

Terms of Reference

ActionAid International Somaliland/Somalia (AAS)

Final Evaluation of Country Strategy Paper (CSP) and National Contextual Review to Inform the Development of a new Country Strategy (2025-2029)

ActionAid International's Engagement in Somaliland/Somalia

A Historical Overview

ActionAid International (AAI) initiated its humanitarian mission in Somalia during the 1980s, responding to the escalating refugee crisis. The conflict in 1988, however, led to worsening security conditions, prompting AAI to suspend its operations in 1990. In a pivotal move, ActionAid Somaliland was founded in June 1992, following a Memorandum of Understanding (MOU) with the Government of Somaliland and the Council of Elders in Erigavo. This marked the opening of the first field office in the Sanaag region's Erigavo. Throughout the years, ActionAid has been at the forefront of integrated programs focusing on women's rights, humanitarian aid, resilience, food security, and education. It has also played a crucial role in fostering Community Based Organisations (CBOs) to spearhead local development initiatives. From 1992 to 2006, ActionAid's presence in Hargeisa, the capital of Somaliland, was symbolized by a Liaison Officer who participated in strategic coordination meetings. The organization's reach extended to the Togdheer region in 1999, and by 2006, it had established its headquarters in Hargeisa. The period between 2006 to 2009 saw ActionAid's expansion into Puntland, one of Somalia's federal states, as a response to the Tsunami disaster and recurring droughts. This era was characterized by the establishment of strategic partnerships with local authorities, CBOs, and other agencies. After more than 17 years of dedicated service, ActionAid inaugurated three Local Rights Programmes (LRPs) in western Somaliland—Gabiley, Arabsio, and Allaybaday—between 2010 and 2011. These LRPs, supported by child sponsorship and donor contributions, have been instrumental in addressing the needs arising from severe droughts and other challenges in the region.

Program work in these LRPs were supported by child sponsorship income (sponsors from UK and Italy) and other donors over the period. In response to severe drought that affected the eastern part of Somaliland, AAIS further expanded her operations to Odweine and Burao districts in Togdheer region in 2017 with funding through the UN agencies, including the World Food Programme (WFP) and Food and Agricultural Organisation (FAO). Relationship with the UN agencies continues as AAIS has been receiving funding from 2017 to date to undertake humanitarian and resilience building initiatives in the two districts in Togdheer and Erigavo and Badhan districts in Sanaag region. To position the organisation to tap into funding opportunity as well as share her experiences over the years of working in Somaliland, AA formally established offices in Mogadishu (Federal capital of Somalia), Belet Wayne in Hirshabelle State and Garowe in Puntland State of Somalia in 2023. To date, AA has a presence in 4 out of 6 regions in Somaliland, Mogadishu and Belet Wayne working with 150 – 200 communities.

ActionAid Somalia/Somaliland's work has been guided by the national strategies which have been aligned to the global strategies over the period. The 4th Country Strategy Paper (CSP) – 'Action Towards Social Justice' was initially slated for the period 2013 – 2017 and focused on women's rights, economic diversification, education, human security, and youth empowerment. Due to internal challenges and changes in the context, the need to implement recommendations from a mid-term CSP review that was done in October 2015, the implementation of 'Action Towards Social Justice' was extended up to 2019. System strengthening over the duration of the 4th CSP enabled the organisation to raise more partnership funding. By the end of 2018, partnership funding constituted 68% of total funding compared to 32% of regular giving (sponsorship) income. The focus of the organisation further opened opportunities for increased collaboration with UN agencies and ActionAid funding Affiliates which led to operations being spread across 80% of Somaliland and other areas of the Federal Republic of Somalia. The development of the current CSP which is the 5th CSP for Somaliland– **"People's Action Towards Social Justice" (2020-2024)** was influenced by changes in the world around us including geopolitical, economical, climatic, social, demography, and technology. This required ActionAid to adapt her response to the context to remain relevant in the country.

