is proposed is to support the creation of a system under the auspices of the host government.

Builds the social contract

Assistance must be administered in such a way that it builds confidence in nationhood and support for good governance. This is best achieved through the government being perceived as providing for its citizens in a way that is deemed to be "fair". To achieve this, assistance must be transparent, including decisions around targeting. This requires consultation at all levels, including at the member state and local population levels.

Achieving this will require an adequate consultation process and communication strategy to ensure the design is rooted in the positive aspects of Somali social perceptions and traditions, as well as recent experience, while not ignoring international evidence. Such processes are more resource intensive in the short term but arriving at a mutually agreed array of functions and standards is critical in ensuring acceptance.

Implementation within and contributing to an evolving national system

Coupled to the previous point that all stakeholders need to commit to a national guiding policy, planning and implementation should not occur independently of an agreed national framework. National planning and policy agreements and international commitments and are too often forgotten. In order to transition from a project by project arrangement and move towards a system approach, funding agencies need to insist that implementing agencies demonstrate not only how they are filling an implementation gap but also conforming to emerging policy and planning. Such as supporting the Resilience chapter of the National Development Plan, the Durable Solutions initiative and the Recovery and Resilience Framework). Indeed, funding agencies themselves need to be held mutually accountable for the same.

Predictable, long term and sustainable

If cash assistance is provided in a timely, regular and guaranteed manner, it achieves greater impact and is more cost effective. A great deal needs to be in place to achieve this: commitment to longer-term financing (including arrangements for foreseen volatility of need); smooth allocation decisions through the budget cycle, regular disbursement of funds, and efficient last mile solutions for transfers and delivery of in-kind benefits.

While there is a common desire among donors and government to see household economies rise rapidly above a certain threshold, resulting in an end to the need for support, it is not realistic in a context of widespread fragility to expect people to be entirely self-sufficient and immune from stresses and shocks in a short time-frame. Indeed, people's needs and opportunities vary as their well-being, age, household composition and productive potential increases and decreases. For a system of support to be sustainable and supportive over the long-term, the end point should not be graduation from support, but graduation from one kind of support to another kind of support, while continuing to ensure a safety net for those who slip back and need it for whatever reason.

In line with the major covariate risks facing Somalia, i.e. drought and conflict, assistance needs to be able to scale-up / down in line with stresses. This is commonly known as being "shock-responsive". Operationally, this requires the rules, indicators and finance for such a mechanism to be agreed in advance of any response requirement.

1.6. Priorities

The preparatory scoping study prepared for this Action recommended priority focus for transitioning to a safety net system over the short term (from now to end 2018), medium term (2019) and beyond (2020-25), summarized in the table below.¹⁵

Timescale	Short Term to 2018	Medium Term to 2019	Long Term to 2025	End game beyond 2025
Leadership / coordination	FGS and DWG to form, meet and agree “one programme” vision, principles and priorities. Agree role and inclusion of FMS in process	FGS and DWG continue	FGS and DWG continue	FGS / FMS lead / coordinate with international support
Policy	Policy priorities agreed	National Social Protection policy completed	Policy priorities upheld and revised as necessary	FGS / FMS set and review policy priorities
Financial	Transitional financing plan for “one programme” developed jointly agreement, including management and disbursement channels	Medium term financing (MTF) plan aligned with jointly agreed policy priorities	MTF implemented	Increasing FGS / FMS contribution of finance from taxation
Technical	Technical feasibility for MIS (Identity, Registration, Payments & Communications) completed	DWG secretariat / Technical assistance facility functioning. MIS commissioned	MIS functioning to support benefits distribution (cash transfers, goods, services and referrals)	MIS continues. Foundational ID system in place
Operational	Implementation agencies (UN, NGOs) participate in technical working groups to agree standardisation. CWG provides continuation.	Standards and integration with MIS developed by TWGs	Implementation uses core MIS.	Equitable and standardised distribution of assistance based on evidenced impact and

Developing and following a ‘national’ framework, in the short, medium and long-term, has the potential to streamline international aid provided to Somalia that is widely acknowledged to be fragmented at all levels (across and between donors and agencies, between Nairobi and Mogadishu and between humanitarian and developmental objectives).

