



ISLAMIC DEVELOPMENT BANK

Terms of Reference (TOR)

Consultancy Services for BCC2026-016 Fragility and Resilience
Assessment (FRA) for Somalia

April 2026

Invitation for Expression of Interest (IEOI) – Individual Consultant

Invitation for Expression of Interest

Date: 12 April 2026

Fragility and Resilience Assessment (FRA) for Somalia

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (the Services) for the above project. The Terms of Reference (TOR) of the Services is in Appendix A. The Services will be provided by consulting firm. IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy (Policy).
2. IsDB now invites Expression of Interest (EOI) from potential individual applicants for consideration by IsDB in determining a shortlist of candidates to be invited to submit proposals. Depending on the number of the EOIs received and the qualifications of the applicants, IsDB may or may not short list all potentials who have submitted EOIs.
3. Applicants who wish to submit an EOI should complete the EOI Form in Appendix B and submit it through IsDB's online IEOI facility or by email, fax or courier to the following authorized representative of IsDB:

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

Appendix A: Terms of Reference

Appendix B: EOI Form

Appendix A

Integrated Fragility, Resilience, and Conflict Analysis for the Federal Republic of Somalia

Background and Rationale

Somalia has experienced two and half decades of violent conflict and fragility, marked by armed conflict, weak institutions, and political instability. This protracted instability has been exacerbated by recurring natural disasters such as floods and droughts, local conflicts and insecurity which have displaced a significant number of people from their homes and damaged much of the country's infrastructure. As a result, the volatile dynamics of conflict and violence, and the recurring natural disasters have contributed to erosion of social cohesion and high rates of poverty and food insecurity, and further challenged the overall recovery, development and the delivery of humanitarian assistance at the community level. The country is currently recovering from the decades of conflict and has made significant progress in various sectors, including security, political settlement, economic and development sectors, however, the continued conflict with Al-Shabaab and ISIS, as well as local conflict dynamics still poses to be a challenge to peace and stability.

The Federal Government of Somalia (FGS) has recently launched the National Transformation Plan (NTP) for the period 2025 – 2029, an ambitious development plan aimed at fostering sustainable development and economic stability in the country.¹ The plan replaces the ninth edition of the National Development Plan (NDP-9), indicating a strategic shift to the country's approach to governance, economic stability, and development. The NTP's strategic pillars include investing in transformational governance, economic growth, developing social and human capital, environment and climate resilience, and enablers, such as legal frameworks and transportation connectivity. The NTP also intends to promote inclusivity and participation, including engaging with diverse groups of society, including marginalized communities.

IsDB is strategically committed to addressing fragility and building resilience across its Member Countries, guided by its 2019 Fragility and Resilience Policy and 10 Years Strategic Framework of 2026-2035. The policy outlines a comprehensive approach to identifying and mitigating drivers of fragility, such as institutional weakness, social exclusion, and economic vulnerability while strengthening resilience capacities and promoting inclusive development. IsDB seeks to build resilience, strengthen institutions, and contribute to social cohesion, peacebuilding, and sustainable development in MCs through addressing the needs of populations at risk of being left behind, encompassing core areas such as health, education, employment, crisis support, building institutions, the empowerment of women, and the alleviation of extreme poverty.

In order to operationalize the approved policy, the Bank has developed an implementation strategy that provides action plans and a results-based management framework and proposes tailored interventions to operationalize each pillar of the policy. Among the tools that the strategy presented is the Fragility and Resilience Assessment (FRA) which focuses on the patterns of

¹ Ministry of Planning, Investment, and Economic Development. (2024). Somalia kicks off National Transformation Plan for 2025-2029. Accessed on 29 July 2024 at: <https://mop.gov.so/somalia-kicks-off-national-transformation-plan-for-2025-2029-2/>

resource distribution, inequality of access to basic services, and security, and weak governance and institutions, as well as climate change. Additionally, IsDB developed a Resilience Index, a framework designed to measure the resilience of IsDB's fragile member countries. This index includes five dimensions: environment and natural disaster, health and pandemics, economic and livelihood, human security, forced displacement. This analysis will be integrated into the ongoing development of Country Engagement Framework (CEF) for Somalia and the subsequent implementation of programs and projects.