Due to decades of political instability, conflict, poverty, marginalization and limited development, the humanitarian situation remains critical in Somaliland/Somalia. Prolonged drought conditions compounded by Desert Locust invasion and COVID-19 pandemic have devastated pastoral and agropastoral lives and continue to drive displacement, which has impacted on people's way of living and resilience. Climate change and conflict have direct bearing to each other and exacerbates interclan conflict over scarce resources like water, pasture while conflict necessitates people to involve in negative strategies such as destroying the tree cover for charcoal. Climatic, sudden on-set and human-made disasters are already increasing, and all the indications suggest that they will continue to do so in ways that surely test both our approach and effectiveness. It was against this background that the 5th CSP "People's Action Toward Social Justice" (2020-2024) was developed. This 5th CSP –is therefore an expression of ActionAid International Somaliland's (AAIS) commitment and solidarity to bring about a transformational change that is sustainable and led by people living in poverty and exclusion. Over the period, AAIS set clear mission priorities and organisational shifts that are founded on our theory of change and program expansion to South Central Somalia. The strategy is focused on three pillars of intervention: Rights, Resilience and Redistribution. The current CSP focused on 2 strategic priorities: (i) to address the root causes of violence against women and girls, enhance women's access to economic opportunities and access to justice and (ii) advance women-led humanitarian response and promote resilience building to address climate, sudden onset and conflict induced disasters. During this period, ActionAid has been working with women, their organizations, and networks to take leadership in humanitarian response and resilience building, access to decision making forums at all levels and realise their full potential as leaders of transformative change. Supporting the resilience of vulnerable populations against shocks is paramount focus of our strategic vision to mitigate adverse effects of climate change. This strategy was geared towards building the ability of people to adapt positively to changing circumstances, mitigate, prepare for, and rapidly recover from shocks and stresses. ActionAid also planned to promote a climate resilient sustainable agriculture approach (CRSA) and alternatives around drought risk management using a combination of science and traditional/indigenous knowledge.

During the CSP implementation period (2020-2024), a lot of changes took place in the national context that affected the work of ActionAid International for both programing and fundraising. Between 2020 to 2021, the

COVID-19 outbreak impacted planned activities due to the nature of the pandemic as many activities that required direct contact with beneficiaries were modified to lifesaving and health-related interventions. Several donors suspended funding while few accepted AA request to modify the actions to suit the prevailing context of COVID-19 awareness raising and mitigation measures. Even though there was a huge funding opportunity for health-related intervention, our CSP did not prioritise health and we did not have the capacity to compete for and implement highly technical health-related projects. This CSP period was also marred by six consecutive failed rainy seasons between the end of 2020 up to mid-2023 which resulted in one of the worst droughts the country has faced in recent times. The drought resulted in increased no. of internally displaced people, people requiring lifesaving interventions and donors also prioritised funding for emergency response than any other sectors. Within this period, violence against women and girls and protection challenges have still not been adequately addressed with no firm policy changes to protect the rights of women and girls. There was also a locust outbreak in Somaliland which affected communities where we operate resulting in huge loss of crops including fodder for livestock. Our programming had to shift to respond to these disasters and consequently affect the planned CSP prioritisation. The political context also changed over the period as Presidential elections that were due to be held in November 2022 in Somaliland were shifted by 2 years to November 2024 which resulted in tense atmosphere in a country that is known for relative peace and stability in the horn of Africa. Access to certain parts of the country where we had operations was affected when inter clan conflict between the Government of Somaliland and Clan leaders in Sool region broke out in February 2023. Some of our interventions were modified to support the affected populations in their relocated regions while we had to completely suspend operations from the affected district and moved to other districts to continue same or similar projects. It is worth mentioning that our programme expansion into central Somalia (Mogadishu and Belet Wayne district in Hiraaan province, Central Somalia) led to increased funding opportunities, recognition of AA work at national cluster levels, State and Federal Level Ministries/Departments and Agencies and establishing cooperation agreements with key national organizations. The trends of recurrent droughts, flooding, conflicts that is limiting access to certain regions as well as lack of formal policies protecting the rights of women and girls continue as we prepare to develop a new strategy. Thus, it is necessary to evaluate our current CSP achievements, challenges, lessons learnt as well as a review of the context to inform the priorities that AA will focus on in the next five years (2025-2029).

