



The Federal Republic of Somalia
Office of the Prime Minister

Central Delivery Unit Lead Advisor

Terms of Reference (ToR)

Introduction

The National Transformation Plan (NTP) 2025-2029 represents Somalia's most comprehensive development framework, aiming to transform the nation into a resilient, equitable, and well-governed state. However, the successful implementation of this ambitious agenda faces a critical challenge: the absence of a unified system to track progress, resolve bottlenecks, and hold institutions accountable for delivering tangible results. This gap often leads to fragmented implementation, unclear accountability, and limited ability to make evidence-based adjustments to keep the national transformation on track.

The Transformational Governance Program (TGP) addresses this fundamental gap by establishing and operationalizing the Central Delivery Unit (CDU) within the Office of the Prime Minister (OPM). As the nerve center for NTP implementation, the CDU is mandated to coordinate whole-of-government efforts, prioritize key initiatives, and drive performance accountability across all ministries and agencies.

The Delivery and Performance Management Specialist is established as the technical cornerstone of this transformative effort. Embedded within the CDU and operating **under TGP Output 1: Strengthened whole-of-government leadership and coordination**, this role provides the specialized expertise required to design, launch, and institutionalize a robust, government-wide Performance Management System (PMS).

Crucially, the Specialist will work in tight synergy with the OPM's core coordination units, PMU and technical advisors. This includes close collaboration with the CD Unit to ensure performance

metrics align with strategic policy priorities; with the TGP Data and M&E Specialist to harmonize data collection and analysis; with the Economic Transformation Sector Coordinator to track economic governance reforms; and with the Social Development Advisor to ensure gender and inclusion dimensions are embedded in performance tracking.

This integrated approach ensures that:

- Performance data directly informs strategic policy adjustments and resource allocation decisions.
- The CDU's monitoring framework captures both governance reforms and their tangible impacts on economic transformation and social inclusion.
- Somalia's entire governance architecture moves from a culture of administrative process to one of results-based accountability and citizen-centric delivery.

By serving as the technical architect of the government's performance management architecture, the Specialist will ensure the CDU becomes a fully functional, data-powered hub that enables the OPM leadership to effectively steer the nation toward achieving its NTP goals.

2. Objectives

The Delivery and Performance Management Specialist will pursue the following key objectives:

- 1. Design and Operationalize the Government-Wide Performance Management System (PMS):** Lead the technical development and implementation of a comprehensive PMS, including methodologies, tools, and digital platforms that enable real-time tracking of NTP implementation and ministry-level performance.
- 2. Embed a Culture of Results-Based Accountability Across Government:** Facilitate the establishment of clear performance expectations through the development and implementation of performance compacts between the CDU and line ministries, creating direct links between ministerial activities and NTP outcomes.
- 3. Generate Actionable Performance Intelligence for Decision-Making:** Systematically collect, analyze, and synthesize performance data to produce high-quality dashboards, progress reports, and strategic briefs that enable evidence-based interventions by the OPM leadership and Cabinet.
- 4. Strengthen Institutional Capacity and System Sustainability:** Build the technical capacity of CDU staff and Ministerial Delivery Units (MDUs) to manage, maintain, and continuously improve the performance management system beyond the project lifecycle.

5. **Ensure System Integration and Coherence:** Guarantee seamless alignment between the CDU's performance framework and the TGP's broader M&E system, as well as with other governance reform initiatives, creating a unified approach to tracking national development progress.

3. Duties and Responsibilities

A. Performance Management System Design and Implementation

- Lead the comprehensive technical design, development, and operationalization of the government-wide Performance Management System (PMS), including standard operating procedures, data collection methodologies, and reporting protocols.
- Develop and maintain dynamic digital performance dashboards that provide real-time, accessible visualization of government-wide and ministry-specific progress against NTP targets, with gender-disaggregated data where relevant.
- Design and implement performance tracking tools and scorecards that enable systematic monitoring of key performance indicators across all priority sectors and ministries.
- Establish data quality assurance mechanisms and validation processes to ensure the reliability and accuracy of all performance data.

B. Performance Coordination and Accountability Mechanisms

- Support the CDU in establishing and operationalizing Ministerial Delivery Units (MDUs) in key line ministries, providing technical guidance on their roles, responsibilities, and reporting relationships.
- Facilitate the development and implementation of performance compacts or delivery contracts between the CDU and line ministries, clarifying accountability, setting measurable targets, and aligning ministerial work with NTP priorities.
- Conduct regular performance review sessions with MDUs and the CDU to analyze implementation progress, identify bottlenecks, and agree on corrective actions.
- Establish early warning systems to flag potential delays or challenges in NTP implementation, enabling proactive interventions.

