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File Ref: PO7078

Your Ref:

Date: 29 March 2016

Contract Amendment No: 2

FRAMEWORK AGREEMENT FOR: Fragile and Conflict Affected States

FRAMEWORK AGREEMENT PURCHASE ORDER NUMBER: 5651

CONTRACT FOR: Strengthening Revenue Policy & Administration in Somaliland 2014-2016

CONTRACT NUMBER: PO 7078

With reference to the contractual letter dated 15th December 2014 (as most recently amended by the letter dated 9th June 2015) whereby your firm was engaged to carry out the Terms of Reference in Annex A and with reference to both your Project Extension Technical and Financial Proposals enclosed and subsequent discussion, I confirm that the UK Government wishes to make the following amendments to the letter of 15th December 2014.

Paragraph 1. Commencement and Duration of Services

DELETE "30th March 2016" ("The End Date") and INSERT "31st December 2016 ("The End Date").

Paragraph 3. Financial Limit

DELETE "shall not exceed £2,999,923 (GBP Two Million Nine Hundred Ninety Nine Thousand Nine Hundred Twenty Three) ("the Financial Limit")" and INSERT "shall not exceed £3,899,823.60 (GBP Three Million Eight Hundred and Ninety Nine Thousand Eight Hundred and twenty three and Sixty Pence) ("the Financial Limit")".

For the avoidance of doubt, this is an increase of £899,900.60

Annex A –

DELETE original ToR and INSERT ToR as updated March 2016 as enclosed.

Annex B

INSERT – Extension Financial Proposal as enclosed. The extension Financial Proposal outlines the Fees, Expenses and Payment Milestones for the extension period.

2. This amendment relates to an extension to the Contract End Date and an increase to the Financial Limit.. This amendment will take effect from the 31st March 2016.
3. Please confirm in writing by signing and returning one copy of this letter, within **15 working days** of the date of signature on behalf of DFID that you accept the amendment[s] set out herein.
4. Please note the provision in the contractual letter that the financial limit of the UK Government's liability to the Supplier under this engagement shall not exceed the sum specified unless the amount of any such excess has been agreed by the Department for International Development in writing before the Supplier takes any action which might result in the financial limit being exceeded.

For and on behalf of the
Secretary of State
for International Development

Name: [REDACTED]
Position: Procurement & Commercial Manager
Signature:
Date: 29-03-2016

For and on behalf of

Adam Smith International

Name:
Signature:
Date:

Enc

CB11 (March 2014)

Annex A updated ToR

STRENGTHENING REVENUE POLICY AND ADMINISTRATION IN SOMALILAND: 2014-2016

Introduction

The DFID Somalia Operational Plan sets out DFID's vision and strategy for Somalia from 2011-2015. DFID's aim is to promote longer-term stability, and to directly transform and improve the livelihoods of Somali people. DFID Somalia's country programme has four pillars: a) governance and peace-building including the strengthening of core state functions; b) wealth and job creation; c) health care, particularly for women and children, and d) humanitarian assistance. By working in these areas, we aim both to address the humanitarian effects of the conflict and to consolidate local areas of stability by helping local communities to take control of their own affairs, creating jobs, and improving access to women's and children's health and reproductive care.

Under the Somalia country programme, DFID plans to extend its project to strengthen Revenue policy and administration in Somaliland. The project will support the Government of Somaliland (GoSL) to meet its developmental priorities as expressed in the recently approved Somaliland Public Financial Management (PFM) Strategy (2013-2017). The purpose of this Terms of Reference is to set out DFID's expectations of the extension period. The project will be financed under DFID Somalia's Public Resource Management in Somalia programme.

The objective

The objective of this assignment is to support the GoSL to strengthen its domestic revenue raising capabilities. The specific objective set out by the GoSL in its PFM Strategy is to “increase domestic revenue generation and the tax base to a sustainable level”. The GoSL has stated in the Strategy, and subsequently set out in its draft Revenue Act that it plans to establish a new Somaliland Revenue Authority (SLRA) through which to do this.

The recipient

The recipient of this service is the Government of Somaliland. The people of Somaliland will be the primary beneficiaries of the support.