¹⁵ Goodman and Majid: ASiST report prepared for EUD Somalia: In pursuit of a safety net programme in the short term paving the way to a social protection approach in the long term: Issues and options *Final report* 23rd Nov 2017

1.7. Overview of the vision beyond this assignment (phase two and post 2020)

While this contract aims to build consensus and define pilots (phase 1) – see below paragraph 2.3 of these ToR, a phase two “operationalizing consensus” is already foreseen as well as an “implementation phase”. These future phases are described to guide vision for the phase one and to facilitate potential future hand-over.

Phase 2 - “operationalizing consensus”

Phase Two is designed to overlap with Phase One, in order to build on Phase One priorities and momentum. Pending a review and agreement with the DWG, Phase two (to end-2020) should focus on adopting a Somali safety-net approach, committing to a “Joint Programme Design”, i.e. with a common logframe. This can then be used in respective donor head offices for securing longer-term financing support. It is envisaged that the FGS will develop a stronger leadership role over time, agree strategic programme objectives and fundraise for this common programmatic approach. Again, this can build on existing pillars, plans and frameworks, but must increase consolidation of support to a coherent joint approach.

In this context, the TAF (implementation modality to be agreed) would:

- Maintain and deepen inter-donor and donor-government institutional relationships (taking account of changes to staffing in respective organisations);
- Support the institutional, systems, policy and technical processes agreed on and review if necessary;
- Commission research, policy support, conduct consultation, communications, events & seminars, and other work on request by DWG (by formal DWG request and by individual donor request);
- Facilitate and identify policy options on further range of topics, including but not exclusively: targeting; vulnerability; poverty; needs assessments; triggers and Early Warning Systems (EWS), integrated programming, community perceptions, monitoring, , PFM, and governance; and
- Harness and enable contributions - namely financial & intellectual resources - from a range of stakeholders (i.e. UN, foundations/NGOs, academic, private sector) to provide leadership, ideas and other inputs on agreed and assigned topics;
- Assess pilots operated under EU-funded Social Safety Nets component under this Action, and other donor-funded initiatives, including categorical vulnerability targeting trial in at least one Region;
- Collectively agree and invest in information system (e.g. food security, nutrition, health) to generate data on agreed triggers; and
- Develop shared learning agenda – including data requirements, knowledge gaps, facility.

Implementation Phase past 2020 – DELIVERY

Depending on a review of progress and context, the following are suggested as the focus of the remaining period of the Action.

- Standardization: develop SoPs for implementers and framework to regulate cash payment mechanisms and implementing partners;
- Continue to assess and respond to government capacity support preferences and needs;

- Continue with shared learning agenda – including data requirements, knowledge gaps, facility.

1.8. Donor Working Group

At this stage, social transfers’ schemes are donor-funded (with finite-duration and limited coverage programmes). Hence the group of donor personnel hold the responsibility for upholding a coherent policy dialogue and agree upon efficient allocation of resources with government.

The formation of a Donor Working Group (DWG) has greatly strengthened the foundations of national safety nets approaches in other countries, from formative stages to maturity.¹⁶ Collaborating donors participate in a regular meeting forum under an agreed Terms of Reference (linked to the principles as suggested above). A DWG develops common positions and analysis and oversee the coordination of approach. Importantly, a DWG acts as a single point of contact in liaison with different levels of government (FGS/FMS) on policy and objectives.

