# TERMS OF REFERENCE (TOR)

**Title**: Feasibility Study and Market Assessment
Innovative Agrotechnology Initiative – Kismayo, Somalia
**Prepared for**: National Leadership Academy
**Date**: 09-02-2025

## 1: Background and context

Somalia continues to face high levels of food insecurity, youth unemployment and dependence on food imports. Domestic horticultural production remains limited due to constraints related to knowledge, technology, market access and institutional capacity.

In line with its mandate and identified national and institutional priorities, the National Leadership Academy (NLA) plans to implement the Innovative Agrotechnology Initiative in Kismayo. This feasibility study and market assessment forms part of the approved programme framework and aims to generate the evidence base required to inform subsequent planned pilot implementation for this initiative.

## 2. Purpose and objectives

The purpose of this assignment is to assess the feasibility of implementing horticulture training and demonstration pilot in Kismayo.

**Specific objectives:**
- Assess market demand and value chain opportunities for horticultural products
- Analyze existing production systems and agro-ecological conditions
- Identify appropriate technologies and innovation opportunities
- Assess skills, knowledge and institutional capacity gaps
- Provide clear recommendations for pilot design and implementation

## 3. Scope of work

The Implementing Partners shall undertake a comprehensive feasibility and market assessment, including but not limited to the following components:

### 3.1 Market and Value Chain Analysis

- Assessment of current and future demand for horticultural products
- Identification of high-demand crops and seasonal dynamics
- Mapping of key market actors, traders and market channels

### 3.2 Production and Agro-ecological Assessment

- Review of current horticultural practices in the Kismayo region
- Assessment of soil, water availability and climatic conditions
- Crop suitability analysis.

### 3.3 Technology Assessment

- Identification of suitable production technologies (e.g. irrigation, protected cultivation)
- Assessment of technical and economic feasibility

### 3.4 Skills and Institutional Capacity Assessment

- Review of existing training capacity and skills levels
- Identification of gaps relevant for curriculum development

## 4. Methodology

The assignment shall apply a mixed-methods approach combining desk review, field assessments, key informant interviews and stakeholder consultations. A detailed methodology and work plan shall be submitted as part of the inception report and validated by NLA.

## 5. Deliverables and Milestones

Deliverable 1: Inception Report (methodology, work plan, timeline)
Deliverable 2: Draft Feasibility and Market Assessment Report
Deliverable 3: Final Feasibility and Market Assessment Report
Deliverable 4: Presentation of findings to stakeholders

| Deliverable | Timeline (End of) |
|---|---|
| **Inception Report** | 2 weeks upon Contract signing |
| **Draft Feasibility and Market Assessment Report** | 2 weeks upon Inception Report approval |
| **Final Feasibility and Market Assessment Report** | 2 weeks upon Draft Report is approval |
| **Presentation of findings to stakeholders** | Upon Presentation of findings to Stakehholders |

Detailed deliverables and payment schedule will be agreed during contract signature.

## 6. Payment Schedule (Indicative)

Payments shall be linked to satisfactory completion and approval of deliverables. Indicative payment structure:
- Inception Report: 40%
- Draft Report: 40%
- Final Report and Presentation: 20%

Final percentages and payment are subject to revision before contract signing.

## 7. Duration and Timeline

The assignment shall be implemented over a period of approximately Eight (8) weeks or Two (2) months from contract signature. A detailed timeline will be included in the inception report.

## 8. Security and Duty of Care

All activities under this TOR are subject to NLA security assessments, clearance and guidance. Implementation shall only proceed when NLA confirms that security conditions allow for safe execution of activities. Activities may be delayed, adapted or suspended in line with NLA security advisories.

## 10. Risks and Assumptions

Key assumptions include continued access to relevant stakeholders and sufficient security conditions. Key risks relate to security, access constraints and data availability. Risk mitigation measures will be refined in coordination with NLA.

**Approved by:**

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**Title:** Executive Director

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**Location:** Kismayo, Jubbaland, Somalia

Consultant Acknowledgement of Understanding

**Name:**

**Signature:**

**Date:**