The scope and requirements

The scope of the workplan has been agreed with the GoSL and is attached at Annex 4

Managing the risk of fraud and corruption

Fraud and corruption risk is very high in revenue and customs systems. The project should explicitly address this risk through a range of measures which could include but are not limited to: clear and transparent communication of tax rates; predictable tax rates that remove the negotiation element; rationalizing the number of deductions, exemptions and concessions granted by tax law; automated payments rather than face to face transactions with tax officials; and codes of ethics.

Sub-national support

Support to revenue mobilization at the sub-national (district) level is provided by the UN Joint Programme on Local Governance (JPLG), therefore this project will not engage in this area. However, the project is expected to co-ordinate closely with the JPLG to ensure that the GoSL approach to policy and administration of revenue generation is coherent between the central and district levels.

Limitations

The project may be limited geographically due to stability and access challenges in some areas of Somaliland, for example: the Eastern regions are harder to reach and work in. Politically, the Somaliland Presidential and Parliamentary elections in 2015 may impact on what is achievable during that year and immediately before.

Constraints and dependencies

- The project will begin in April 2016 and run to the end of December 2016.
- The project is part of a larger Government-led effort to reform public financial management in Somaliland by implementing the PFM Reform Plan. The project must therefore co-ordinate with ongoing work strengthen other areas of central Government PFM and which are implemented by the World Bank, African Development Bank and EU as well as with the UN Joint Programme on Local Governance (JPLG) which is responsible for support to sub-national revenue collection and reforms.
- The project must engage with the Government’s PFM Reform Unit which is tasked with co-ordination of all projects being implemented in support of the PFM Reform Strategy. It must also engage with other projects working to support the development of Somaliland’s public financial management systems.
- The project will need to build on the achievements of Phase 1 of the Support to the Somaliland Revenue project.
- The project must coordinate with the Somaliland Development Fund.

- The project must also be cognizant of the civil service reform strategy and the action plan developed in February 2014. A key lesson from civil service reform in Somaliland is to start at the lowest levels of human resource management such as merit based recruitment, retaining quality staff, working hours and management. Donors engaged in 2014 are DFID, EU, UNDP, and the WB.
- The project must co-ordinate with planned OECD DAC work on the international dimensions of capital flight and tax evasion. Fragile states are particularly affected by illicit flows and activities, since they are more at risk from being targeted by such illegal activity, and low state legitimacy can prevent authorities from combatting the economic and financial crimes that contribute to such losses. The OECD can help build the capacity of fragile states by building relevant capacities on the ground, and through coherent global action on illicit flows, money laundering and anti-bribery.

Reporting

The Supplier is expected to attend and report monthly to the project Revenue Steering Committee, and additionally to report quarterly to the Joint PFM Steering Committee in Hargeisa which, when held, is the body created to oversee progress against the PFM Reform Plan. The Somaliland PFM Reform Unit is in the process of developing a comprehensive report format for all PFM reform pillars (of which Revenue is one) and the Supplier will be required to comply with this reporting format. Any reports would first be discussed at the monthly technical PFM Technical PFM Committee and written reporting to the Committee should be provided at least a week prior to meetings.

Implementation phase:

- Quarterly Reports which should be strategic reports focusing on key achievements, challenges, proposed adjustments. A detailed assessment should be contained in an Annex of progress against work-plans, financials, reporting on fraud, risk, comms, gender, risk mitigation.
- Annual Report, as above and including updates on fraud and corruption issues, risk mitigation, communications.

The Supplier will maintain regular (e.g. no less than monthly) contact with both the Minister of Finance and the DFID programme leads to appraise them of pertinent issues as they arise. The Director General of the Ministry of Finance will be the GoSL's lead official for the Revenue Pillar of the Government PFM Reform Strategy.

Implementation requirements

Extension Period

The Supplier will implement the agreed programme with responsibility for timely and effective management and implementation of the project. This will include establishing any necessary bank accounts and distributing funds according to agreed procedures.

The Supplier will, as part of the procurement process, be responsible for carrying out due diligence checks on any sub-contracted implementing partners before the award of contract to insure close fiduciary control. The Supplier will be responsible for satisfying themselves that the risk of financing the sub-contractor is sufficiently low or manageable and submit this in writing to DFID prior to contract award.

Break clauses and review points

- At the validation workshop at end of inception period;
- Following the Annual Review towards the end of 2015

Performance requirements

Suppliers should propose Key Performance Indicators (KPIs) as part of their proposal on how they plan to achieve the specified outputs. Once agreed, these will form part of the common reporting framework for progress on the overall GoSL PFM Reform Plan.

Final KPIs will be agreed before the end of the inception period, between the Supplier, the GoSL, and DFID. The Supplier will need to demonstrate to the GoSL and DFID its performance against these KPIs.

Conflict Sensitivity

The contract will be managed in accordance with international best practice and recent lessons learnt on development initiatives in fragile and post-conflict environments.

The Supplier will adopt a conflict sensitive approach including by understanding the Somaliland conflict dynamics, political economy, the nature of the the political settlement and the payment of tax in particular in the run up to the Presidential elections. This contextual understanding should inform the design of the intervention including by monitoring the impact of the reforms on different sub-clans and interest groups. The Supplier will use their understanding to ensure the intervention does no harm and avoids negative impacts and maximises positive impacts.

Team profile required

- PFM expert and team leader with experience establishing Semi-Autonomous Revenue Authorities in Africa
- Somaliland national deputy team leader with revenue reform experience and significant knowledge of the local political economy.
- Expertise in tax and customs policies and in public sector reform
- Expertise in fragile and conflict affected states, and small African states
- Technical backup support and facility to draw down ad hoc technical assistance

DFID co-ordination

The supplier will answer

Duty of Care

The Supplier is responsible for all acts and omissions of the Supplier's Personnel and for the health, safety and security of such persons and their property. The provision of information by DFID shall not in any respect relieve the Supplier from responsibility for its obligations under this Contract. Positive evaluation of proposals and award of this Contract (or any future Contract Amendments) is not an endorsement by DFID of the Supplier's security arrangements". Note that the term "Supplier's Personnel" is defined under the Contract as "any person instructed pursuant to this Contract to undertake any of the Supplier's obligations under this Contract, including the Supplier's employees, agents and sub-contractors.

DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following:

- All Supplier Personnel will be offered a security briefing by the British Embassy Nairobi (Mogadishu when in Somalia) on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the contractor may use to brief their Personnel on arrival.

This Procurement will require the supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region, where they adjudge security permits, in order to deliver the contract.

The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract. The Supplier must ensure their Personnel receive the required level of training and complete a UK government approved hostile environment training course (SAFE) or safety in the field training prior to deployment.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see annex 2). They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

Annex 1: Duty of Care Questions

Please state 'yes' or 'no' to each of the Duty of Care questions detailed below in the boxes provided. Please refer to any information provided on Duty of Care within the Terms of Reference, Additional Information Documents before completing this section.

Your responses must be supported by evidence (no more than 2 A4 pages) attached as a separate Annex and must include a statement confirming that you (as the Lead Organisation) fully accept responsibility for Security and Duty of Care (including any personnel and subcontractors) throughout the life of the contract. The supplier must demonstrate their capability to take on this responsibility in terms of knowledge, experience and resources.

DFID reserves the right to clarify any aspect of this evidence or to request additional evidence/information where we deem appropriate. We may also decide to conduct an interview before short-listing a supplier for Invitation to Tender.

If you are unwilling to accept responsibility or are assessed by DFID as not having the capability to provide Security and Duty of Care for any contract awarded under this procurement, your tender will be excluded from any further Technical Evaluation and Scoring.

Note: this assessment of supplier capability does not form part of the Technical Evaluation and Scoring and should not be viewed as DFID setting any standard of Duty of Care requirements, which is for the supplier to determine.

1.	Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
2.	Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
3.	Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
4.	Have you an appropriate mechanism in place to monitor risk on a live/on-going basis (or will you put one in place if you are awarded the contract)?
5.	Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
6.	Have you appropriate systems in place to manage an emergency/incident if one arises?