Purpose and Objectives of the Final Evaluation and Contextual Review

The overarching purpose of the final evaluation and context review is to assess the effectiveness of the Country Strategy Program (2020-2024) in meeting its stated objectives as well as undertake a context review to inform the development of a new country strategy for the period 2025-2029. The final evaluation will assess the progress and performance of what AA Somaliland committed to do against its Country Strategy Paper V, "People's Action Towards Social Justice" within the overall Somaliland and Somalia context. The contextual review to inform the development of a new CSP is to scan the external and internal environment from different perspectives (programme, finance, fundraising, Human Resource administration, geographical footprint, partnership model, etc. and the factors contributing to the current realities of the country and the regions and districts where AA operates. It will involve gathering relevant information on the political, economic, social, technological, climate, environmental, legal, and emergency trends, and the implication of each of these trends

on AA operations. The study will collect relevant data and information that can be used to interpret the environment and context in which AA conducts its programming in the country.

1 Specific Objectives:

- 1. Assessment of Strategic Progress:** Evaluate the extent of progress made towards the strategic and organizational goals outlined in the “People’s Action Towards Social Justice (2020-2024)” Country Strategic Paper (CSP).
- 2. Organizational Performance Analysis:** Analyze how effectively resources—both human and financial—as well as systems and processes, have been utilized to achieve the outcomes of the CSP. Provide recommendations for future strategies.
- 3. Stories of Change:** document at least two impactful stories of change during the life of the CSP
- 4. Contextual Review:** Perform a comprehensive review of various perspectives and scenarios that have influenced the current national conditions and the broader external environment in which ActionAid (AA) operates.
- 5. Lesson Generation:** Identify key lessons learned during the CSP period that can inform the development of new program priorities and strategies, taking into account emerging trends and issues.
- 6. Define Strategic Direction for AA:** Outline a strategic roadmap for ActionAid’s work over the next five years, including establishing national and international linkages, based on the current context and anticipated future scenarios.

The Review Processes.

The external review process as indicated in the Accountability, Learning and Planning System (ALPS) document of AAI is a critical process in the CSP end-term and contextual analysis review. The review process will be undertaken by a team of independent consultants who will be responsible for conducting the strategic program, organizational and contextual reviews.

The end-term and context analysis review process will specifically focus on the following:

1.1 Strategic Program Review

The strategic program review will incorporate community, district, national and international level programs, and activities, as well as partnership engagements at different levels. It will specifically be to:

- a) Assess the extent to which the CSP design and development processes, strategies, objectives and approaches to empowerment, rights-based programing and policy work have been in line with and contributed to the achievement of ActionAid-Somaliland overall country program mission, vision, values and more widely the ActionAid International Global Strategy- “Action for Global Justice” goals.
- b) Specifically, assess how program strategies and interventions have contributed to sustained improvements in the lives of poor people in the areas AA works and more generally how we have contributed (or not) to bringing about social change and/or pro-poor policy and practice change in Somaliland/Somalia.

- c) Critically analyze the trends in achieving the goals and key milestones (Priority Areas and Focus Areas) in the CSP implementation and show how the strategy has evolved to contribute to poverty eradication efforts in Somaliland/Somalia specifically and broadly within ActionAid global federation.
- d) Assess to what extent the implementation of the human rights-based approach has been understood and applied by staff and partners for local development and poverty eradication, supported the achievement of the goals and objectives of the CSP.
- e) To assess AA Somaliland/Somalia's engagements in policy and advocacy work at the national, regional, and international levels and the development of linkages between these levels. What worked well and what were the enabling factors? Were there missed opportunities and how can we factor this in future programme design?
- f) Assess the prioritization of women's rights on both program and organizational dimensions with specific focus on the following:
 - i. The outcomes and quality of AAS's women's rights work at community and national level.
 - ii. The contribution of AAS's partnerships to women's rights struggles; and
 - iii. How AAS's organizational culture and systems have been impacted on women's right work.
- g) Assess the impact and changes brought about (positive and negative) in the lives of poor and excluded men, women, girls, and boys. This will be through sampling of the operational areas for intense review and dialogue with rights holders.
- h) Assess performance against strategic objectives set out in the CSP and in support of ActionAid International's global goals and thematic priorities.
- i) Assess the level of mobilization and involvement of rights holders' organizations at local and national levels.
- j) Judge the effectiveness of accountability processes to poor and excluded groups, partners, allies, and other key stakeholders.
- k) Analyze the levels and allocations of program expenditures across themes, program goals and objectives, and balance between investments at field level, national and international work.
- l) Assess the levels of critical awareness on cost consciousness and financial accountability amongst staff and partners at all levels and the country programme's progress towards ensuring cost-effectiveness on broad program design, delivery, and impact assessment.
- m) Assess implementation of the International Campaigns (Climate Justice etc.) to achieve mobilization towards policy change, organizational solidarity, and visibility of ActionAid International (AAI) goals.
- n) Analyze the costs incurred in work on strategic objectives and international thematic work vis-à-vis performance and impact. This will include measures of effectiveness and efficiency.
- o) Assess the extent of linkages between local, national, regional and international actions (program and policy) and what lessons can be drawn from AAS by the wider organization in terms of good practice.
- p) Capture stories about what has been achieved as a result of the shift in power relationships at all levels.
- q) In the process of carrying out the review, through participatory methods, analyze and document key lessons and findings for internal sharing in ActionAid-Somaliland/Somalia (and for further sharing within ActionAid International and with external stakeholders) and draw out implications for implementation improvements in future CSP.

