Secretariat

Terms of Reference for Training Needs Assessment (TNA) for SDF2 Funded Project Holders - P101-073

1. Background to SDF

The Somaliland Development Fund (SDF) was established in 2012 to provide a single vehicle through which development partners could support Somaliland's development goals. The first phase of the SDF was implemented in 2013-2017 and supported the Government of Somaliland (GoSL) filling a critical gap through funding projects that are fully aligned to the National Development Plan (NDP) while at the same time recognizing the role of GoSL in the delivery of basic services.

The Somaliland Development Fund – Phase 2 (SDF2) covers the period 2018-2024. SDF2 is conceived as an inclusive economic development program. It supports the GoSL in delivering infrastructure that is relevant for inclusive economic development. It focuses on sustainable investments that spur job creation and fast growth, while at the same time laying the foundation for long-term resilience and development, leading to a more stable and peaceful Somaliland. SDF2's support is fully aligned with government priorities as defined in the National Development Plan 2 (NDP2) 2017-2021 and reflect the priorities set out in Somaliland Vision 2030.

The objectives of the SDF2 are threefold:
1. Support increased inclusive economic growth through investment in productive, strategic infrastructure to enhance economic growth and revenue generation.
2. Strengthen and maintain the capabilities of the government of Somaliland to prioritize and manage the sustainable and equitable development of Somaliland's infrastructure.
3. Support strong government ownership of development priorities aligned with the National Development Plan.

2. Capacity development under SDF2

The SDF has allocated funds for the implementation of various projects implemented by the following Ministries, Departments and Agencies:

Ministry, Department, Agency	Project name
Hargeisa Water Agency (HWA)	Increasing Water Production from Lasdhure Aquifer and Connecting to Existing System at New Geed Deeble Pumping Station (NGDPS) Project
Ministry of Water Resource Development (MoWRD)	Borama Water Supply Expansion Project
Ministry of Agricultural Development (MoAD)	Sustainable Land Management Project
Ministry of Transport and Roads Development (MoTRD)	Burao-Berbera Road Rehabilitation project
Ministry of Livestock and Fisheries Development (MoLFD)	- Strengthening Animal Production and Health Services Project in Togdheer and Sanaag Regions - Maydh Jetty Construction Project

The responsibility for implementation of the SDF2 funded projects is bestowed upon a project management team (PMT) which sits in the implementing Ministry or Agency also known as a Project Holder. The PMT project management team (PMT) is made up of a small team composed of both civil servants and staff engaged from the market. Each SDF2 funded project is aligned to one or several technical departments which produce the initial project notes supported by their planning departments.

All SDF2 projects have an output dedicated to capacity development whose implementation contributes to the SDF2 overall objective at the fund level. The SDF2 capacity development provisions in the fund level logical framework are indicated in the table below which is extracted from SDF2 fund logframe (Version 2020.11).

Outcome	**Improved and equitable service delivery to citizens facilitated by SDF2 investments through strengthened government capacity to prioritise, deliver, maintain, and operationalise Somaliland's investments**
Outcome indicator 1.4	*Number of SDF2 supported MDAs using improved public resource management instruments in planning, budgeting, and monitoring according to improved tools and national guidelines*
Output 01	**Increased MDAs' capacity in public resource management through planning and implementation of conflict sensitive, inclusive, economically sustainable and resilient priority sectoral investments**
Output indicator 1.1	*Level of institutional knowledge in climate risk management focusing on Agriculture, Fisheries, Livestock and Water Supply sectors as a result of SDF2 investments (ICF KPI 14)*
Output indicator 1.2	*Number of SDF2 supported MDA staff that demonstrate improved project design and implementation knowledge as a result of on the job and in-service training*
Output indicator 1.3	*Number of MDAs budgeting and spending on operation and maintenance in SDF2 supported sectors as per commitments made in the respective sustainability plans*
Output indicator 1.4	*Number of SDF2 projects executed on time (and on budget (with 15% deviation); demonstrating improved planning and implementation*

In line with the above outline of CD in the SDF2 logframe, SDF2 has two different but interrelated CD objectives whose activities when implemented are expected to contribute towards increasing MDAs' capacity in public resource management through planning and implementation of conflict sensitive, inclusive, economically sustainable and resilient priority sectoral investments.