The TORs for the DWG have been recently approved, and the DWG will work as follows:

- Support and ensure donor harmonization and strategic oversight of the establishment and running of the Social Safety Net Initiative;
- Support the FGS and FMS/BRA and Somaliland in the development of a sustainable Somali shock-responsive social safety nets system;
- Guide the relevant authorities in undertaking a common approach to planning and financing;
- Ensure donor alignment under a common framework, to increase coherence of policy and its application, standards setting, implementation planning and monitoring;
- To develop thinking on the wide range of technical issues that a social safety net system requires, the DWG is supported by a technical and administrative secretariat (Technical Assistance Facility) coordinating a number of Working Groups. The Working Groups might include issues such as identity, single registry, targeting, transfer values, etc.;
- Financing through pooled funding mechanisms where possible;
- All donor agencies with interest and activity in social protection and safety nets are welcomed, with regular meeting and a rotating chair system; and
- As the primary focus of the DWG is on strengthening the governance functions between international cooperation and Somali institutions, implementing partners do not participate in the Donor Working Group.

2. DESCRIPTION OF THE ASSIGNMENT

2.1. Global objective

The **global objective** of this Technical Assistance Facility (TAF) is to support the development and implementation of a strategy on social safety-net.

A pre-requisite to developing a more coherent approach is improved collective donor coherence and capacity, though a DWG. Without this, initiatives and programmes are likely to continue to be negotiated piecemeal, with varying degrees of consultation and participation, remaining fragmented and with limited effect on Somalia’s internal capacity. Government ownership and engagement in international assistance is fundamental to this process.

¹⁶ A good case study is the way in which Ethiopia’s Productive Safety Net Programme (PSNP) was supported by a DCT.

This requires building upon the existing systems and capacity of international agencies while supporting the necessary institutions, systems and capacity within Government to implement the envisaged safety-net approach in Somalia.

2.2. Specific objective(s)¹⁷

The **specific** objective of the Technical Assistance Facility (TAF) is to support international donors to Somalia in their dialogue on a social safety net system, through the DWG, with the relevant Somali institutions.

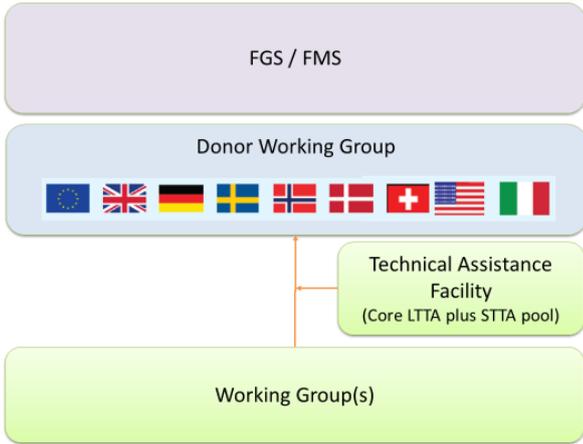
Indeed, it is expected that the TAF will facilitate dialogue and understanding of governance, systems, policy, financing and technical processes.

It is expected that this Action will contribute to setting-up a rights-based approach, to enhancing the social dialogue, to promoting the development of effective and just social policies and gender equality and to reducing child labour.

Taking into consideration the dynamic environment, an initial duration of 12 months is foreseen. The Donor Working Group will analyse the best implementation modality for the following period in due time. Based on this review, either an additional request for service provision will be negotiated, either a hand-over to the new implementing partner will have to be supported. In any case, recommendations on the priorities for the following period will have to be prepared by the technical assistance.

Therefore, the present Terms of Reference describes the overall approach, vision and steps foreseen and then focus on the next 12 months priorities of the TAF. It is expected that the technical expertise provided through this contract will contribute to achieve these priorities.

The current lack of alignment of donors on a joint vision and agreement on the scope of a shock responsive social safety net is expected to impede the dialogue with the government. In addition, there is an urgent need to harmonize cash transfer and ensure that the lessons from 2016/2017 drought response are learned. Therefore, **the Technical Assistance Facility will be required to prioritize the facilitation of convergence of approach between donors before supporting the formal engagement with other key stakeholders.**



¹⁷ The global and specific objectives shall clarify that all EU funded actions must promote the cross-cutting objectives of the EC: environment and climate change, rights based approach, persons with disability, indigenous peoples and gender equality.