- r) Based on the analysis, make recommendations to inform the future strategic programme priorities for AAS country programming in line with the Global strategic priorities and the country's Development Plans.
- s) Using findings from the review, the report will identify our niche in tandem with issues emerging from the context and focus on interventions that are impactful, responding to the needs of communities whilst aligning with the international strategy and Strategy Implementation Framework.

1.2 Organizational Review

The organizational review process will incorporate the review of organizational objectives, policies, systems, processes, structures, organizational culture and climate, leadership and management practices, resource generation and management, skills, competencies, and capacity, etc. It will specifically focus on the following:

1.2.1 Human resources and Organisational Development

- a) Review the major organizational development progress that was made in AAS over the strategy period and the extent to which they have enabled or disabled the achievement of the mission and organizational objectives.
- b) Review of AAS's internal structures, systems, policies and procedures and consistency with AAI frameworks with special reference to AA Somaliland's categorization in the Country Model Transformation programme
- c) Assess organizational effectiveness and organizational development processes and outcomes since 2020.
- d) Assess how personnel and functions have performed vis-à-vis organizational development objectives and in contributing to the strategic goals in the CSP.
- e) Assess the impact of AAS organizational restructuring (including the Country Model Transformation) on the overall quality and cost-effectiveness in organizational and programs delivery. Capture the main learning which should feed into the next strategy/strategic plan.

1.2.2 Fundraising and Finance

- Assess the prevailing context in tandem with future programing priorities and available funding opportunities (institutional and high value donors) at country level, regional and international.
- Assess internal capacities (strengths and weaknesses) and make suggestions or recommendations.
- Assess the current geographic footprint in tandem with our ability to make meaningful impact in the lives of communities and make recommendations/suggestions.
- A critical look at the successes in our fundraising drive in the life of the current strategy, challenges and missed opportunities.

1.2.3 Monitoring, Evaluation, Accountability & Learning (MEAL)

- Assess the effectiveness of our current MEAL systems and ability to document and communicate change, generate lessons, and pilot innovations.
- Explore the possibility of introducing innovative digital technology in enhancing effective MEAL.
- Make relevant recommendations or suggestions.

1.2.4 **Partnerships**

- Review the current partnership policy framework; its effectiveness or not and recommend a model for long-term and sustainable partnership including working with social movements in Somaliland/Somalia
- Assess the capacities and challenges of partners in sight of effective and efficient programme delivery and resource management.
- Assess the existence or not of social movements and the opportunities, risks of working with or aligning with such movement taking into consideration the national context.

