



Terms of Reference (TOR)

Consultancy Service for the Development of an Internship and Volunteer Policy for the Federal Government of Somalia (FGS) and Federal Member States (FMSs)

Country:	Federal Republic of Somalia
Name of Project:	Somalia Enhancing Public Resource Management Project
Project ID:	P177298
Type of Appointment:	Consultancy Firm
Duration:	90 Days
Place of assignment:	Mogadishu and other Federal Member States of Somalia

1. Introduction and Background

Somalia is engaged in a multifaceted process of rebuilding its governance and economic structures following decades of conflict and instability. The World Bank is actively supporting Somalia in its efforts to improve institutions and service delivery, aiming to renew the social contract between the government and its citizens. This support is part of a broader strategy to build state legitimacy and reduce institutional fragmentation, recognizing that public trust in the government's ability to fulfill its core functions and deliver essential services is crucial for stability and development.

In alignment with these goals, the Federal Government of Somalia (FGS), in collaboration with the World Bank, has commenced the implementation of the Somalia Enhancing Public Resource

Management Project (SERP). This project focuses on enhancing the performance of key government functions, strengthening policy capabilities, and improving public sector management across the FGS and Federal Member States (FMSs).

Within this context, Component 3 of the SERP project specifically aims to support the enhancement of systems, staff skills, and effectiveness of civil service management to improve government capacity to deliver services to citizens.

This component recognizes the critical role of human capital in effective governance and service delivery. A key element of Component 3 is the establishment of a structured internship program to attract, develop, and retain young talent within the FGS and FMSs. This initiative directly addresses the need for "building/investing in a pipeline of future civil servants in selected functions," as outlined in the project document. Internship programs serve as a vital bridge between academic learning and practical experience, providing young Somalis with the opportunity to gain hands-on skills, contribute to national development, and prepare for future careers in public service.

The development of a comprehensive internship and volunteer policy framework is a crucial step towards establishing a structured and sustainable program that effectively contributes to the objectives of Component 3 and the overall goals of the SERP project. This policy will provide a clear roadmap for attracting, managing, and developing young talent within the Somali public sector, ultimately enhancing the capacity and efficiency of the civil service. At the same time it will also provide younger civil servants working in the Somalia civil service the opportunity to explore new areas of work and build new capabilities.

The Ministries of Labour and Social Affairs of the FGS and FMSs will jointly hire a consulting firm (hereinafter referred to as the "Firm") to undertake the development of a comprehensive internship and volunteer policy. The firm will work closely with both FGS and FMSs MoLSAs to implement this initiative.

2. Objectives

- **General Objective:** To develop a comprehensive and actionable internship and volunteer policy framework for the FGS and FMSs, guiding the establishment and implementation

of structured internship programs that attract, develop, and retain young talent within the Somali public sector.

- **Specific Objectives:**

- a) Develop a unified internship and volunteer policy framework that:
 - Is aligned with the goals of the FGS and FMSs, national development plans, and international best practices.
 - Clearly defines the purpose, scope, eligibility criteria, application process, merit-based selection process, impartial placement process, and duration of internships and volunteer programs.
 - Determine whether financial support should be provided and could be made available to some or all interns to ensure a meritocratic selection process and accessibility for candidates from all socio-economic backgrounds.
 - Ensures alignment with the specific needs and priorities of different government sectors and agencies; clearly quantifying need of sectors and agencies for various roles, quantifying potential pipeline; and identifying gaps.
 - Outlines processes and requirements to develop a pipeline of interns from the School of Management and Public Administration (SMPA), Institute of Public Administration and Management (IPAM-PSS), and other local universities.
 - Outlines the roles and responsibilities of all stakeholders, including interns, volunteers, host institutions, supervisors, mentors, and government agencies, establishing clear lines of accountability and communication. Including determining the most cost effective and efficient management structure for the proposed program (e.g. is the entire program managed by a specific existing MDA, is decentralized, etc.)
 - Establishes standardized guidelines for the recruitment, selection, and onboarding of interns and volunteers, ensuring transparency, fairness, and merit-based selection processes.