ANNEX 2. DFID Overall Project/Intervention
DFID Overall Project/Intervention
Summary Risk Assessment matrix

Project/intervention title:

Location: **SOMALILAND**

Date of assessment: **11 March 2016**

Assessing official: [REDACTED]

Theme	DFID Risk score	DFID Risk score	DFID Risk score
	Hargeisa, Berbera	Borama, Burao	Other Parts of Somaliland
OVERALL RATING	3	4	4
FCO travel advice	3	4	4
Host nation travel advice	Not available	Not available	Not available
Transportation	3	4	4
Security	3	4	4
Civil unrest	2	4	3
Violence/crime	3	3	3
Terrorism	3/4	4	3
War	1	1	3
Hurricane	1	1	1
Earthquake	1	1	1
Flood	1	1	3
Medical Services	3	5	5
Nature of Project/ Intervention			

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
			SIGNIFICANTLY GREATER THAN NORMAL RISK	

ANNEX 3. DUTY OF CARE TO SUPPLIERS, SOMALIA POLICY INFORMATION NOTE

DFID implemented a new Duty of Care to Suppliers Policy with effect from 19 July 2012. The policy clarifies the DFID position on Duty of Care to Suppliers, how it will be applied in practise and who is responsible for Duty of Care (DoC) when DFID contracts with a Supplier for the provision of Goods and Services (of any type or value). Under this Policy, DoC must be considered at the beginning of any procurement process and be managed throughout the life of the contract. This policy does not apply to DFID Accountable Grant arrangements.

What is “Duty of care”?

“Duty of Care” is a legal obligation requiring an adherence to a standard of reasonable care to prevent foreseeable harm. The duty stems from the relationship of the participants in a given situation being sufficiently close that it is reasonable for the law to infer that a duty is owed. Where it exists, such as between an employer/employee, it requires due care to be taken (which will always

depend on the circumstances). The focus should be on what needs to be done or prevented to provide adequate care. In general terms, a Duty of Care will arise towards someone whom you should be aware of as being potentially at risk from some act or inaction on your part.

Who is responsible for duty of care?

All Supplier Personnel (including their employees, sub-contractors or agents) engaged under a DFID contract will come under the Duty of Care of the lead Supplier. The Supplier is responsible for the safety and well-being of their Personnel and any Third Parties affected by their activities, including appropriate security arrangements. This approach is not new, but our DoC policy, competitive processes and contract documents make our position clearer for both DFID staff and suppliers. Suppliers must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the Supplier has been contracted to deliver.

What will DFID provide in relation to duty of care?

DFID will carry out a risk assessment (of foreseeable risks) for all new procurements and a risk rating of Low, Medium or High will be applied; for Somalia the risk currently ranges from high to very high and is updated monthly. The Terms of Reference will provide any further DoC information DFID considers appropriate. In exceptional circumstances DFID may offer to provide specific DoC arrangements and if applicable, these will also be specified in the Terms of Reference. The provision of DoC information or special arrangements by DFID does not relieve the Supplier of their DoC responsibilities under any contract awarded.

How will this impact on the suppliers' selection process?

For Procurements rated as Low risk there is no change to the supplier selection process and DFID standard processes continue to apply.

Procurements rated as Medium or High risk will require suppliers to provide evidence that they have the capability to take on and effectively manage their Duty of Care responsibilities throughout the life of the contract. As part of the procurement process suppliers will be asked to respond to a set of standard DoC questions (see Annex A for a copy of the standard questions) and to provide supporting evidence in the form of text (the number of pages required may vary and may be specified in the procurement pack). The assessment of DoC will be on the basis of suppliers demonstrating in their response that they have the Knowledge, Experience and Resources to adequately deal with their responsibilities in the context of the specific procurement. The DoC assessment will be on a Pass / Fail basis:

- For High Value procurements that are being competed under the EU Restricted Route, the assessment will be carried out at the Pre-Qualification Questionnaire (PQQ) stage. The standard DoC questions will be included in our PQQ Template. This assessment is completed separate from (and prior to) the Technical Evaluation / Scoring of the PQQ. If a supplier fails the DoC assessment, their PQQ Response will be excluded from the Technical Evaluation and they will not be shortlisted for ITT. DFID may revisit their earlier DoC (PQQ) "Pass" decision if at the ITT stage the more detailed risk management information provided in the Supplier's Tender raises significant concerns in relation to their DoC capability.
- For Low Value procurements (under the EU threshold of £113K), the standard DoC questions and request for evidence will be included in the Terms of Reference provided in the Invitation to Tender (ITT) pack. The Supplier DoC response will be provided as part of their Technical Tender. The assessment of Supplier DoC capability is completed separate from (and prior to) the Technical Evaluation / Scoring of the Tender. If a supplier fails the DoC assessment, their Tender will be excluded from the Technical Evaluation/Scoring.