2.3. Requested services, including suggested methodology¹⁸

This Action will finance the core staff and functions of a Technical Assistance Facility (TAF) and some short term technical expertise in support of the DWG.

It is foreseen that the TAF will be able to absorb additional contributions from other donors, who may opt for the provision of short-term and/or long-term experts on relevant issues, as well as helping integrate additional initiatives from other donors. This might be in the form of additional staff being included in the core TAF structure and physically based in the same office accommodation, as well as ad hoc Short-Term Technical Assistance (STTA) work conducted and contracted separately by separate donor). In particular, the humanitarian aspects of the TAF is anticipated to be covered by another donor's contribution and is therefore not included in this document, although it is an important part of the overall TAF agenda. This would include the overall transition of the humanitarian cash transfer programme to the longer term safety net: development of a common registry; targeting criteria and transfer values for transitory (emergency) clients; the design of the shock responsive component, including the early warning and trigger mechanism; and facility for additional parallel humanitarian transfers as the need arises. The idea is to ensure a central leadership and management facility while remaining flexible to further contributions.

2.3.1. General responsibilities of the Technical Assistance Facility

The TAF is foreseen to have the following general responsibilities:

- **Support the DWG** to fulfill its mandate and Terms of Reference.
 - Provide a secretariat function for meetings and communication, including support to the DWG Chair and Deputy Chair in their duties, as per the agreed DWG TORs;
 - Organise and administer DWG meetings and other events and seminars with external participants;
 - Support Donor / Government liaison and communication at Federal, State, Municipal and local levels, with respect to social transfers, taking account of wider political relations held by individual donors;
 - Help build a common general understanding of social protection and social safety-nets, within donors and government, including advantages and challenges of different policy approaches, and raising awareness of differences in the use of conceptual terms, such as social assistance, social protection and safety-nets;
 - Help donors / development partners plan and prioritise issues for resolution or consensus;
 - The TAF will be a service to all members of the DWG and be open to other financial and in-kind support and initiatives through other donors;
- Advise on best practices and help coordinate a convergence of approaches in the **policy development** process, such as:
 - Identify and appraise policy options to support the creation and coordination of a transitional safety net approach and programme;

¹⁸ Contractors should describe how the action will contribute to the all cross cutting issues mentioned above and notably to the gender equality and the empowerment of women. This will include the communication action messages, materials and management structures.

- Prepare and facilitate consultations between stakeholders on policy preferences and options;
- Prepare TORs and commission assessments of applying identified policy options;
- Assess options to improve donor and national financing approaches, aimed at moving towards a common, programmatic approach and objective. This may include the use of consolidated / pooled funds (existing or separate mechanism), and the continuation of support to establish such a fund;
- Oversee and provide evidenced policy advice in the following areas: prioritizing and developing joint agreements and standards to ensure equity and fairness in approaches to targeting and eligibility thresholds; transfer values (e.g. considering minimum expenditure needs, market prices, ensuring appropriate population coverage etc.); household and demographic data collection and analysis; household registration and data management; selection criteria for transfers and benefits; protection and security standards and others, as required;
- Provide additional technical advice on IT / systems architecture of a central Management Information System (MIS) to manage and consolidate transfer systems;
- Advise on third party monitoring functions and options for agency implementation.
- Contribute building the capacity of the government stakeholders, in complementarity with other on-going or foreseen interventions
- In the long-term, support to **FGS and member states in coordination** and development of an emerging national safety net system, underpinning NDP pillars and programme objectives of peace and stabilization, resilience, and economic growth.
- Support **development of systems and standards, towards a common approach;**

2.3.2. Specific tasks and priorities for the Technical Assistance Facility

Phase One: BUILDING CONSENSUS FOR SUPPORT / RESPONSE AND DEFINING PILOTS

The priority focus of Phase One, covering twelve months, should include the following:

- **Map the stakeholders and the institutional landscape** and make recommendations including on appropriate linkages to be developed;
- **Supporting the Donor Working Group (DWG)** to operate more effectively as a team, improve its collective relationship with government and come to closer joint agreement on strategic priorities;
- Facilitate a participatory **donor-government assessment of governance and institutional preferences**, strengths and needs and agreed ways of working. This is not to suggest ignoring existing agreement plans and frameworks, but rather to ensure consensus on their implementation.
- Establish or strengthen existing structures and **mechanisms for technical discussions** and shared decision-making, as well as clear processes for making and communicating decisions. These should be government owned and chaired but likely populated by staff from both Federal and States levels and DPs;

- Facilitate a participatory donor-government assessment of **technical systems development priorities** and produce an agreed strategy and a manageable selection of key priorities to resolve by phases;
- Establish dedicated senior level task team (NB: Many decisions are ultimately political and not technical).
- Review all existing and available **financing instruments and pipelines**. Propose options for what financing modalities could support a harmonized transfer system, such as a common pool funding (NB: this will need to be reviewed periodically as new financing opportunities are expected to be identified).
- During the first 12 months, support the stakeholders to, at least:
 - **Agree on the Social Safety Nets model:** productive or unconditional, a combination, other options? This should incorporate the assessment of the fiscal aspects and take into account affordability and sustainability and in line with government policies.
 - **Review all possible registry options that are in place now and could provide a single registry in the future; and how to move from the current situation to a single or fully interoperable registry.** This would also consider other uses such as a civil registry for national identification purposes.
 - **Agree on the selection criteria of long-term core clients**
 - **Agree on transfer values**
 - **Decide on pilots: the number/ scale/ geographic locations and means of learning.**
- Facilitate agreement on the **plan for joint** (or at least synchronized) investments in common “delivery systems” and processes: e.g. **Identity system, Registry, Payment mechanism, communications, case management, monitoring, evaluation, etc.;**
- **Provide recommendations on the next 12 months period and technical support requirements**

2.4. Required outputs

Expected outputs include:

- Secretariat functions are positively assessed by the DWG;
- Invitations are sent at least 1 week in advance for DWG meetings and 2 weeks in advance for other events and contain agenda and adequate documentation. They are well facilitated. Minutes with actions points are shared within 2 days;
- Relevant policy options and case studies are identified, appraised and presented in an efficient manner.
- ToR for specific assessments have clear scopes and outputs and their findings are of good quality
- Stakeholders mapping and corresponding recommendations approved;
- Number of joint agreements found on strategic priorities documented; it should cover at least:
 - Social Safety Nets model
 - Roadmap towards a single registry
 - Selection criteria of long-term core clients
 - Transfer values
 - Detailed roadmap towards the gradual shift from humanitarian multi-purpose cash transfers towards safety net.
 - Design of the shock-responsive component;

- Pilots
- Joint (or at least synchronized) investments in common “delivery systems” and processes: e.g. Identity system, Registry, Payment mechanism, communications, case management, monitoring, evaluation, etc.;
- Structures and mechanisms for technical discussions and decision-making agreed and effective;
- Participatory donor-government assessment of governance and institutional preferences, strengths and needs and agreed ways of working approved.
- Joint strategy and key priorities to be addressed by phases agreed
- Participatory donor-government assessment of technical systems approved
- Dedicated senior level task team in place
- Exhaustive overview of all existing and available financing instruments and pipelines available
- Options for financing modalities presented
- Provide recommendations on the next 12 months period and technical support requirements

2.5. Language of the Specific Contract

English

3. EXPERTS PROFILE or EXPERTISE REQUIRED

- Number of requested experts¹⁹ per category and number of man-days per expert or per category