Objectives

The objective of the Integrated Fragility, Resilience and Conflict Dynamics Assessment in Somalia is to comprehensively analyze the factors contributing to the country's fragility and identify sources of resilience, while mapping the conflict landscape and providing clear peacebuilding priorities and entry points for conflict transformation and sustainable peace. Specifically, the objectives of the assessment are:

- 1) **Fragility and Resilience Landscape:** Assess Somalia's core fragility and resilience dynamics by analyzing risk levels, contributing factors, and resilience capacities across key sectors (e.g., security, institutional, environmental, economic, social dynamics, and security), using the IsDB Resilience Index. Identify formal and informal resilience coping with mechanisms in each sector. The assessment will examine the factors contributing to the fragile situation.
- 2) **Conflict Mapping and Sensitivity:** Map conflict dynamics at national, regional, and local levels, identifying key drivers, triggers, actors, and root causes such as historical grievances, identity tensions, and resource competition, to inform conflict sensitivity and Do No Harm principle and peacebuilding strategies.
- 3) **Sectorial Analysis:** Conduct an in-depth analysis of progress and challenges in key sectors, including water, agriculture, environment, transport, human capital development, and energy sectors.
- 4) **Private Sector as a Resilience Driver:** Identify private sector as a key resilience driver, with emphasis on informal markets, SMEs, local finance, and peace-positive investment in areas with weak state presence. Assess enabling conditions and barriers to private sector engagement.
- 5) **Regional Integration and Cross-border Dynamics:** Analyze Somalia's regional role and cross-border dynamics, including trade, migration, displacement, climate cooperation, and spillover effects, to integrate regional risks and opportunities.
- 6) **Role of CSOs and Local Actors:** Examine the role of CSOs (including women and youth groups), local NGOs, think tanks, incubators, and local authorities in resilience building, peacebuilding and propose engagement models with MDBs.
- 7) **IsDB Portfolio Alignment:** Review IsDB's Portfolio in Somalia to assess how well current projects and initiatives align with the country's evolving fragility dynamics and resilience priorities. This review should go beyond technical inventory and focus on identifying strategic gaps and opportunities to enhance the Bank's impact. Provide specific, actionable recommendations to inform the Bank's Country Engagement Framework (CEF) and strategic planning.
- 8) **Programmatic Entry Points for Resilience:** Move beyond diagnosis to identify programmatic entry points for addressing fragility, building resilience capacities, including propose peace-

positive, conflict-sensitive investment roadmap aligned with Somalia's evolving context to foster social cohesion, stability, and long-term strategic engagement.

- 9) **Strengthening HDP Nexus Partnerships:** Propose strategic entry points for strengthening partnerships at the Humanitarian-Development-Peace (HDP) nexus, in line with national priorities and the Bank's Fragility and Resilience Policy.
- 10) **Engagement under Non-Borrowing Status:** Assess Somalia's non-borrowing status impact on engagement, exploring non-sovereign, technical assistance, and catalytic interventions, analyze stakeholder perceptions of the multilateral engagement considering trust, sovereignty, and added value.

Geographical Location

The assessment will be conducted in the whole of Somalia, including the capital Mogadishu and all the Federal Member States (FMSs).

Methodology and Deliverables

The consultant is expected to adopt a mixed-method approach that includes desk research with field-level engagement. This work is split into three main phases and will result in the following five main deliverables:

Phase I: Information Gathering and Stock-taking

An Inception Report translating the terms of reference of the study into an operational plan according to which the assessment will be carried out. The Inception Report is expected to define the methodology underpinning the study's scope, provide a summary of the review of the documentation undertaken, and specify the structure and the content of the assessment report. The Inception Report will include conflict analysis approach, including conflict systems mapping, actor analysis, and identification entry points.

Phase II: Literature Review

A Preliminary Report providing a desk review based on available and gathered information on the core fragility and resilience dynamics by analyzing initial fragility risk levels, contributing factors, and resilience capacities across key sectors (e.g., political, security, institutional, environmental, economic, social dynamics, and security). The Preliminary Report will also include an initial conflict analysis, identifying key conflict drivers, triggers, actors, root causes, and emerging peacebuilding opportunities.

Phase III: The Assessment

This phase entails a comprehensive consultations program with key international, national, and regional stakeholders, including, but not limited to, government officials, sector ministries and departments, regional organizations, academics, think tanks, incubators, civil society organizations, private sector actors, and NGOs at both national and regional levels. These consultations serve as a baseline to consolidate the outcomes of the Preliminary Report and lead to the production of:

Specific conflict analysis consultations will be conducted with conflict-affected communities, youth groups, women's organizations, religious leaders, and armed group defectors where feasible. This ensures the assessment captures localized conflict dynamics and community perspectives on peacebuilding and resilience opportunities.

- i. **A Final Study Report** analyzing Somalia's core fragility and resilience dynamics by analyzing risk levels, contributing factors, and resilience capacities across key sectors (e.g., political, security, institutional, environmental, economic, social dynamics, and security), using the IsDB Resilience Index, as well as formal and informal resilience coping with mechanisms in each sector. Additionally, the report will include review of IsDB portfolio in Somalia and programmatic entry points to address fragility and strengthen resilience, including tailored development interventions that reflect the unique challenges of the country. The report will also include a dedicated section on conflict analysis, highlighting multi-layered conflict drivers, actors, root causes, and potential conflict triggers.
- ii. **An Executive Summary Report** of the study report summarizing key findings and recommendations (10-15 pages), for senior management and national authorities.
- iii. **A PowerPoint Presentation** summarizing the report's content, including the context, conclusions, and recommendations for dissemination of the assessment.