- DFID will not award a contract to a Supplier who cannot demonstrate that they are willing to accept and have the capability to manage their DoC responsibilities in relation to the specific procurement.

How detailed should the responses be?

Somalia is a high risk, conflict country. Duty of Care arrangements are therefore of the highest importance. To assess the DoC responses DFID Somalia needs to be sure not only that ‘appropriate measures’ are in place, but to be able to assess the detail of those ‘appropriate measures’. Accommodation, transport (including the type of vehicles available and what close protection will be provided), medical and evacuation arrangements, communications systems, and detail of training and secure equipment to be provided are examples of the sort of detail required.

How will this impact on the contractual arrangement?

Our standard contract for suppliers will include the following clause in relation to DoC:

“The Supplier is responsible for all acts and omissions of the Supplier’s Personnel and for the health, safety and security of such persons and their property. The provision of information by DFID shall not in any respect relieve the Supplier from responsibility for its obligations under this Contract. Positive evaluation of proposals and award of this Contract (or any future Contract Amendments) is not an endorsement by DFID of the Supplier’s security arrangements”.

We will also be in touch with Framework Suppliers to agree the inclusion of this clause in section 2 of the Framework Agreements. In line with this policy, Framework Suppliers will be assessed for DoC capability as part of any mini-competition under the Frameworks. A Call-down contract will not be awarded to a Framework Supplier who cannot demonstrate that they are willing to accept and have the capability to manage their DoC responsibilities in relation to the specific procurement.

How will DoC be managed post contract award?

The Supplier is responsible for managing all aspects of DoC for the duration of the contract (in line with the contract Terms and Conditions). When, in exceptional circumstances DFID is providing specific DoC arrangements these will be detailed in the Terms of Reference and agreed in the contract.

The Terms of Reference will provide an outline of any on-going briefing arrangements that DFID are willing to provide. This will vary in relation to the procurement. The level of appropriate briefing provided by DFID will be decided at the sole discretion of DFID.

DFID will maintain an overview of on-going supplier contracts and may decide that changes are required to contractual arrangements to alleviate concerns on Supplier capability to manage DoC responsibility throughout the life of the contract in a changing risk environment. This could in some instances result in termination of a contract.

If you have questions who do you contact?

Questions on the general application of the DoC to Suppliers Policy should be directed to the e-mail address: dutyofcare@dfid.gov.uk

ANNEX 4 Agreed workplan and scope of work

Strengthening Revenue Policy and Administration in Somaliland – Phase 1 Extension Work Plan (April – December 2016)

Key tasks	Output	Start-End	Responsibility
Output 1: SLRA Transition, Organisational Reform and Communications			
Build a Communication Unit in the MoF- organisation structure, mandate and staffing	Communication Unit established by the MoF with ASI assistance	April - May	DA/ DG/ Comms Advisor/ HR Reform Advisor
Establish the Tax Policy Unit, including unit structure, mandate, staffing and communications	Tax Policy Unit established by the Ministry with ASI assistance	May - August	HR Reform Adviser
Assist with the launching of the SLRA Roadmap as soon as the legislation is passed by Parliament	Post-legislation SLRA Roadmap launched by the MoF with ASI assistance	TBD	PFM Coordinator/ DG/ TL
Output 2: Revenue Policy Reform			
Support the operationalisation of the Tax Policy Unit and build capacity on tax policy formulation in a nation-wide context.	Tax Policy Unit operational within the MoF, and, Unit officers aware and in agreement of tax policy strategy submitted	August - December	DP/ DG/ Tax Policy Adviser
Strengthen implementation of revenue forecasting model and revenue statistics by the Planning Department	Revenue forecasts used in the preparation of the 2017 budget	April - December	DP/ DG/ Task Policy Adviser
Complete central government tax policy analysis and develop national tax policy strategy/framework	Final draft tax policy strategy and framework submitted for approval	April - December	DP/ Tax Policy Adviser
Output 3: Tax and Customs Administration Reform			
3.1: Tax Administration¹			
Consolidate taxpayer registration and returns processing and provide hands-on support to assist IRD to fully register all large taxpayers and manage returns	Complete registration of LTO taxpayers by the IRD with ASI assistance	April - December	DG/DIR/ Tax Admin Advisers
Improve the existing taxpayer physical filing system within the LTO to allow for IRD to properly and securely file by name, or other identifier registration and tax return documents (to be expanded to	Taxpayer filing system improved and return forms appropriately filed within the LTO by IRD with ASI assistance	May - December	DG/ DIR/ Tax Admin Advisers

