



## **Terms of Reference (ToR)**

### **IC Contract for E-Government and Digital Specialist**

#### **A. Background.**

Somalia is embarking on a transformative journey through the National Transformation Plan (NTP) 2025–2029, which prioritizes governance reforms, institutional strengthening, and digital innovation as key enablers of sustainable development. The Transformational Governance Project, implemented by the Office of the Prime Minister (OPM) with support from UNDP and partners, serves as a catalytic initiative to operationalize the NTP by embedding whole-of-government coordination, legal harmonization, and digital transformation.

Digital governance is central to Somalia's reform agenda. Currently, 85% of government processes remain manual, resulting in inefficiencies, delays, and limited transparency. Somalia ranks 191 out of 192 countries on the UN E-Government Development Index (EGDI), reflecting significant gaps in online services, ICT infrastructure, and human capacity. Fragmented digital initiatives across ministries further exacerbate these challenges, creating duplication and hindering interoperability. These weaknesses undermine service delivery, accountability, and citizen trust in government institutions.

To address these gaps, the Transformational Governance Project will operationalize a National Digital Coordination Framework anchored within the OPM. This framework aims to harmonize e-government initiatives, establish interoperable systems, and accelerate Somalia's digital transformation.

Key interventions include:

- Developing a national e-government framework to unify digital governance architecture across Federal Government and Federal Member States.
- Conducting a comprehensive digital landscape assessment to identify existing systems, gaps, and opportunities for integration.
- Supporting the rollout of digital workflows within the Cabinet Secretariat and justice sector to improve efficiency and accountability.
- Equipping the National Leadership Academy (NLA) with e-learning platforms and digital training portals to build public sector capacity.

- Promoting gender-responsive digital solutions to ensure women, youth, and marginalized groups benefit equitably from digital transformation.

The Digital Governance & E-Government Specialist will play a pivotal role in advancing these objectives. Working under the Office of the Prime Minister and in close collaboration with the Project Management Unit (PMU).By driving Somalia's digital transformation agenda, this role will help create a governance system that is agile, transparent, and citizen-centered, enabling efficient service delivery and fostering trust between government and society.

## **B. Objectives and Scope of Work.**

The primary objective of this assignment is to lead Somalia's digital transformation agenda by designing and implementing a unified e-government framework that enhances governance efficiency, transparency, and citizen engagement, the Digital Governance & E-Government Specialist will provide technical expertise to harmonize fragmented digital initiatives, establish standards for interoperability and cybersecurity, and digitize core governance processes, the role also aims to strengthen institutional capacity for digital governance, promote inclusive and gender-responsive solutions, and ensure alignment with Somalia's National Transformation Plan (NTP) 2025–2029 and international best practices.

### **The Consultant will:**

1. Lead the Development and Implementation of a Unified National E-Government Framework: Spearhead the technical design, validation, and initial rollout of a comprehensive national e-government framework and implementation roadmap.
2. Strengthen Institutional Capacity for Digital Coordination: Build the operational capacity of the technical secretariat for the National Digital Coordination Framework and establish key performance monitoring tools.
3. Conduct a Comprehensive Digital Landscape Assessment and Drive Interoperability: Execute a detailed inventory and gap analysis of existing digital systems and design interoperable, citizen-centered digital solutions.
4. Foster Digital Inclusion and Build Sustainable Internal Capacity: Ensure digital transformation benefits all citizens and design targeted capacity-building programs for government officials to ensure long-term sustainability.

## **C. Description of Activities**

### **1. Lead the Development and Implementation of a Unified National E-Government Framework**

- Lead the technical drafting, stakeholder consultation, and finalization of Somalia's National E-Government Framework and associated implementation roadmap.
- Provide high-level technical advice to the OPM on digital governance policies, data security standards, and ICT procurement to ensure value for money and system compatibility.
- Facilitate high-level workshops with FGS and FMS institutions to validate the framework and secure political buy-in.

## 2. Strengthen Institutional Capacity for Digital Coordination and Oversight

- Design and support the establishment of a functional Digital Coordination Dashboard for the OPM, providing oversight of key digital initiatives.
- Develop governance mechanisms, data standards, and performance metrics for the National Digital Coordination Framework.
- Provide ongoing technical mentorship to the staff of the OPM's Digital Transformation Unit.