Expert	Category	Number of man-days
Team Leader	I	220
Organisation and institutional development Expert	I	120
Social Protection Systems Expert	I	150
Safety Nets Coordination Facilitator	II	150
Non-key experts		80

- Profile per expert or expertise required:

Key Expert 1: Team Leader, Technical Assistance Facility – Category 1

This Expert will be based in the office of the Technical Assistance Facility, and will work on a full-time basis, with an initial input of 12 months. His/her focus will be responsibility for a thorough institutional analysis and policy development needs assessment of social protection at all levels; for the design, and implementation of agreed priorities and the overall terms of reference for the TAF. He/she will also liaise with the actions under the Call for Proposals to ensure that lessons from them feed into policy dialogue and wider capacity building of Government.

Qualifications and skills:

¹⁹ The European Union pursues an equal opportunities policy. Gender balance in the proposed team, at both administrative/secretarial and decision-making levels, is highly recommended.

- At least a Master's Degree or equivalent academic qualification (university or similar institution) in Social Policy, Social Security, Social Protection, or any relevant field related to the sector of this contract;
- Professional experience will not be accepted *in lieu* of the above mentioned academic qualifications

General professional experience:

- A minimum of 12 years' experience with social development or humanitarian policy development, preferably in Africa;
- A minimum of 8 years' experience with bilateral and/or multilateral development partners;
- Experiences with the EU development or humanitarian agencies will be considered an asset, preferably in Africa.

Specific professional experience:

- At least 2 years of experience working on social protection projects, over the last 5 years;
- Experience in Horn of Africa and especially of Somali context is an added value.

Soft skills:

- Initiative, tact and proven ability to maintain harmonious working relationships in a multicultural setting with good team spirit;

Language skills:

- Fluency in both written and spoken English;

Key Expert 2: Organisation and institutional development Expert – Category 1

This Expert will be based in the Technical Assistance Facility office, and will work on a part-time basis, with an initial input of two months full time as the needs assessments are conducted. His/her focus is responsibility for a thorough institutional analysis and training needs assessment of the government at all levels; for the design, adaptation and development of appropriate participation in policy development meetings, learning events and conferences. He will identify suitable training opportunities.

Qualifications and skills:

- At least a Master's Degree or equivalent academic qualification (university or similar institution) in Social Policy, Social Security, Social Protection, or any relevant field related to the sector of this contract;
- If the expert does not have a Master's Degree, she/he should have equivalent professional experience which is defined as: she/he must have at least a Bachelor's degree and an additional 10 years of relevant professional experience.

General professional experience:

- At least 12 years proven experience working on training needs analysis and capacity building in the area of social protection in the public sector;
- At least 5 years of experience with bilateral and/or multilateral development partners;

Specific professional experience:

- 5 years proven experience with capacity building, preferably in the Horn of Africa or similar context;
- At least 2 years of experience with institutional structures, training needs analysis, and capacity building in social ministries;
- Previous experience working on EU-funded social protection projects and knowledge of and experience with EDF rules and procedures will be seen as an advantage.
- At least 2 years of experience with institutional structures, training needs analysis, and capacity building in social ministries;
- Experience with staff training and mentoring in at least 4 assignments.

Soft skills:

- Initiative, tact and proven ability to maintain harmonious working relationships in a multicultural setting with good team spirit;

Language skills:

- Fluency in both written and spoken English
- Somali speaking an asset.

Key Expert 3: Social Protection Systems Expert – Category 1

Social Protection / Safety Nets / Cash transfer technical delivery. International experience of large scale cash transfer and safety nets programmes essential;

This Expert will be based in the Technical Assistance Facility office, and will work on a full-time basis, with an initial input of two months full time as the needs assessments are conducted.

His/her main deliverables will be the development and integration of policies and systems including the diagnostic analysis of existing interventions, costing and simulation of alternative approaches, and design and supervision of new systems.