¹ It is expected that the LTO and TRU office building will be built and ready to occupy during the extension period. The process for construction has now been launched as of January 2016

Strengthening Revenue Policy and Administration in Somaliland – Phase 1 Extension Work Plan (April – December 2016)

Key tasks	Output	Start-End	Responsibility
other taxpayer files over time)			
Develop a basic assessment/audit procedures manual for the LTO and provide training	Audit manual developed and training delivered for the LTO	April - July	DG/ DIR/ Tax Admin Advisers
Support activation of the collection and tax recovery function within the LTO with basic procedures, including the tax clearance and instalment payment functions currently in place	Collection & Tax Recovery function launched within the LTO by IRD with ASI assistance	July - September	DG/DIR/Tax Admin Advisers
Identify medium taxpayers and initiate the roll out of the registration and returns processing functions of LTO to medium taxpayers.	Medium taxpayers identified and roll out of registration & returns processing initiated.	April - December	DG/DIR/Tax Admin Advisers
Provide on-going TA for the development of user and technical specifications for the acquisition and implementation of taxpayer registration and returns processing, cashing and taxpayer accounting modules.	User & Technical specs submitted by ASI	April - December	Tax Admin Advisers
3.2: Customs Administration			
Pilot revised declaration process on target sector(s) including communicating/engaging with private sector as well as other government ministries.	Stakeholder engagement and communication task complete	April - December	Customs Admin Advisers/ CMRU/ Comms Adviser
Define organisational roles and responsibilities at ports, land border crossings and airports and communicated both inter-governmentally and externally.	Organisational roles and responsibilities defines, and findings communicated	April - August	Customs Admin Advisers/ CMRU/ Comms Adviser
Provide hands-on support and develop readiness on the implementation of an electronic/semi-manual valuation and tariff system (based on current legislation)	Customs department prepared for implementation of improved valuation and tariff system	April - December	Customs Admin Advisers/ CMRU

Strengthening Revenue Policy and Administration in Somaliland – Phase 1 Extension Work Plan (April – December 2016)

Key tasks	Output	Start-End	Responsibility
Develop a risk based approach to selection within the current legal basis, and develop revised procedures	Risk-based selectivity system developed, procedures improvements submitted	May - June	DC/ DG/ Customs Admin Advisers/ CMRU
Provision of anti-smuggling training, in close collaboration with other relevant border agencies.	Training delivered and framework for coordination and collaboration established	May - June	DC/ DG/ Customs Admin Advisers
Output 4: HR and Workforce Capacity Reform			
Identify immediate capacity building needs across departments (relevant for eventual SLRA establishment), and agree with relevant output leads and counterparts.	Topics identified, content determined, presented for approval.	April - June	PFM Coordinator/ DG/ HR Reform Adviser
Implement capacity building plan in coordination of other output leads based on client priorities including train-the-trainer workshops	Training provided	June - December	DG/ HR Reform Adviser
Build SLRA relevant management /leadership capacity amongst executives and managers of IRD & Customs through training	Course developed and initiatives delivered/undertaken for executives and managers	June - December	DA/ DG/ HR Reform Advisor
Identify 2 or 3 training programmes targeted for delivery and conduct evaluation to gauge effectiveness of skills transfer	Sample programmes evaluated	September - November	DA/ DG/ HR Reform Adviser