2.1. **External**

- Review global trends in geopolitics that may impact national context and exacerbate impact of the multi-layered crisis (climate, inflation, and resource induced conflict)
- Review of the political environment: policy formulations and reviews, functions of Opposition political parties, Political spaces, NGO and CSO operating and general political operating environment and how it has affected the realization of the strategic objectives and implications for future programming.
- The trends in national level Emergencies: Trend of climate related disasters and human actions on the environment (floods for example) and the national level structures to support preparedness and response actions drawing lessons from recurrent emergencies.
- The major events or processes, including the financial crisis occurring in the broader context (regional, national, and global), during the strategic period had an impact on AAS's ability to achieve the CSP objectives.
- Factors in the current context that will be supportive of ActionAid achieving its overall goal of poverty eradication.
- The current context focusing on the overall security and access to communities for humanitarian work, poverty situation, macro level economics, global issues, socio-political situation, socio-cultural dynamics, existence, and activities of other development partners,
- Opportunities and risk mapping of the external context in Somaliland/Somalia, within the sub-region, continent and globally.
- The current NGO Policy and implications for AAS's work with specific reference to Policy, Advocacy and Campaign work.
- Working with social movements is a major organisational shift in the current global strategy (Action for Global Justice): the review will explore the existence of such movements and the factors that support or hinder mass mobilization at country level.
- What are the major challenges, key risks, safeguards/mitigations applicable, barriers to achieving change and poverty elimination and drivers/facilitators of change and poverty reduction.
- Current national donor priorities and programmes and impacts on the work of AAS going forward,

Methodology

- **Internal Review:** The Participatory Review and Reflection Process (PRRP) will be conducted across all departments and operational districts. This collaborative effort will involve our partners and stakeholders

at both local and national levels, ensuring a comprehensive internal reflection. The insights gained from the PRRP will serve to corroborate the findings of external evaluators.

- **Strategy Development Process:** The consultants will play a pivotal role in guiding the following internal strategic processes:
 - **Feedback Session Facilitation:** They will conduct a session to discuss the findings of the strategy end-term review and contextual analysis with all staff and partner representatives.
 - **Strategy Writing Retreat:** They will lead a minimum of a 5-day retreat for the strategy reference group, aiding in the conceptualization and drafting of the new country strategy paper.
 - **Reporting:** They will compile a report detailing their observations and providing actionable recommendations for future strategies.

External Review

The national consultations will be led by external national consultants who will work with the staff reference group. They will carry out consultations at district and national levels. A Peer review team from the Global Secretariat and other AA country programmes will be constituted to provide support throughout this process. The team will review and provide feedback on the work carried out by the national consultant to help guide the process for strategic alignment to AAI Global Strategy.

Where possible, AAS will facilitate a country visit by a team of not more than three members. A clear term of reference will also inform this engagement and scope will broadly address the following specific objectives:

- To evaluate and comment on the first draft CSP for strategic alignment and contribution to the federation priorities and regional level initiatives whilst at the same time responding to country level priorities.
- To identify, strengths, gaps and opportunities in AA Somaliland/Somalia's programming going forward and make relevant recommendations.
- To hold discussions with donors and relevant government agencies at local and national levels to bring out their views about collaboration, synergies, opportunities and how AA Somaliland/Somalia's work is contributing to local and national development programmes.
- To generate lessons which can be used to shape the new programme proprieties/strategies based on key emerging trend/issues.

The review will be in 3 phases – desk review, data collection, synthesis, and analysis.

Desk review.

The desk review will include reviewing annual reports, project reports, AAS CSPs, AAI Strategy, M & E framework, PRRP reports, organisational policies like finance, HROD and administration, internal and external audit reports, Monitoring and Evaluation reports, fundraising, partnership framework, etc. This is meant to give the reviewers a broad sense of what the organisation is doing and the policies against which it should be assessed.

Data Collection

At this level, the consultants (Lead external reviewers) will lead community, district, and national level engagements at selected operational districts to elicit useful information for the review. At these engagements' community beneficiaries, stakeholders at all levels, AAS staff and partners will take part in several consultations.

The Consultants will propose the number of communities to visit in each district for the in-depth field visit and will also organize a national level meeting with national level stakeholders to further assess AAS's work.

Validation meeting(s) will be undertaken to validate the preliminary findings and observations with cross sections of participants that were consulted at all levels.

Synthesis

At this stage, the consultants are expected to analyse and synthesize all the data collected from the desk review and the field work to produce the draft report. It is expected that the consultants will share the draft reports with AAS Country Management, Staff reference groups and ActionAid Federation review team for feedback and consolidation of feedback to produce the final report.

