



Terms of Reference

IC contract for Data, Monitoring & Learning Specialist

A. Background and Rationale

The Transformational Governance Program (TGP) is a strategic, multi-year initiative anchored within the Office of the Prime Minister (OPM) supported by UNDP and SIDA. Its core purpose is to catalyze the implementation of Somalia's National Transformation Plan (NTP) 2025-2029 by strengthening whole-of-government leadership, improving public administration, and fostering inclusive economic governance.

Currently, Somalia faces significant challenges in data management and performance monitoring. Fragmented reporting systems, limited institutional capacity, and weak data governance hinder the ability to measure results and demonstrate impact. To address these gaps, the TGP seeks to institutionalize a whole-of-government M&E framework that aligns with national priorities, integrates digital tools, and supports real-time performance tracking.

This position is responsible for the strategic leadership and operational execution of the TGP's entire M&E framework. The specialist will ensure that reliable performance data is systematically collected, rigorously analyzed, and used to demonstrate results, manage risks, and steer the program towards achieving its ambitious goals for transformational governance in Somalia, directly contributing to TGP Output 4 (Enhanced program management, M&E, and communication).

The Data, Monitoring & Learning Specialist will play a pivotal role in this process by designing and operationalizing M&E systems within the OPM, ensuring that program results are systematically captured, analyzed, and reported. This consultancy will strengthen the OPM's capacity to monitor flagship reforms, track progress against NTP targets, and generate actionable insights for policy and program adjustments. The specialist will also ensure that data systems are interoperable, gender-sensitive, and aligned with international best practices.

In addition, the Specialist will work closely with OPM's Digital Transformation Unit, the Project Management Unit (PMU), and other partners to integrate data-driven approaches into governance reforms. This collaboration will ensure that monitoring frameworks are linked to digital platforms, enabling real-time dashboards and evidence-based reporting for decision-makers.

B. Objectives and Scope of Work

The primary objective of the Data, Monitoring & Learning Specialist is to strengthen the Office of the Prime Minister's (OPM) capacity to track, analyze, and report on governance reforms under the Transformational Governance Program (TGP). This role ensures that program implementation is evidence-based, results-oriented, and aligned with the National Transformation Plan (NTP) 2025–2029. Specifically, the consultant, The Individual Contractor will:

1. Establish and Operationalize a Robust, Integrated M&E System: Design, finalize, and implement a comprehensive M&E framework for the TGP that seamlessly tracks progress across all outputs and activities.
2. Generate Evidence for Strategic Decision-Making and Adaptive Management: Produce high-quality analytical reports and data visualizations that provide clear insights into program performance for senior management.
3. Ensure Accountability and Demonstrate Impact for Stakeholders: Consolidate and validate results data to fulfill all internal and external reporting obligations, demonstrating the TGP's contribution to the NTP and SDGs.
4. Build Sustainable M&E Capacity within Government Counterparts: Strengthen the M&E capabilities of implementing partners and responsible parties through training and technical support.

C. Description of Activities.

1. Establish and Operationalize a Robust, Integrated M&E System

- Lead the finalization, rollout, and continuous refinement of the TGP's Integrated M&E Framework and Performance Management System (PMS).
- Develop detailed M&E plans, data collection tools, and performance tracking templates tailored to different outputs and responsible parties.
- Establish and maintain a centralized M&E database for all project data.
- Ensure all indicators and reporting are fully aligned with the NTP, Donors Strategic Plan, UNSDCF outcomes, and SDG frameworks.

2. Generate Evidence for Strategic Decision-Making and Adaptive Management

- Collect, validate, clean, and consolidate quantitative and qualitative data from all implementing partners on a regular basis.
- Conduct rigorous data analysis to assess progress against baselines and targets, identify trends, and evaluate program effectiveness.
- Develop dynamic data visualization dashboards (e.g., Power BI) for real-time performance tracking.
- Prepare comprehensive performance and results reports for project management and stakeholders.

3. Ensure Accountability and Demonstrate Impact for Stakeholders

- Prepare quarterly, bi-annual, and annual performance reports for review by the PMU and submission to the Project Board.
- Lead the preparation for and management of the project's mid-term and final evaluations.
- Ensure all reporting clearly demonstrates the TGP's contribution to the NTP's goals and relevant SDG indicators.
- Actively maintain the project risk log, monitoring identified risks, and proposing mitigation measures.

4. Build Sustainable M&E Capacity within Government Counterparts

- Provide technical backstopping, training, and mentorship to government and PMU staff on M&E methodologies and data management.
- Develop user-friendly M&E tools and guidelines for implementing partners.
- Conduct regular M&E capacity assessments and develop targeted improvement plans.
- Establish and support a community of practice for M&E focal points across government institutions.

D. Expected Outputs and Deliverables

The expected deliveries are as follows:

Deliverables	Due date	Review and Approvals Required	Percentage of contract price
Deliverable 1: Inception Report & Finalized M&E Framework: Detailed work plan and comprehensive TGP Integrated M&E Framework with data collection tools, reporting templates, and implementation plan.	20 December 2025	PS	10%
Deliverable 2: Operational M&E Database & First Quarterly Report: Functional M&E database and first comprehensive quarterly performance and progress report with data analysis and visualization.	28 Feb 2026	PS	15%
Deliverable 3: Capacity Building Program & Second Quarterly Report: Delivery of first M&E training for government counterparts with training materials, plus second quarterly performance report.	30 April 2026	PS	15%
Deliverable 4: Mid-Year Comprehensive Report & Data Dashboard: Comprehensive mid-year results report and operational Power BI dashboard for real-time performance tracking.	30 June 2026	PS	25%

Deliverable 5: Third Quarterly Report & Evaluation Preparation: Third quarterly report and complete preparation package for mid-term evaluation (if scheduled).	30 Aug 2026	PS	15%
Deliverable 6: Annual Results Report & Final Assignment Report: Validated annual results report endorsed by PMU and Project Board, plus final assignment report with sustainability plan for M&E system.	30 October 2026	PS	20%
TOTAL			100%

E. Institutional Arrangements

- Reporting Lines:** The Individual Contractor (IC) will work under the direct supervision of the PS of the Office of the Prime Minister.
- 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 PS.

F. Duration of the Work

The assignment is for a total of 220 working days over a period of 12 months, from 15 Nov 2025 to 15 Nov 2026.

G. Duty Station- Mogadishu, Somalia.

H. Qualifications of the Successful Individual Contractor

Education:

- Advanced University Degree (master's degree or equivalent) in Monitoring and Evaluation, Statistics, Economics, Public Policy, Social Sciences, or related fields.

Experience:

- Minimum of 7 years of progressive experience in monitoring and evaluation, data management, and results-based management, preferably within governance or public sector reform programs.
- Proven experience in designing and implementing comprehensive M&E frameworks and performance management systems for large-scale development projects.
- Strong experience in program reporting and managing results-based frameworks aligned with donor requirements and international standards (FGS experience highly desirable).
- Demonstrable experience in quantitative and qualitative data analysis, statistical methods, and data visualization.
- Experience in building M&E capacity and providing training to government officials and project staff.

- Experience in fragile or post-conflict states is highly desirable; knowledge of the Somali context is a significant asset.

Technical Competencies:

- Proficiency in M&E software and data analysis tools (e.g., SPSS, STATA, R, Power BI, Tableau, Kobo Toolbox).
- Advanced skills in data management, database design, and statistical analysis.
- Excellent data visualization and reporting skills.
- Knowledge of results-based management principles and logical framework approaches.