

Terms of Reference for Senior Operations and Maintenance Expert for O&M Assessment for SDF2 Funded Project Holders P101-099

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)	<ul style="list-style-type: none"> - Strengthening Animal Production and Health Services Project in Togdheer and Sanaag Regions - Maydh Jetty Construction Project - Strengthening Artisanal Fisheries in Sanaag 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
<i>Outcome indicator 1.4</i>	<i>Number of SDF2 supported MDAs using improved public resource management instruments in planning, budgeting, and monitoring according to improved tools and national guidelines</i>
Output 01	Increased MDAs' capacity in public resource management through planning and implementation of conflict sensitive, inclusive, economically sustainable, and resilient priority sectoral investments
<i>Output indicator 1.1</i>	<i>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)</i>
<i>Output indicator 1.2</i>	<i>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</i>
<i>Output indicator 1.3</i>	<i>Number of MDAs budgeting and spending on operation and maintenance in SDF2 supported sectors as per commitments made in the respective sustainability plans</i>
<i>Output indicator 1.4</i>	<i>Number of SDF2 projects executed on time (and on budget (with 15% deviation)); demonstrating improved planning and implementation</i>

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, implementing, operating, and maintaining 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)

A training needs assessment (TNA) has been conducted under a separate assignment to obtain a benchmark for implementation of objective (b). This assignment therefore focusses on output indicator 1.3 and the SDF Secretariat is seeking for an Expert for delivering an O&M needs assessment.

3. Objectives of the assignment

SDF2 focuses on sustainable infrastructure investments and only invests in projects that are supported by robust Operations and Maintenance systems and budgets, thereby ensuring the longer-term sustainability of economic assets. Long-term sustainability of investments can only be ensured if budgets for operations, maintenance, and recurrent costs are incorporated into GoSL’s planning and budgeting cycles and disbursed accordingly.

The objective of the assessment is to establish a baseline on existing regulatory and institutional frameworks, processes, skills, and equipment to support the process of O&M for SDF-funded investments. Based on these, the assignment will also identify existing gaps and propose remedial measures for addressing them.

In this regard, the SDF Secretariat seeks to commission an O&M baseline assessment to establish the status as well as the O&M capacity gaps at three levels:

- The first level deals with the **individual** staff's capacity development in the MDAs, where PMTs are trained on the basic concepts of O&M, laboratory training, and project management.
- The second level deals with the **organizational** capacity development with the provision of maintenance equipment and construction of office blocks, just to mention a few.
- Finally, the capacity development strategy aims to engage MDAs at the **institutional** level by supporting policy drafts, standards, and strategies.

<i>Institutional level</i>	<i>Organizational level</i>	<i>Individual level</i>
<ul style="list-style-type: none"> • Laws • Policies • Regulations • O&M strategies • Design standards 	<ul style="list-style-type: none"> • Maintenance management packages • Acquisition of software and hardware • Maintenance equipment 	<ul style="list-style-type: none"> • Training on basic concepts of O&M • Technical training

Under the assignment, the Expert will be expected to:

- Conduct a comprehensive baseline assessment on the enabling environment necessary for the O&M of infrastructure projects to ensure sustainability of the SDF investments.
- Conduct physical verification/assessment of packages, equipment, and software necessary for O&M at organizational level.
- Assess the skills and knowledge gaps on O&M, support systems and structures within the relevant technical and planning departments of the respective Project Holder.
- Identify gaps at each of the three levels and recommend relevant solutions.
- Develop an action plan, including timelines, for addressing the gaps.

4. scope of the Work

The O&M expert is expected to conduct the following tasks:

4.1 Desk review of key relevant documents

The Expert will review key documents including:

- Institutional mandate, relevant policy documents, and governance structures of various Project Holders.
- O&M assessment reports, strategies and plans made by these MDAs and other donors to establish baseline information with regards to training needs and context.
- SDF2 Theory of Change and Logical Framework to appreciate Fund's commitment to investing in sustainable infrastructure projects.
- SDF2 Capacity Development Framework 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 which the project intends to deliver.

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:

- The current existing institutional, organizational, and individual capacity in terms of policies, strategies and standards and project sustainability plans.
- Their expected roles and functions in planning, budgeting, and maintenance of infrastructure investments.
- Available skills, equipment, systems, policies, and laws as well as relevant areas of improvements.

4.3 Identification of existing capacity

- Identify the ongoing and planned O&M initiatives of these MDAs at the national level that are aimed at improved sustainable management and maintenance of investments.
- Identify key gaps of organizational, institutional, and individual skills required to enable the Project Holders' relevant departments (host department and department of planning) to develop policies, standards/strategies and to plan, budget and maintain the investments/infrastructures and validate these with the Project Holder management.
- Propose priority solutions, which enable MDAs to plan, budget, implement and maintain sustainable investments projects.

4.4 Expected Results

- Present the findings to the PMT, MDAs senior management team, and the SDF Secretariat for validation and approval.
- Submit a comprehensive report outlining priority solutions (including list of interventions), which will enable MDAs to plan, budget, implement and maintain sustainable investments projects, in line with the three levels stipulated in the SDF2 CD Framework.

5. Duration and Locations

The duration of the assignment will be 45 working days and the Expert will work from the SDF Secretariat and respective Project Holder offices.

6. Reporting Arrangements

The Expert 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) and institutional Heads of Departments.

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	7 th day
Interim report presenting key findings and recommendations	25 th day
Draft report of maximum 30 pages including an executive summary, findings, recommendations	35 th day
Final report based on the Client's feedback and approved reporting format	45 th day

8. Required Qualifications, Skills and Experience

The assignment will be delivered by a Senior O&M Expert with a counterpart seconded from the Somaliland Civil Service Institute. The Expert should have the following qualifications, skills, and experience:

Expert	Key qualifications, skills, and experience
Senior O&M Expert	<p><u>Qualifications and skills</u></p> <ul style="list-style-type: none"> • At least a master's degree in Management, Organizational Development, Public Administration, or other relevant institutional development studies • Demonstrated excellent command of spoken and written English <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Minimum of 12 years' experience working as public management or institutional development expert in Africa • Minimum of 3 years' experience in countries emerging out of conflict or fragile states <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Minimum of 8 years' experience of institutional analysis or organizational assessments in the public sector • Conducted at least 3 O&M assessments in the public sector in the last 5 years

National O&M Counterpart	<p><u>Qualifications and skills</u></p> <ul style="list-style-type: none"> • At least a bachelor's degree or equivalent in Public Administration or other relevant institutional development studies • Demonstrated excellent command of spoken and written English <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Minimum of 5 years' experience working as public administration or institutional development expert in Somaliland <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Participated in at least 1 O&M or policy or capacity assessment in the public sector in Somaliland in the last 3 years
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9. Payment

The Senior O&M Expert will be paid by the SDF Secretariat as a Short-Term Expert whilst the National Counterpart will be seconded by the 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 O&M Expert will work under the overall SDF Secretariat Health, Safety and Security protocols.
- The Senior O&M 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

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