External Review Team Composition:

The external review team can consist of national/international consultants/consultancy firm. The team is recommended to include:

- **Team Leader:** A professional with extensive experience in strategic program reviews and evaluations, ideally with a background in civil society, policy, gender, rights, and organizational development. This individual will oversee the external review process, demonstrating leadership across multidisciplinary teams and a track record of similar work in comparable settings.
- **Technical Member 1 (Women's Rights and Protection):** An expert in women's rights and protection, knowledgeable about the legal frameworks and cultural nuances specific to Somaliland/Somalia. This member will lead the review of women's rights and protection initiatives and have experience in conducting evaluations.
- **Technical Member 2 (Humanitarian and Resilience):** A specialist in humanitarian efforts and resilience building, with a focus on climate change, disaster preparedness, and response. Familiarity with climate justice campaigns, land investments, and food security policies is essential. This member will also have a background in review and evaluation processes.
- **Technical Member 3 (Organizational Effectiveness):** A reviewer skilled in assessing organizational development and management systems, including finance, operations, fundraising, and Monitoring, Evaluation, Accountability, and Learning (MEAL). This individual will guide the review of organizational effectiveness and have experience in evaluations.

Each team member will work closely with the ActionAid Somaliland/Somalia Staff Reference Group to ensure a thorough and collaborative review process.

Review Reference Group

This team is being set up to provide overall guidance and offer quality assurance inputs to the Core Review Team. It will consist of:

- Country Programme Manager
- Business Development and Communications Specialist
- HROD Lead
- Finance & Operations Manager
- Area Manager- Mogadishu
- Emergency Programme Coordinator
- Resilience Programme Coordinator
- MEAL Coordinator
- Women's Rights and Protection Coordinator

Indicative list of partners/stakeholders to be involved in the review:

- ActionAid-Somaliland/Somalia staff members
- Central/Local Government
- Ministries, Departments and Agencies –Ministry of Planning, Agriculture/Food security, Environment and Climate Change, Employment, Welfare, Gender, and Children's Affairs, NADFOR, SODMA, NGO Consortium, INSO, etc.
- Regional/District level leadership
- International NGOs & Donors
- Local Civil Society (NGOs, CBOs, Coalitions and Networks) Partners
- Community Development Committees, School Management Committees, representation of poor and vulnerable groups, women, men, boys, and girls.

Methodology and Duration

The external review will be conducted over a period not exceeding two-month period, encompassing the following key phases:

- Literature Review:** Comprehensive analysis of existing reports, evaluations, and strategic documents, alongside an examination of the context and poverty trends.
- Participatory Reviews and Data Collection:** Engaging in field visits to project sites, program areas, partners, and local government districts. This phase will actively involve key stakeholders, particularly those who are marginalized, across the regions of operation.
- Analysis and Report Writing:** Conducting both participatory and independent analyses, followed by the drafting of the report and subsequent debriefing sessions with management.
- Stakeholder Engagement:** Organizing reflection and feedback sessions with management, staff, partners, and external stakeholders to gather input on the findings and to discuss recommendations for the forthcoming CSP.
- Duration:** The entire review process is structured to be completed within a span of two months, ensuring a thorough and collaborative approach.
- Outputs:**

- a. Circulation of the draft report among the AA Staff reference Team who will share the document with staff members and partners for preliminary review.
- b. Scheduling necessary online interactions with the Staff Reference Group members to refine the report and recommendations.
- c. Finalization of the report, incorporating feedback and securing approval from the Country Management Team, in consultation with the Head of Country Engagement and Transformation – Africa.

Key deliverables

- **CSP Evaluation Report:** A comprehensive final report on the CSP evaluation, succinctly presented in no more than 30 pages, excluding annexes. This report should encapsulate the findings, analyses, and insights from the evaluation process and at least two impactful stories of change.
- **Context Review and Analysis Report:** An in-depth final report on the context review and analysis, detailing observations across all operational districts. The report should be concise, not exceeding 30 pages, excluding annexes.
- **Summary of Key and Emerging Issues:** A summarized document highlighting the critical and emerging issues identified from the context. It should also include strategic recommendations for future programming.
- **Strategy Development Workshop Report:** A detailed account of the strategy development workshop, outlining the discussions, feedback, and recommendations that emerged from the session/s.