The first theme aims to increase MDA's capacity to plan the operation and maintenance of SDF and government investments. The second theme intends to increase MDA's capacity to various aspects of project management and delivery. In both objectives, SDF2 will apply a learning-by-doing approach throughout the implementation of selected training activities.

a) Enhanced capacity for planning for operations & maintenance of investments (output indicator 1.3)

While allocating appropriate levels of funding for Operations and Maintenance (O&M) in the national budget is the final responsibility of GoSL, the SDF will support MDAs in developing realistic estimates for O&M budgets for all SDF-funded projects. In order to support MDAs in developing

realistic estimates for O&M, the following activities have been integrated into each SDF-funded project:
- Training on basic concepts of O&M
- Preparation of project- and sector-specific O&M strategy
- Preparing budgets for O&M including cost-recovery strategies

b) Improved project management and delivery (output indicators 1.2 and 1.4)

In order to support MDAs in implementing their projects on time and within budget, the following activities have been integrated into each SDF-funded project:
- Capacity assessment of each PMT
- Preparation of capacity development plan with focus on project planning and management
- Implementation of capacity development plan in collaboration with Somaliland Civil Service Institute (CSI)

This assignment seeks expert support to deliver the latter objective (b) and will therefore focus on output indicator 1.2 and 1.4.

3. Objectives of the assignment

To manage and deliver sustainable infrastructure projects funded by SDF2 on time and within budget, requires a set of critical project management skills. The overall objective of the assignment is to undertake a Training Needs Assessment (TNA) aimed at identifying and establishing a baseline for project management skills and knowledge among the PMTs, host departments within the Project Holder, and their planning departments. Under the assignment, the TNA expert(s) will be expected to:
- Establish the critical project management knowledge and skills relevant for the management and delivery of SDF funded sustainable infrastructure project.
- Assess the skills and knowledge gaps on project management within the PMT, in the department where the project sits and in the planning department of the respective project holder.
- Identify up to five high impact skills and knowledge relevant for management and delivery of the projects which should be transferred to the respective PMT, their host department(s) and the planning department.
- Development an action plan for transferring these skills to the relevant staff.

4. Scope of the Work

The TNA experts are expected to conduct the following tasks:

4.1 Desk review of key relevant documents

The experts will be expected to review key documents including:
- Institutional mandate, relevant policy documents, and governance structures of various project holders.
- SDF2 Theory of Change and Logical Framework to appreciate Fund's commitment to investing sustainable infrastructure projects.
- SDF2 Capacity Development Strategy (in draft) to understand the Fund's approach to support MDAs' capacity to plan, manage, and deliver sustainable investment.

- Approved SDF2 project proposals (especially the capacity development outputs) for the relevant MDAs to understand the outputs, outcome, and impact by which the project intends to deliver.
- Approved SDF2 baseline survey report.
- Other training needs assessment reports made by these MDAs and other donors to establish baseline information with regards to training needs and context. Some of these reports include World Bank's funded Civil Service Reform Programme reports and the SDF1 funded Capacity Surge TNA report and end of project report.

4.2 Consultations with stakeholders

Conduct consultations with key stakeholders in the sector, including the PMT, the SDF Secretariat Senior Management Team, and the Project Holder technical and planning departments to understand:
- Their current function.
- Their expected roles and functions in planning, managing, and delivering sustainable investments.
- Available skills, skill gaps, areas of improvements.

4.3 Review of job descriptions

Review the staff's job descriptions of the PMT team members, relevant technical departments and departments of planning in the project holders to understand the individual team members' role in their technical departments as well as sustaining SDF2/Government investments.

4.4 Identification of existing capacity

- Identify the on-going and planned capacity development initiatives of these MDAs at the national and regional level that are aimed at improved service delivery or/and enhanced projects management.
- Identify key skills and competencies at individual and organisational level required to enable the PMTs and the Project Holders relevant departments (host department and department of planning) to manage and deliver SDF2 funded projects on time and within budget and validate these with the Project Holder management.
- Identify up to five priority skills and competencies which the PMT, host department and planning departments of the Project Holders should be trained in to enable them plan, manage, and deliver sustainable investments projects.
- Review the capacity of the CSI to host and co-manage delivery of training programmes.