Qualifications and skills:

- At least a Master's Degree or equivalent academic qualification (university or similar institution) in Information Systems, or any relevant field related to the sector of this contract;
- If the expert does not have a Master's Degree, she/he should have equivalent professional experience which is defined as: she/he must have at least a Bachelor's degree and an additional 10 years of relevant professional experience

General professional experience:

- At least 12 years proven experience working at a high level in systems design and development in the public sector;
- At least 5 years of experience with bilateral and/or multilateral development partners;

Specific professional experience:

- 5 years proven experience with systems development in the social security sector, preferably in Africa;
- Proven experience with M&E methods and approaches for data collection (quantitative, qualitative and participatory); data processing; data analysis and reporting (using appropriate computer packages) will be seen as an advantage;
- Proven experience with staff training and mentoring in systems development and implementation, as reflected in at least 2 assignments undertaken in the last 5 years;
- Previous experience working on EU-funded social protection projects and knowledge of and experience with EDF rules and procedures will be seen as an advantage.

Soft skills:

- Initiative, tact and proven ability to maintain harmonious working relationships in a multicultural setting with good team spirit;

Language skills:

- Fluency in both written and spoken English;

Key Expert 4: Safety Nets Coordination Facilitator – Category 2

This Expert will be based in the Technical Assistance Facility, and will work on a part-time basis. The Expert will play both a monitoring and coordination role for field activities under the EU funded ILED Social Safety Net Programme, providing the link between implementation and policy dialogue discussions.

Qualifications and skills

- At least a Master's Degree or equivalent academic qualification (university or similar institution) in Social Policy, Social Security, Social Protection, or any relevant field related to the sector of this contract;
- If the expert does not have a Master's Degree, she/he should have equivalent professional experience which is defined as: she/he must have at least a Bachelor's degree and an additional 10 years of relevant professional experience
- Fluency in both written and spoken English, with Somali considered an advantage;
- Initiative, tact and proven ability to maintain harmonious working relationships in a multicultural setting with good team spirit;
- Ability to travel extensively throughout Somalia to visit sites of implementation operations.

General professional experience

- At least 6 years proven experience managing or coordinating large scale delivery programmes. Experience inside government systems an advantage;

- At least 5 years' experience of managing large field team structures in remote / hard to reach locations;
- At least 2 years of experience with bilateral and/or multilateral development partners;

Specific professional experience

- 3 years proven experience with capacity building, preferably in Africa;
- At least 2 years of experience with project management, reporting and monitoring systems;
- Previous experience working on social protection projects will be seen as an advantage.

Short Term Technical Assistance / Non-Key experts

The profiles of the non-key experts for this contract are likely to include (but will not be limited to) the following:

- Social Inclusion/Exclusion Expert (with Somali knowledge) – to assist with the development of a socially inclusive targeting and communication strategy
- Management Information Systems and IT systems experts – to assist with the feasibility of a single interoperable system to handle registration, payments, case management.
- Micro-simulation/costings Expert – to assist with the diagnostic analyses, elaboration of costing of alternative approaches, and the micro-simulation of impacts.
- Public finance management expert to help assess the gradual adoption of an Use of Country Systems approach;
- Communications Expert to design community perceptions feedback mechanisms; design of effective Information, Education and Communications campaigns;
- Events Coordination Expert - to help with events & seminars organisation;
- Gender Expert – to ensure that gender issues are fully addressed in the design and implementation of core NSPP life-course programmes.
- Disability Expert – to assist with the development of disability classification and assessment procedures for the introduction of a disability allowance.
- Poverty Policy Experts with experience of vulnerability needs assessments; recipient targeting; triggers and Early Warning Systems (EWS);
- Others to be identified.

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire other experts as required according to the profiles identified in the Organisation & Methodology. The selection procedures used by the Contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks.

