



FEDERAL GOVERNMENT OF SOMALIA
Office of the Prime Minister

Terms of Reference

Post Title: Public Service Management & Institutional Capacity Development (PSM & ICD) Adviser
Type of Job: Principal Adviser
Duty Station: Office of the Prime Minister
Duration: 1 year (with possibility of extension)

1. Background:

Somalia's is emerging from turbulent decades of conflict that led to the collapse of the state and the destruction of institutions and physical and social infrastructures. Though the country continues to be 'fragile', it has embraced a federal system of government in 2012 and a relatively stable and functioning state institutions are emerging. This state-building endeavour has over the last decade resulted in the formation of sub-national governments.

The international community has been playing a pivotal role in the state-building efforts. In 2015, for example, members of the international community meeting in London, UK, pledged to Somalia's recovery through the New Partnership for Somalia for Peace, Stability and Prosperity (NPS). In March 2020, Somalia achieved a significant milestone in its normalization of relations with the international financial institutions, successfully qualifying for debt relief under the Heavily Indebted Poor Countries (HIPC) initiative. The reintegration of the country into the international financial systems will enable the country to access direct foreign investment opportunities and financing from multinational organizations, in particular from IMF and World Bank, to spur its development activities.

These achievements notwithstanding, Somalia confronts major obstacles in its path to stability. Somalia is characterized by fragility due to the imperfect political settlement, poor infrastructural power and a weak public sector that limits the government's ability to formulate and implement policies that address complex problems, such as insecurity and poverty. Division of powers between the Federal Government of Somalia (FGS) and the FMS in relation to fiscal federalism, revenue generation, public administration, delivery of public services, and resource allocation are still been negotiated.

The government's reform agenda in a context fraught with obstacles could be further stymied by the incomplete federal project and other macro level challenges. In particular, the government faces key and interrelated challenges in realizing its public administration reforms: (i) limited institutional and human capacity structures to support the reforms, (ii) limited implementation and institutionalization of many legal frameworks on Public Service and

Financial Management and (iii) a tremendous public confidence deficit in government due to the prolonged absence of government services during the conflict.

The development of a functioning public administration that is able to deliver quality services to its citizens is a vision of the government, which articulates a commitment to strengthen how government works, to improve legal and policy development capacity, and to strengthen human resource management capacity and public finance management. The public administrative reform is thus an important part of larger state-rebuilding goals of facilitating socio-economic progress, attracting private investment, and improving public service delivery.

2. Rationale:

The government institutions are inefficient owing to the lack of accountability which is the cause of major setbacks in terms of service delivery. Lack of accountability equates to “empowering corruption”, therefore “Good Governance and Accountability” bear huge significance to the Government, which envisions the establishment of efficient and credible public institutions.

Strengthening public service management and building institutional capacities are thus critically important for Somalia government to enable effective respond to the significant challenges the nation confronts. Accordingly, the current government made explicit commitment to a public service management reform agenda intended to create public institutions that are effective, transparent, accessible, accountable, and trusted by Somali citizens.

3. The Objective of the Position:

The Office of the Prime Minister envisions to bolster the aspirations and establish medium to long-term effective public service institutions capable of service delivery to the citizens. The Office is ready to synergize the government’s transformational and public sector management reform initiatives and make priorities to harmonize reforms to enhance the performance of the government.

With this regard, the Office of the Prime Minister want to get a senior advisor to support the vision of the Prime Minister’s on *Public Service Management reforms and Institutional Capacity Development (ICD)*. The overall objective of the position is to provide periodic reporting and monitoring to the Office of the Prime Minister on government’s public service management and institutional capacity development strengthening initiatives. The role will support better coordination and convergence of various initiatives in line with their objectives and to ensure a “ whole of government” approach to institutional reforms and cross learning .

4. Duties & Responsibilities:

The key role and responsibilities of the adviser shall be:

- To provide information on program initiatives and progress against results for different cross cutting initiatives under the reform agenda supported by SERP.

- To provide essential support to the OPM leadership with regard to removing impediments and constraints to implementation of the SERP Project.
- To coordinate and promote from the centre of the government's policy agenda on transformational and reforms on *Public Service Management and Institutional Capacity Development* initiatives to all national government institutions and international stakeholders.
- To support the Public Service Management (PSM) department of the Office of the Prime Minister (OPM) reporting across MDAs on implementation of SERP related activities.
- To support the PSM department of OPM in developing appropriate protocols in collaboration with the SERP Steering committee, NCSC and MoISA for review and dissemination of emerging good practices to all public services institutions.
- To advise the PSM department's coordination of the inter-government capacity development activities with MDAs and other stakeholders in line with the SERP program activities.
- To support the PSM department in synthesising and disseminating a Project annual report for the Cabinet.
- To assess existing roles, responsibilities and functions of the PSM department at OPM and develop recommendations to clearly delineate its strategic, coordination and reporting role in relation to other Ministries and Agencies dealing with Public Sector reform including clear operating procedures

5. Deliverables:

The adviser shall be required to deliver the following:

- Provision of high-end brief advisory notes and presentations to the executive on the matters concerning public sector management and institutional capacity development of the government.
- Synthesising of evidence-based regular analytical reports on public sector management for decision making by the leadership.
- Provision of training to the PSM department staff at Office of the Prime Minister;
- Provision of quarterly report on reform initiatives on the public sector management and institutions capacity development to the centre of the government.
- Report assessing existing roles, responsibilities and functions of the PSM department at OPM and including recommendations to clearly delineate its strategic, coordination and reporting role in relation to other Ministries and Agencies dealing with Public Sector reform including clear operating procedures

6. Qualification Requirements:

Education:

- Minimum Master's degree in MBA, Public Administration, Governance and Public Policy or closely related fields.

Experience:

- Minimum of Eight (8) years of professional experience in institutional development and change management including working with governmental, non-governmental and private sector institutions.
- Proven record of a minimum five (5) consecutive years of experience in coordinating reforms on public service management and institutional capacity development.
- Demonstrated experience in public service reform and ability to deliver result in complex and challenging environments.
- Proven experience in preparing high quality analytical reports in English and Somali.
- Demonstrated ability to effectively communicate orally, and in writing.

7. Reporting and Working Relationship:

- The adviser will be directly reporting to the Permanent Secretary of the Office of the Prime Minister and will be closely working with the Director of the Public Service Management & Institutional Capacity Development of the Office of the Prime Minister.
- The adviser will be also working with the other key relevant government institutions such as National Civil Service Commission as well as across government MDAs by coordinating the centre of the government's agenda on public service management reform initiatives.

8. Implementation Arrangements

The consultant is responsible for organizing their own personal security and accommodation, considering the working environment and the potential risks associated with the assignment. The Office of the Prime Minister will grant access to the necessary data required to complete the tasks specified in the Terms of Reference (TOR)