Required Skills and Experience

The selected individual consultant must possess a comprehensive set of skills and expertise to successfully execute the tasks outlined in the 'Deliverables' section. These skills and experiences include, but are not limited to:

- Master's degree or PhD in Political Economy, Political Science, or any other field that applies to the study.
- Extensive Fragility Assessment Expertise: Demonstrated experience in conducting fragility assessments, or political economy studies in the East Africa, with a particular in Somalia.
- Deep understanding of fragility assessments, conflict analysis methodologies (including conflict systems mapping, actors' analysis, peace infrastructure evaluation), and the specific context of Somalia. This expertise enables him/her to guide and in aligning the assessment with the country's unique challenges and priorities.
- Proven expertise in conducting conflict analysis, including conflict systems mapping, actor analysis, and identification of conflict drivers, root causes, triggers, and peacebuilding entry points.
- Proven track record of conducting research and analysis in collaboration with Multilateral Development Banks (MDBs) and UN agencies, including the IsDB, AfDB or similar institutions. Submission of at least two recent reports produced by the consultant to showcase relevant experience.
- Interpersonal skills to engage with various stakeholders, including government agencies, international organizations, local communities, and project funders.
- A history of working effectively in fragile and conflict-affected countries, particularly in the IsDB member countries, demonstrating the ability to navigate challenging environments.
- Excellent writing and communication skills in English

Accountability

The consultant will operate under the overall oversight of IsDB's Fragility and Resilience Division task team.

Confidentiality

The consultant will be required to maintain the confidentiality of all information shared during the consultancy and will not disclose any details without prior written consent from the IsDB.

Duration and Timeline

The selected individual consultant will be awarded a 3-month contract, starting from the date of signing the agreement. With reference to the five deliverables outlined in the 'Deliverables' section of these TOR, the individual consultant is required to complete deliverable #1 within the initial four (4) weeks of the contract. Over the following three (3) months, the individual consultant is responsible for deliverables #2 to #5.

Selection and Evaluation Criteria:

The selection method for the mid-term review consultancy will be a competitive selection process. Contract lump sum amount: USD 30,000 (all inclusive).

The evaluation will consist of assessing the CV of the candidate, a technical proposal and possibly an interview of the candidate.

The contract will be negotiated/awarded to the candidate (consultant) obtaining the highest score. The CVs and technical criteria/proposal include the methodology, approach to undertake such assignment, the candidate's relevance to the assignment, experience in the related field, and its key staff qualification for conducting the assignment. The minimum score for technical qualification is 75.

The following technical scores and evaluation criteria will be used through the selection and evaluation process:

No	Evaluation Criteria	Point
1.	Relevance to the assignment	10
1.1	English proficiency	08
1.2	Knowledge of another language and the constraint	02
2.	Adequacy for the assignment	40
2.1	Comprehension of the ToR	20
2.2	Organization and Methodology	20
3.	Qualifications and Competencies of the consultant in the assignment	50
3.1	General qualifications (academic profile, years of experience)	25
3.2	Similar evaluation experience with development program	25
	TOTAL	100

Proposal Requirements:

Submission of Proposal: The Bank accepts CVs and Technical Proposals delivered through e-mail in PDF Format. As such, the Technical Proposal should be sent by email. The email subject should indicate a Proposal for the FRA in Somalia. Proposals submitted after the deadline stated in the invitation letter will not be accepted. It is suggested to submit the proposals as early as possible.

The Consultant shall submit all documents required under the TOR to the designated email addresses listed below:

Proposal Submission: b490e101.isdb.org@emea.teams.ms

For any technical questions or clarification please contact us: b490e101.isdb.org@emea.teams.ms

Note: Consultant shall submit their bids in accordance with the Instruction outline in the TOR.

Appendix B

Expression of Interest (EOI) by Applicant

Fragility and Resilience Assessment (FRA) for Somalia

Date: _____

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

I have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for our firm being considered for the Shortlist. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI supporting documents highlighting the relevant expertise and Experience for your consideration. Some of the key information is highlighted below:

Personal Profile

Nationality:

Date of Birth:

Permanent Address:

Phone No.:

Email:

Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract

III. Availability

I shall be available for the services from _____ to _____.

IV. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

- I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.
- I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.
- I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.
- I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

Name of the Applicant:

Signature: