

## **TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS**

### **Recruitment of an International Museum Expert for Technical Support to the National Museum of Somaliland**

#### **I. General information**

Assignment name	Comprehensive scoping and needs assessment for the National Museum of Somaliland
Location	Home-based and Hargeisa, Somaliland
Beneficiary	Protection and promotion of Somaliland's heritage project - Government of Somaliland, Expertise France
Total estimated number of days	Up to 20 working days

#### **II. Context and justification of the need**

The Protection and Promotion of Somaliland's Heritage project, implemented by Expertise France in partnership with the Government of Somaliland and financed by AFD, aims to safeguard and valorize the country's exceptional archaeological and cultural heritage while contributing to sustainable local development, with a particular focus on the Laas Geel rock art site.

The National Museum is the institution in charge of the preservation, inventory, conservation and exhibition of Somaliland's archeological heritage. Expertise France intends to support the creation of the archeological section of the museum. The objectives of this intervention are to:

- Ensure that archeological artefacts are safely stored, inventoried and preserved,
- Give the opportunity to various publics (visitors, school and university students, researchers, etc.) to discover the exceptional Somali archeological heritage

This consultancy aims to conduct a thorough needs assessment and provide strategic recommendations to support the creation of the archeological section in the framework of Expertise France's project, and, more broadly, to support the Museum's opening and long-term sustainability.

The assignment may be carried out remotely, through regular online meetings, and should include a field mission in Hargeisa, of a duration to determine with the service provider.

#### **III. Objectives**

## 1) General objective

The main objective of this consultancy is to conduct a comprehensive scoping and needs assessment mission to:

- Evaluate the Museum's current state of readiness for opening in 2026
- Identify gaps and needs across governance, collections, exhibitions, human resources, and infrastructure
- Provide actionable recommendations and a prioritized roadmap for the Museum's successful opening
- Assess capacity building requirements for Museum staff
- Identify financing and fundraising opportunities

## IV. Description of the assignment

The consultant will conduct a scoping and needs assessment mission covering the following areas:

### 1. Scope of Work

#### 1.1. Governance and Legal Status

- Review existing legal framework and institutional positioning
- Assess governance structures, decision-making processes, and organizational chart
- Evaluate compliance with national and international museum standards
- Recommend governance best practices and institutional strengthening measures

#### 1.2. Collection Management and Conservation

- Assess current collection inventory systems and documentation practices
- Evaluate storage conditions, facilities, and conservation requirements
- Review procedures for acquisitions, loans, and deaccessioning
- Recommend collection management policies and conservation protocols

#### 1.3. Exhibit Development and Program Design

- Review current exhibition plans and programmatic strategies
- Assess interpretive approaches, visitor engagement, and accessibility
- Evaluate exhibition infrastructure, display systems, and technical requirements
- Recommend exhibition development processes and public programming strategies

#### 1.4. Human Resources and Organizational Capacity

- Assess current staffing levels, roles, and competencies
- Identify skills gaps and training needs
- Recommend organizational structure and staffing requirements for opening
- Propose capacity building and professional development programs

#### 1.5. Infrastructure and Security

- Evaluate physical infrastructure, facilities, and equipment
- Assess security systems, fire protection, and emergency preparedness

- Review climate control, lighting, and environmental monitoring systems
- Identify infrastructure improvements needed before opening

### **1.6. Financing and Fundraising**

- Assess current funding mechanisms and financial sustainability
- Identify potential revenue streams (admissions, memberships, events, sponsorships)
- Explore fundraising opportunities and partnership prospects
- Recommend financial planning strategies for operational sustainability

## **2. Deliverables**

### **2.1. Mission report**

The consultant will produce a mission report (max 10 pages) including:

- 1. Agenda of the mission**
- 2. Persons met**
- 3. Challenges met**
- 4. Preliminary findings**

### **2.2. Comprehensive Needs Assessment Report**

The consultant will produce a detailed needs assessment report (30–40 pages) including:

- 1. Executive Summary** - Key findings and priority recommendations
- 2. Governance and Legal Status Analysis** - Current framework and recommendations
- 3. Collection Management Assessment** - Inventory, storage, conservation, and loans procedures
- 4. Exhibition and Programs Evaluation** - Current state and development recommendations
- 5. Human Resources Analysis** - Staffing assessment and capacity building needs
- 6. Infrastructure and Security Review** – Basic facilities evaluation and improvement recommendations
- 7. Financing and Fundraising Strategy** - Revenue opportunities and suggestions for financial sustainability
- 8. SWOT Analysis** - Strengths, Weaknesses, Opportunities, and Threats
- 9. Priority Matrix** - Ranked action plan with timeline leading to the opening, and follow up activities in 2027.
- 10. Annexes** - Supporting documents, templates, and reference materials

### **2.3. Report Submission**

- Draft report submitted for review and comments (two weeks before final deadline)
- Final report incorporating stakeholder feedback
- Report in English

- Digital format (PDF) and editable version (Word/Google Doc)

#### 2.4. Draft terms of reference

- Draft the terms of reference for the recruitment of:
  - Researchers to conduct the inventory of the archeological collections
  - A company to develop the scenography of the archeological exhibition

### 3. Methodology

The consultant will employ the following methodological approach:

- **Desk review** - Analysis of existing documentation, policies, and strategic plans
- **Site visits** - Physical inspection of Museum facilities and infrastructure
- **Stakeholder consultations** - Interviews and workshops with Museum staff, management, and key partners
- **Benchmarking** - Comparison with international museum standards and regional best practices
- **Participatory assessment** - Engagement with Museum team in identifying priorities

Activities and deliverables	End date
1. Inception meeting (online) and detailed outline	T0 + 1 week
2. Mission plan	T0 + 2 weeks
3. Mission report	T0 + 5 weeks
4. Draft report	T0 + 8 weeks
5. Final report	T0 + 10 weeks
6. Draft Terms of reference	T0 + 10 weeks

#### V. Place, duration and terms of performance

- 1) **Location: Remote, and mission in Hargeisa**
- 2) **Estimated start date: 25/05/2026**
- 3) **End date: 31/07/2026**
- 4) **Effective duration per assignment: maximum 20 man-days, distributed throughout 10 weeks**
- 5) **Coordination :**

The service provider shall act as the single point of contact for the implementation of the project. The Project Manager based in Hargeisa, shall be the service provider's contact person for Expertise France.

An online kick-off meeting shall be held no later than five (5) days after notification of the contract.

Close coordination with Expertise France teams in Hargeisa and headquarters must be established from the preparation of the assignment through to its completion. In addition, regular exchanges with the project manager shall be planned regarding the progress of the assignment and any difficulties encountered. The service provider shall liaise directly with Expertise France to develop the required deliverables, taking into account the comments and requirements expressed. Several rounds of exchanges between the service provider and the Project Manager are expected in order to incorporate feedback from all project partners.

## **VI. Required expertise and profile**

**1) Number of experts per assignment: 1**

**2) Profile of the designated expert responsible for contract execution**

### **Required Qualifications**

- Advanced degree (Master's or PhD) in Museum Studies, Cultural Heritage Management, Art History, Archaeology, or related field
- Minimum 5 years of professional experience in museum management and operations
- Proven expertise in at least three of the following areas: governance, collection management, exhibition development, institutional capacity building
- Experience conducting institutional assessments and producing strategic recommendations
- Experience working with museums in developing countries or emerging contexts
- Knowledge of international museum standards (ICOM, UNESCO)

### **Desired Skills and Competencies**

- Strong analytical and strategic planning skills
- Excellent written and verbal communication skills in English and/or French
- Ability to work collaboratively with diverse stakeholders
- Cultural sensitivity and adaptability
- Experience in participatory assessment methodologies
- Knowledge of fundraising and financial sustainability strategies for museums

**Candidates must be legally established and able to invoice Expertise France through a registered company or equivalent legal entity, in accordance with applicable contractual and tax requirements.**

## **VII. Application**

Interested candidates are invited to submit:

- A technical proposal (max. 3 pages) outlining understanding of the assignment, proposed methodology, and indicative workplan.
- A financial proposal with daily fee rate and estimated number of days.
- A recent CV and at least two references for similar assignments

Please submit the above-mentioned documents before **May 13<sup>th</sup>, 2026**.