➤ Management team member presence required for briefing and debriefing

4. LOCATION AND DURATION

➤ Starting period

January 2019

➤ Foreseen finishing period or duration

12 months

➤ Planning, including the period for notification for placement of the staff as per Article 16.4 a) of the General Conditions

	<u>M1</u>	<u>M2</u>	<u>M3</u>	<u>M4</u>	<u>M5</u>	<u>M6</u>	<u>M7</u>	<u>M8</u>	<u>M9</u>	<u>M10</u>	<u>M11</u>	<u>M12</u>
<u>KE1</u>	<u>FT</u>	<u>FT</u>	<u>FT</u>									
<u>KE2</u>	<u>FT</u>	<u>FT</u>	<u>PT</u>	<u>PT</u>	<u>PT</u>							
<u>KE3</u>	<u>FT</u>	<u>FT</u>	<u>PT</u>	<u>PT</u>	<u>PT</u>							
<u>KE4</u>	<u>PT</u>	<u>PT</u>	<u>PT</u>									
<u>NKE</u>				<u>PT</u>	<u>PT</u>	<u>PT</u>						

M: Month

FT: Full-time

PT: Part-time

➤ Location(s) of assignment

The technical assistance will predominantly be conducted in and around the Somali capital as far as possible, and throughout the country to coordinate, observe and learn.

Donor representation is still centred in Nairobi and therefore this requires representation. The technical assistance will be based in Nairobi for the time being, with considerable travel to Somalia including the Mogadishu area.

Experts and STTA will be required to travel to all regions of Somalia, however prioritisation of one or two Member States to work with more closely may be required, in order to manage workload and available resources.

Given the above, Nairobi, Kenya will be considered as the main location of the assignment.

5. REPORTING

➤ Content

Name of report	Content	Time of submission
Inception Report	Analysis of existing situation and work plan for the project (15 pages maximum) <i>Draft to be submitted by email first</i>	No later than 6 weeks after the start of implementation
3-month Update	<ul style="list-style-type: none"> • 2-page summary updates • Progress report: Short description of progress (technical and financial) including problems encountered; planned work for next period <i>Draft to be submitted by email first</i>	No later than 2 weeks after the end of each 3-month period.
Draft Final Report	Description of achievements	No later than 1 month before

	including problems encountered and recommendations. <i>To submit by e-mail only.</i>	the end of the implementation period.
Final Report	Description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the Project Manager identified in the contract.

➤ Language

The reports must be written in English.

➤ Submission/comments timing

Joint comments from the DWG will be shared by the programme Manager within 3 weeks and should be taken into account into a revised report within 1 week. The project manager is responsible for approving the reports.

➤ Number of report(s) copies

Two paper copies and one electronic copy (Word and PDF formats) of the reports referred to above must be submitted to the project manager identified in the contract.

6. INCIDENTAL EXPENDITURE

➤ Identified reimbursable costs include:

- Per-diem in Somalia;
- International flights;
- Flights Kenya-Somalia, internal flights within Somalia;
- Meetings and conferences;
- Specific security measures, including insurance, guards, Special Protection Unit and specific training if necessary;
- Car hire within Somalia;
- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken by Government officers;
- Reproduction of training and communication/visibility materials;
- Eventually for translation and interpretation; however, this should be kept to a minimum and not be provided on a systematic basis;
- Provision for the expenditure verification (€10,000);

7. MONITORING AND EVALUATION

➤ Definition of indicators

The Consultant should provide a results-based logical framework to achieve the desired results, including the proposed approach and methodology for monitoring progress and performance (to be fine-tuned during the Inception Phase).

Possible indicators foreseen include:

- Number of DWG meetings organized and documented

- Structures and mechanisms for technical discussions and decision-making identified and agreed
- Exhaustive overview of all existing and available financing instruments and pipelines available
- Joint strategy and key priorities to be addressed by phases agreed and documented
- Number of relevant policy options and case studies presented
- Stakeholders mapping and corresponding recommendations approved;
- Number of joint agreements found on strategic priorities
- Options for financing modalities presented
- recommendations on the next 12 months period approved
- Overall positive perception of DWG and government of the TAF