- Is compliant with national labor laws, human rights standards, and international best practices regarding internships and volunteer programs.
- b) Design a structured internship program that:
- Includes clear learning objectives, tailored training opportunities, mentorship opportunities, and robust performance evaluation mechanisms to foster professional development and skills enhancement.
 - Actively promotes the participation of female candidates, ensuring equal opportunities for all young Somalis, regardless of gender. Identifies whether clear targets be established within the policy that target womens participation in the internship program as well as the balance of participation across FGS and FMS.
- c) Establish a comprehensive monitoring and evaluation framework to assess the impact of the internship program, track progress towards objectives, and identify areas for improvement.
- d) Develop capacity-building training programs for both FGS and FMS officials responsible for implementing and monitoring the internship policy, equipping them with the necessary knowledge and skills.

3. Scope of Work

The selected consulting firm will undertake the following tasks:

- **Comprehensive Research and Analysis:**
 - Conduct a thorough review of existing internship and volunteer policies and practices in Somalia, including those within the FGS, FMSs, and other relevant organizations.
 - Analyze international best practices and lessons learned from successful internship programs in comparable contexts, particularly those in post-conflict or developing countries.

- Conduct a comprehensive assessment of the current legal and regulatory framework governing internships and volunteer programs in Somalia, identifying any gaps or areas for improvement.
 - Identify local universities, along with SMPA and IPAM that could potentially feed into the internship program. Conduct preliminary discussions to determine their interest in participation as well as requirements to formalize that relationship.
 - Analyze and quantify the specific needs and priorities for specific skills/job families of different government sectors and agencies regarding internship programs, considering their unique mandates and operational contexts. Analyze and quantify the potential pipeline available from SMPA, IPAM, and other local universities to fill that need to identify professions/skills that are over or under prescribed.
- **Extensive Stakeholder Consultations:**
 - Engage with a wide range of stakeholders to gather diverse perspectives and ensure inclusivity in the policy development process.
 - Conduct consultations with government officials at all levels, including representatives from key ministries and agencies within the FGS and FMSs, to ensure buy-in and ownership of the policy.
 - Engage with civil society organizations, youth groups, academic institutions, and the private sector to gather feedback and ensure the internship program aligns with broader societal needs and aspirations.
 - Organize focus group discussions and workshops with potential interns and volunteers to understand their expectations, motivations, and career aspirations, need for financial or other support, ensuring the program is designed to meet their needs.
 - Consult with international development partners and donor organizations supporting youth development and capacity building in Somalia to ensure coordination and alignment of efforts.

- **Policy Drafting and Validation:**

- Develop a draft internship and volunteer policy framework that addresses all critical aspects of the program, incorporating findings from the research and stakeholder consultations.
- Ensure the policy is aligned with the FGS's development priorities, legal framework, and institutional context, while also adhering to international best practices.
- Present the draft policy in a clear and concise manner, using accessible language and avoiding technical jargon, to ensure it is easily understood by all stakeholders.
- Facilitate a government-led validation process to gather feedback on the draft policy through workshops and consultations with key stakeholders, ensuring their input is incorporated into the final document.

- **Promoting Female Participation**

- Targeted Outreach: Conducting targeted outreach campaigns to encourage female applicants, partnering with women's organizations and educational institutions to disseminate information about the internship program and its benefits.
- Gender-Sensitive Recruitment: Ensuring gender-sensitive recruitment and selection processes, including gender-balanced interview panels and evaluation criteria that consider the unique challenges faced by female candidates.
- Mentorship and Support: Providing mentorship and support specifically tailored to the needs of female interns, including addressing any potential barriers they may face in the workplace and fostering a supportive and inclusive environment.
- Monitoring and Evaluation: Tracking and monitoring the participation of female interns throughout the program, identifying any gender disparities, and taking corrective measures to ensure equitable representation.