C. Performance Analysis and Reporting

- Prepare comprehensive quarterly and annual government delivery reports that synthesize NTP progress, highlight achievements, identify challenges, and provide actionable recommendations for the OPM leadership.
- Produce specialized analytical briefs and policy notes on cross-cutting performance issues, delivery bottlenecks, and successful implementation approaches for consideration by the Prime Minister's Office and Cabinet.
- Develop and implement a structured communication strategy for disseminating performance results to relevant stakeholders, including ministries, development partners, and the public.
- Ensure all performance reports integrate gender and inclusion analysis, reflecting the government's commitment to equitable development.

D. Stakeholder Engagement and System Integration

- Work closely with the Senior Policy & Strategic Advisor to ensure the PMS aligns with the overarching Strategic Policy Framework and national priorities.
- Collaborate with the TGP Data and M&E Specialist to harmonize CDU performance indicators with the program's overall results framework and monitoring systems.
- Coordinate with the Economic Transformation Sector Coordinator and Social Development Advisor to ensure economic and social inclusion dimensions are adequately captured in performance tracking.
- Engage with ministry counterparts and technical staff to build ownership of the performance management system and ensure its practical applicability across different sectors.

E. Capacity Development and Institutional Strengthening

- Design and deliver targeted training programs for CDU and MDU staff on performance management principles, data analysis, and the use of performance tracking tools.
- Mentor CDU team members to build sustainable internal capacity for managing and maintaining the performance management system.
- Develop user manuals, guidance notes, and training materials to support the ongoing operation and improvement of the PMS.
- Facilitate knowledge sharing and best practice exchange among MDUs to foster a community of practice around performance management.

Institutional Arrangements

1. Reporting Lines: The Staff will work under the direct supervision of the PS within the Office of the Prime Minister, with secondary reporting to the designated NPD.
2. Progress Reporting: The IC will maintain close communication with the supervisors through regular briefings and written progress updates. All deliverables are subject to review and approval by the PS and DPS.

F. Duration of the Work

The assignment is from 15 Nov 2025 to 15 Nov 2026.

G. Duty Station - Office of the Prime Minister (OPM), Somalia

Education:

- Advanced university degree (Master's or higher) in Public Administration, Development Management, Business Administration, Economics, or related field.

Experience:

- Minimum 10 years of progressive professional experience in performance management, delivery unit operations, results-based management, or public sector reform.
- Proven experience in designing and implementing performance management systems in government or large organizations, preferably in fragile or post-conflict contexts.
- Demonstrated expertise in developing performance frameworks, indicators, and tracking mechanisms for complex development programs.
- Specific experience working with or establishing delivery units at central or ministerial levels.
- Strong understanding of Somalia's governance context and public administration system.
- Experience in capacity building and mentoring of government staff in performance management.

Technical Competencies:

- Expertise results-based management frameworks and performance measurement methodologies.

- Strong data analysis skills and experience with performance dashboard development.
- Knowledge of digital tools and platforms for performance tracking and data visualization.
- Understanding gender-sensitive and inclusive monitoring approaches.

6. Core Competencies

Technical Leadership:

- Exceptional ability to design and implement complex performance management systems in challenging environments.
- Strong analytical skills with the capacity to transform raw data into actionable performance intelligence.
- Technical expertise in developing performance indicators, scorecards, and tracking mechanisms.

Strategic Coordination:

- Proven capacity to coordinate performance tracking across multiple ministries and government levels.
- Ability to align diverse stakeholder interests around common performance frameworks.
- Strong facilitation skills for conducting performance review sessions and building consensus.

Communication and Influence:

- Excellent written and verbal communication skills, with the ability to present complex performance data to senior decision-makers.
- Strong interpersonal skills to build trust and collaboration with government counterparts.
- Ability to persuade and influence senior officials to adopt performance-based approaches.

Results Orientation:

- Strong commitment to accountability, transparency, and results-based management.
- Demonstrated ability to drive tangible improvements in organizational performance.

- Capacity to identify implementation bottlenecks and develop practical solutions.

Adaptability and Innovation:

- Ability to work effectively in complex and evolving political environments.
- Creative approach to solving performance management challenges in resource-constrained settings.
- Commitment to continuous improvement and system innovation.

7. Institutional Arrangements

- The Delivery and Performance Management Specialist will work under the direct supervision of the National Project Director (NPD) and the Head of the Central Delivery Unit (CDU).
- The Specialist will maintain close coordination with the TGP Project Management Unit (PMU) and other technical advisors.
- Regular performance reviews will be conducted quarterly, with formal evaluations at the end of the contract period.
- The CDU and PMU will provide necessary logistical and administrative support for the implementation of activities.