Management and Coordination

The Country of Program Manager, in consultation with the Country Director and other senior management team members will be responsible for leading the end term assessment and context review process. Technical support will be provided by Staff and staff reference groups.

Review Report

The final consolidated report (CSP evaluation and context review) that will be prepared by the external reviewers should not be more than 35 pages. The report should detail the following:

- i. An executive summary of key findings, lessons, and key recommendations
- ii. The main objectives of the review
- iii. The review process and methodology
- iv. Contextual analysis on key social, economic, political issues and trends that have affected and affecting either positively or negatively the role and operations of ActionAid Somaliland/Somalia.
- v. Key findings for each major area reviewed: Programs including policy advocacy and campaign; Organizational performance including finance, funding processes, partnerships, HR/OD. This section will include an analysis of major achievements, issues, challenges and lessons against the different strategic and organizational objectives, implementation strategies and the extent to which these strategies are understood and implemented at all levels.

- vi. Examination of ActionAid Somaliland/Somalia's organizational arrangement, its responsiveness to prevailing issues and mission objectives, leadership and staff competence, major challenges, constraints, risks, and lessons that could be drawn.
- vii. Overall conclusions and recommendations that would be taken into consideration in improving the implementation of the new CSP and the achievement of its goals.
- viii. Terms of Reference of the Review
 - ix. (b) List of key reference documents used by the review team
 - x. (c) List of people/organisations interviewed
 - xi. (d) Case studies and comments from key informants (to support findings/conclusions) – This may also be weaved into the main report as deemed appropriate.
 - xii. (e) Workshop(s) notes

a. Key Reference Documents

- i. CSP IV and V documents
- ii. CSP Monitoring Framework
- iii. Narrative Plans and Budgets
- iv. Finance Documents including audit reports, management accounts, etc.
- v. Annual Reports
- vi. Other country program report, appraisal documents
- vii. Research Reports
- viii. PRRP reports
- ix. Organizational Policy Documents including the HR/OD policy, FPPM, Procurement manual, Partnership framework policy, AAI Policies on SHEA, PSEA, etc
- x. Project reports
- xi. CMR review reports

Cost and Logistics

The review cost shall be borne by ActionAid-Somaliland/Somalia and will cover consultancy costs, travel, transport, accommodation and per-diem costs of the review team, costs of workshops, documentation, etc.

Potential consultants are expected to produce an indicative financial budget for the review.

AAS will pay costs/ fees for the Consultants for the task as follows:

- i. The fees: 25% of the total fees will be disbursed on signing of the MOU and production of inception report.
- ii. 25% upon submission of the first draft of the Report
- iii. 50% on satisfactory conclusion of the assignment and submission of final report and related field records.

b. Application

When applying for a consulting position, prospective consultants are expected to provide a comprehensive application that showcases their qualifications and expertise, and these include:

1. Detailed Technical Proposal and Financial Budget:

- As part of the application process, applicants should prepare a **detailed technical proposal** that outlines their approach to the consulting activity. This proposal should cover methodologies, timelines, deliverables, and any specific strategies they plan to implement.
- Additionally, a **financial budget** must be included. This budget should clearly specify the expected costs, including the consultancy fee.

2. Certificates of Qualification:

- Applicants should submit copies of **certificates** that validate their qualifications. These certificates may pertain to educational degrees, professional certifications, or specialized training.
- The **team leader** and other technical team members directly involved in the review should provide evidence of their expertise through relevant certificates.

3. Letters of Recommendation or Attestation:

- From previous employers or clients that will provide insights into the applicant's skills, professionalism, and applicant's track record and reliability on similar assignments done in the recent past.

4. Copies of Similar Work Done:

- Provide copies **of similar work that** demonstrates relevant experience and showcases successful outcomes.
- These copies could include reports, case studies, or project summaries related to similar consulting assignments.

5. CV/Resume of Lead Consultant and Key Team Members:

- The **CVs or resumes** of the lead consultant and other key team members are essential. These documents should highlight their professional background, relevant experience, skills, and accomplishments.
- Details such as work history, specific roles, responsibilities, and notable achievements should be included.

All applications should be addressed to the following emails: admin.somaliland@actionaid.org and admin.somalia@actionaid.org not later than Sunday 12th May 2024.