4.5 Training delivery plan

- Develop a comprehensive plan for delivering the identified training.
- Prepare Terms of Reference for a potential service provider (institution) or individual trainers. These training will be delivered in collaboration with the CSI.
- Present the findings to the PMT, MDAs senior management team, and the SDF Secretariat for validation and approval.

5. Duration and Locations

The duration of the assignment will be 30 working days and the experts will work from the SDF Secretariat and respective Project Holder offices.

6. Reporting Arrangements

The experts will work under the overall supervision of the SDF Deputy Team Leader – Projects or designate and, on a day-to-day basis, will work with the PMTs, especially with the Project Managers and Technical Advisors.

7. Expected deliverables

Activity	When
Inception report outlining approach, methodology, work plan, proposed tools, and proposed outline of the report presented to PMT, SDF Secretariat	6th day
Interim report presenting key findings and recommendations	20th day
Draft report of maximum 30 pages including an executive summary, findings, recommendations, proposed capacity building plan, ToRs, proposals for JD revisions	25th day
Final report based on the client's feedback and approved reporting format	30th day

8. Required Qualifications/Skills

The assignment will be delivered by a Senior Training Needs Assessment Expert with a Counterpart Seconded from the Somaliland Civil Service Institute. The Senior Training Needs Assessment Expert will be an experienced management professional with experience in organizational development, administration, management and operations. The experts should have the following skills, experience, and qualifications:

Expert	Key qualifications, skills and experience
Senior Training Needs Assessment Expert	*Qualifications and skills* • At least a Master's degree in Management, Organizational Development, Human Resources Management, Public Administration and other relevant institutional development studies. • Demonstrated excellent command of spoken and written English. • Proven facilitation, analytical and report writing skills. *General professional experience* • Minimum of 12 years' experience working as human resources, public administration, or institutional development expert in Africa. • Minimum of 3 years' experience in countries emerging out of conflict or fragile states. • Ability to work under pressure with tight deadlines in a multicultural environment, including integrating feedback of team members and stakeholders. *Specific professional experience* • Minimum of 8 years' experience conducting capacity needs assessments or training needs assessments and other similar processes in the public sector. • Conducted at least three training needs assessments or capacity needs assessments in the public sector in the last 5 years.

National Training Needs Assessment Counterpart	*Qualifications and skills* • At least a Bachelor's degree or equivalent in Human Resources Management, Public Administration, and other relevant institutional development studies. • Demonstrated excellent command of spoken and written English. • Proven facilitation, analytical and report writing skills. *General professional experience* • Minimum of 5 years' experience working as human resources, public administration, or institutional development expert in Somaliland. *Specific professional experience* • Participated in at least one training needs assessment or capacity assessment in the public sector in Somaliland in the last 3 years.

9. Payment

The Senior Training Needs Assessment Expert will be paid by the SDF Secretariat whilst the National Counterpart will be seconded by Civil Service Institute for the duration of the assignment and paid in line with SDF secondment terms of service.

10. Duty of care

- The Senior Training Needs Assessment Expert will work under the overall SDF Secretariat Health, Safety and Security protocols.
- The Senior Training Needs Assessment Expert will be expected to provide own insurance for health care (which must include Medevac provision), accidents, and other risks associated to the assignment. The SDF Secretariat shall be free from any liabilities arising from the same.

11. Other provisions

- Duty post: The work is to be performed in Hargeisa.
- Personal Computers: The Expert is responsible for the provision of own personal computers.
- The SDF Secretariat will provide transportation by air or road for the TA from her or his home to Hargeisa.
- The SDF Secretariat will arrange all transport by road or air as needed.
- The SDF Secretariat will arrange accommodation.
- Accountability: The Expert will report directly to the SDF Secretariat Team Leader or his designate.
- Relevant documents: The SDF Secretariat shall furnish all pertinent available information and give such assistance as shall be reasonably required by the Consultant in carrying out provision of the Agreement.