

TERMS OF REFERENCE

Consultancy for Feasibility and Scoping Study for Identification and Establishment of Potential Social Enterprises for the Somali Humanitarian Hub (SHH)

1. Background

The Somali Humanitarian Hub (SHH) is a locally led humanitarian network that brings together Somali and international organizations to strengthen collective action in support of crisis-affected communities across Somalia and Somaliland. Established to advance the localization agenda, SHH seeks to promote a humanitarian system in which decision-making, resources, and leadership are increasingly centered on local actors. The Hub currently comprises ten member organizations, including eight local and national NGOs and two international NGOs.

Guided by its vision of *“a proactive locally led humanitarian system centered on collective action for crisis-affected communities,”* SHH serves as a platform for collaboration, innovation, learning, advocacy, and locally led humanitarian action. Through its strategic priorities on membership and network building, locally led anticipatory and early action, humanitarian ecosystem influence, and institutional sustainability, the Hub seeks to strengthen locally led coordination, evidence-based programming and decision-making, decentralize accountability to communities, enable faster and more sustainable access to funding, advance localization and humanitarian systems change, and promote greater accountability, collaboration, and long-term sustainability within the humanitarian sector.

Through these strategic areas of work, SHH aims to contribute to long-term humanitarian systems change by strengthening community resilience, improving the effectiveness and accountability of humanitarian response, and amplifying local leadership within humanitarian coordination and decision-making structures.

In response to evolving development challenges, shrinking donor resources, and the growing need for sustainable financing mechanisms, SHH is strategically exploring innovative pathways to strengthen its long-term institutional sustainability while deepening its impact at the community level. The proposed consultancy will undertake a feasibility and scoping study to assess the viability and design options for such a model.

2. Purpose of the Assignment

The purpose of this consultancy is to assess the feasibility, viability, and strategic options for establishing a social enterprise aligned with the SHH’s mission, operational strengths, and target community needs, and to provide evidence-based recommendations and a practical roadmap for its potential development and implementation.

Specific Objectives:

1. Assess SHH’s institutional readiness and capacity to establish, host, and manage a sustainable social enterprise model aligned with its strategic priorities and resources.

2. Identify and evaluate viable social enterprise opportunities across relevant sectors, including analysis of market systems, value chains, and commercially viable products and services.
3. Assess the enabling environment, including legal, regulatory, governance, operational, and financial frameworks for social enterprise development in Somalia/Somaliland.
4. Analyze and recommend appropriate business, ownership, and governance models for social enterprise implementation, including hybrid, cooperative, subsidiary, and impact investment structures.
5. Assess risks, partnerships, inclusion considerations, and sustainability factors relevant to social enterprise development.
6. Develop a practical roadmap for phased establishment, implementation, and scaling of the selected social enterprise model(s).
7. Identify products both goods and services that will contribute to social benefits of the societies.

3. Scope of work

The consultant will undertake, at minimum, the following tasks

- Conduct an institutional capacity assessment of SHH and its member network relevant to enterprise development and management.
- Undertake a market systems and value chain analysis to identify viable sectors, demand dynamics, and opportunities for social enterprise development.
- Map potential products, services, and business models suitable for the Somali context, including opportunities for innovation and scalability.
- Conduct legal, regulatory, taxation, and compliance analysis relevant to social enterprise establishment and operation.
- Analyze governance and ownership structures appropriate for SHH, including hybrid and partnership-based models.
- Identify potential strategic partnerships with private sector actors, investors, and development partners.
- Assess social inclusion considerations, ensuring opportunities for women, youth, persons with disabilities, and marginalized groups.
- Undertake risk analysis covering operational, financial, market, environmental, and political risks.
- Develop implementation scenarios and a phased roadmap for establishment and scaling.

4. Deliverables

The consultant is expected to produce the following deliverables:

- 1. Inception Report**
Including methodology, refined workplan, and analytical framework.
- 2. Draft Feasibility Report (for validation)**
Preliminary findings on market opportunities, institutional readiness, enabling environment, and potential business models.
- 3. Final Feasibility and Implementation Report**

A consolidated report integrating:

- Institutional readiness assessment
- Market and value chain analysis
- Legal and regulatory considerations
- Social enterprise model options and recommendations
- Risk analysis and mitigation measures
- Phased implementation roadmap

5. Methodology

The consultant will propose a suitable methodology, expected to include:

- Desk review of relevant documents
- Key informant interviews with SHH members and other key stakeholders
- Market and value chain analysis
- Comparative review of social enterprise models
- Risk and feasibility assessment

The final methodology will be confirmed during the inception phase.

6. Assignment Duration and Timeline

The consultancy is expected to be completed over a period of **15 weeks (approximately 3.5 months)** from the date of contract signing.

The assignment will be structured into the following indicative phases:

Inception and desk review	• Contract inception and alignment meeting with SHH • Desk review of relevant documents and context analysis • Refinement of methodology, tools, and workplan • Submission and approval of Inception Report	Week 1-3
Data Collection and Field Engagement	• Key informant interviews with SHH members and stakeholders • Market systems and value chain analysis • Review of legal, regulatory, and governance frameworks • Preliminary mapping of enterprise opportunities and models	Weeks 4–8
Analysis and Drafting	• Consolidation and analysis of findings • Development of feasibility assessment and model options	Weeks 9–12

	• Drafting of integrated report (including risks, readiness, and enabling environment analysis) • Internal quality review by consultant/team	
Validation and Refinement	• Presentation of draft findings to SHH stakeholders • Collection and incorporation of feedback • Finalization of analysis and recommendations	Weeks 13–14
Finalization and Submission	• Submission of Final Feasibility and Implementation Report • Presentation of final findings (virtual or in-person) • Submission of all supporting materials and datasets (where applicable)	Week 15

7. Consultant/firm Profile

The consultant(s)/firm should demonstrate:

- Experience in social enterprise development, impact investment, or enterprise feasibility studies
- Strong background in market systems and value chain analysis
- Experience in fragile or humanitarian contexts (preferably Somalia/Somaliland/Horn of Africa)
- Understanding of legal and governance frameworks for social enterprises
- Strong analytical and report writing skills

Multidisciplinary teams are an advantage.

The consultant/firm will work and coordinate closely with SHH governance and technical structures. Regular check-ins will be agreed during inception.

8. Evaluation Criteria

Applications will be assessed based on:

- Technical expertise and relevant experience (40%)
- Methodology and understanding of assignment (30%)
- Contextual experience (15%)
- Team composition (5%)
- Financial proposal (10%)

9. Application Process

Interested consultants or firms should submit:

- A technical proposal (max 5 pages)

- A financial proposal (with daily rate and estimated LOE)
- CV(s) of key personnel
- 2 samples of similar previous work
- Contact details of two references

Interested firms/consultants are invited to submit their applications to procurement@taakulo.org with the subject line: **“Consultancy: SHH Social Enterprise Feasibility and Scoping Study”** by 15th August 2026.