- **Capacity Building and Implementation Support:**

- Develop a comprehensive capacity-building program for FGS and FMS officials responsible for implementing and monitoring the internship policy, covering all aspects of program management.
- Provide training on the recruitment and selection process, onboarding procedures, mentorship and supervision guidelines, performance evaluation mechanisms, and monitoring and reporting requirements.
- Develop training materials and resources, including manuals, handbooks, and online modules, to ensure sustainability and knowledge transfer beyond the initial training sessions.
- Provide ongoing technical assistance and support to government agencies during the initial implementation phase of the internship program, addressing any challenges or questions that may arise.

- **Monitoring and Evaluation:**

- Develop a comprehensive monitoring and evaluation framework for the internship program, outlining key performance indicators, data collection methods, and reporting requirements.
- Provide training and support to government agencies on data collection and analysis, ensuring accurate and timely reporting on program progress and impact.
- Conduct regular monitoring visits and evaluations to assess the effectiveness of the internship program, identify areas for improvement, and provide recommendations for program enhancement.

4. Deliverables and Timeline

The assignment is expected to be completed within 90 days from the date of contract signing. The following deliverables are expected within the specified timelines:

Deliverable	Timeline
Inception Report: Detailed work plan, methodology, and stakeholder engagement plan.	2 weeks
Literature Review and Comparative Analysis Report: Comprehensive analysis of existing policies, best practices, and lessons learned.	4 weeks
Stakeholder Consultation Report: Summary of consultations, key findings, and recommendations.	6 weeks
Draft Internship and Volunteer Policy Framework: Initial draft policy document for review and feedback.	8 weeks
Validation Workshop Report: Summary of feedback from validation workshops and consultations.	10 weeks
Capacity Building and Training Materials: Training manuals, handbooks, and online modules for government officials.	11 weeks
Final Internship and Volunteer Policy Framework: Revised and ready-to-implement policy document.	12 weeks
Monitoring and Evaluation Framework and Implementation Plan: Detailed framework, indicators, and data collection tools.	12 weeks

5. Qualification of Expertise Required

The consulting firm should possess the following qualifications and expertise:

- **Experience:** A minimum of 5 years of experience in policy development in the education, labor, or public administration sectors. Demonstrated experience in designing and implementing internship or youth development programs is highly desirable.
- **Expertise:** Proven expertise in conducting research, analyzing policies, and developing comprehensive policy frameworks. Strong understanding of human resource management, capacity building, and organizational development principles.
- **Knowledge:** In-depth knowledge of the Somali context, including its political, economic, and social dynamics. Familiarity with Somali labor laws, educational systems, and civil service regulations.
- **Team Composition:** The consulting team should comprise experts with diverse backgrounds and expertise, including:
 - Policy Development Specialist: Lead the policy development process, ensuring alignment with national priorities and international best practices.
 - Human Resource Management Specialist: Provide expertise on recruitment, selection, onboarding, performance management, and capacity building.
 - Legal Expert: Ensure compliance with all applicable laws and regulations and provide guidance on legal and ethical considerations.
 - Monitoring and Evaluation Specialist: Develop the monitoring and evaluation framework and provide training and support on data collection and analysis.
 - Somali Context Expert: Provide in-depth knowledge of the Somali context and ensure cultural sensitivity and relevance of the policy.

6. Assignment Duration

- 90 days from the date of contract signing.

7. Reporting

- The consultant will report to ministries of labor and social affairs at both FGS and FMS levels along with the Project Coordination Unit.
- Regular progress updates will be provided through PSM technical working group meetings, written reports, and presentations.

8. Confidentiality

- All information obtained during the assignment will be treated as confidential.

9. Resources Provided

The Consultant will be responsible for all arrangements related to office rental, logistics, and accommodation, as well as all translation and interpretation services necessary for the implementation of this assignment. Translation and interpretation must be of high quality. The FGS and FMSs MoLSA may provide an office for the Firm's team, depending on the availability of office space.

The FGS and FMS MoLSAs will provide access to the Ministry's building and subordinate organizations, as well as administrative support, meeting rooms, and a conference room, as well as available training materials, reports, legislative and methodological documents, and other necessary assistance with the implementation of this assignment. The FGS and FMS MoLSA will also provide a large meeting room for the workshops to be organized with key stakeholders and internet access and network resources, where necessary.