## 3. Conduct a Comprehensive Digital Landscape Assessment and Drive Interoperability

- Conduct a comprehensive digital landscape study to map and assess all existing digital systems, infrastructure, and data platforms across FGS and FMS institutions.
- Use the assessment to design and advocate for interoperable platforms and data-sharing mechanisms to break down ministerial silos.
- Provide technical inputs for digitalization assessments in key sectors, such as the justice and security sectors.

## 4. Foster Digital Inclusion and Build Sustainable Internal Capacity.

- Develop and deliver a series of capacity-building workshops and training modules for government officials on e-government systems, digital workflows, and data management.
  - Ensure that the National E-Government Framework includes specific provisions for digital inclusion, focusing on accessible service delivery channels for marginalized communities.
- Collaborate closely with the TGP's M&E team to integrate digital transformation indicators into the project's results framework.

### Deliverables

Deliverables	Due date	Review and Approvals Required	Percentage of contract price
<b>Deliverable 1:</b> National E-Government Framework and Implementation Roadmap, a validated framework outlining standards for interoperability, cybersecurity, and data governance, endorsed by OPM.	20 December 2025	PS	10%
<b>Deliverable 2:</b> Comprehensive Digital Landscape Assessment Report: A detailed report mapping existing systems, identifying gaps, and presenting a strategic analysis of interoperability opportunities and challenges across FGS and FMS.	30 January 2026	PS	20%

<b>Deliverable 3:</b> Capacity-Building Workshops for Ministries and OPM Staff  At least 4 workshops delivered on e-government systems, digital workflows, and data management, with pre- and post-training assessments.	28 February 2026	PS	20%
<b>Deliverable 4:</b> Finalized National E-Government Framework & Capacity Building Plan: The final version of the framework, endorsed by the OPM, accompanied by a detailed plan for capacity-building workshops.	30 April 2026	PS	15%
<b>Deliverable 5:</b> Functional Digital Coordination Dashboard & Workshop Delivery: An operational dashboard for the OPM and delivery of the first two (2) capacity-building workshops, with pre- and post-training assessment reports.	30 July 2026	PS	15%
<b>Deliverable 6:</b> Final Report and Sustainability Package: A comprehensive final assignment report summarizing achievements, challenges, and lessons learned, along with a package of documents (including training materials and standard operating procedures) to ensure the sustainability of the digital governance initiatives.	31 Oct 2026	PS	10%
<b>TOTAL</b>			<b>100%</b>

### E. Institutional Arrangements

1. Reporting Lines: The Individual Contractor (IC) will work under the direct supervision of the Permanent Secretary in the Office of the Prime Minister.
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.

### F. Duration of the Work.

The assignment is for a total of 240 working days over a period of 12 months, from 1 December 2025 to 31 December 2026.

## **G. Qualifications of the Successful Individual Contractor.**

### **Education:**

- Master's Degree or equivalent in Information Systems, Computer Science, ICT for Development, E-Governance, Public Policy (with a digital focus), or a related field.

### **Experience:**

- Minimum of 7 years of progressive national and international experience in leading digital transformation, ICT policy, or e-government projects, preferably within the public sector or with international organizations.
- Proven direct experience in conducting digital maturity/landscape assessments, developing national digital or e-government strategies, and designing interoperable architecture frameworks.
- Demonstrable experience in designing and delivering capacity-building programs on digital governance for senior government officials.
- Experience working in fragile or post-conflict states is highly desirable; knowledge of the Somali context is a significant asset.
- Excellent command of the English language with proven exceptional drafting and presentation skills.

### **Technical Competencies:**

- Strong understanding of digital transformation policy, public sector ICT infrastructure, cloud computing, data governance, and cybersecurity principles.
- Excellent coordination, problem-solving, and strategic planning skills.
- Ability to translate complex technology solutions into actionable policy and operational outcomes.

### **Corporate Competencies:**

- Demonstrates integrity and promotes the vision, mission, and strategic goals of the FGS.
- Displays culture, gender, religion, race, nationality and age sensitivity and adaptability.

### **Managerial and Behavioral:**

- Ability to work independently and manage competing priorities in a complex environment.
- Excellent interpersonal, negotiation, and diplomatic skills to build consensus among diverse stakeholders.
- Strong facilitation and communication skills.

### **Language requirements:**

- Fluency in English with excellent drafting skills is required.
- Written and spoken knowledge of Somali is an asset.

**Scope of Price Proposal and Schedule of Payments.**

- After reviewing and accepting each Deliverable by the PS, DPS and National Project Director, the Individual Contractor will submit an invoice for certification.
- All invoices will be payable in United States Dollars. Payment will be made within 30 days of receipt of the invoice and certification.