



Terms of Reference for IC

Public Policy Analyst

A. Background

Somalia is on a path to transform its governance systems and strengthen state institutions under the National Transformation Plan (NTP) 2025–2029, a key part of this journey is building strong, evidence-based public policies that can guide reforms and ensure services reach citizens effectively. While progress has been made in constitutional development and sectoral strategies, policymaking often remains fragmented and reactive, with limited coordination between ministries and insufficient integration of gender and social inclusion principles, these gaps make it harder for the government to deliver on its commitments and respond to emerging challenges.

To address this, the Office of the Prime Minister (OPM), through the Transformational Governance Program (TGP) supported by UNDP, is working to establish a more structured and inclusive approach to policy development, this means creating policies that are not only technically sound but also practical, harmonized across government, and aligned with Somalia's long-term vision for stability and development.

The consultant will help OPM design and review policy frameworks, facilitate stakeholder consultations, and ensure policies reflect national priorities and international best practices.

Beyond drafting documents, the role is building systems and capacity, helping OPM staff adopt modern policymaking tools and approaches that make governance more responsive and inclusive.

The consultant will also work closely with the Policy and Legal Reform Unit, the Project Management Unit (PMU) and line ministries to ensure that policies are coordinated and integrated into broader governance reforms. This collaboration will help create a policy environment that supports Somalia's transformation agenda and delivers real benefits for its people.

B. Objectives and Scope of Work.

The Public Policy Consultant will help the Office of the Prime Minister (OPM) strengthen its ability to design and implement policies that support Somalia's governance reform agenda under the National Transformation Plan (NTP) 2025–2029. The consultant's work will ensure that policies are clear, practical, and aligned with national priorities. Specifically, the consultant will:

1. **Enhance the Quality and Rigor of Policy Formulation:** Conduct thorough, evidence-based analysis and reviews of existing and proposed public policies and reforms, assessing their relevance, coherence, potential impact, and implementation of feasibility.
2. **Strengthen Policy Coordination and Coherence:** Support the PSPU in identifying and resolving misalignments between the TGP, the NTP, and various sectoral plans, thereby fostering a unified government-wide approach to reform delivery.
3. **Improve Evidence-Based Decision-Making:** Produce clear, concise, and timely policy briefs, cabinet memoranda, and briefing notes that empower senior leadership to make informed decisions on critical governance and development issues.
4. **Establish Systematic Policy Monitoring and Knowledge Management:** Support the tracking of key reform milestones and maintain an up-to-date repository of policy documents, ensuring institutional memory and easy access to critical information.

C. Description of Activities

1. Enhance the Quality and Rigor of Policy Formulation

- Conduct in-depth analysis of public policy reform proposals and existing policies using standardized methodologies (e.g., cost-benefit analysis, stakeholder analysis, gap analysis).
- Evaluate policy documents for their strategic alignment with the NTP, TGP, and international best practices.
- Assess the institutional, financial, and social implications of proposed reforms.

2. Strengthen Policy Coordination and Coherence

- Liaise with line ministries and government agencies to gather information, coordinate policy feedback, and validate findings.
- Identifies synergies, overlaps, and conflicts between different sectoral policies and the overarching NTP framework.
- Facilitate inter-ministerial discussions on policy harmonization and coherence.

3. Improve Evidence-Based Decision-Making

- Draft, format, and finalize high-quality policy briefs, cabinet submissions, and executive briefing notes for the PMO and PSPU leadership.
- Prepare summaries of complex policy issues, presenting options and clear, defensible recommendations.
- Synthesize complex data and research findings into accessible formats for senior decision-makers.

4. Establish Systematic Policy Monitoring and Knowledge Management

- Support the PSPU and M&E team in tracking the progress of priority policy reforms against established indicators and timelines.

- Develop and maintain a centralized, organized digital database of key policy documents, reform proposals, cabinet decisions, and analytical reports.
- Contribute to regular and ad-hoc reports on the status of reform implementation.

D. Expected Outputs and Deliverables

The expected deliverables are as follows:

Deliverables	Due date	Review and Approvals Required	Percentage of contract price
Deliverable 1: Inception Report & Work Plan: A document outlining the methodology for policy review, proposed criteria for analysis, list of priority reforms, and detailed work plan for the assignment.	20 December 2025	PS	10%
Deliverable 2: First Comprehensive Policy Review Report: An in-depth report (15-25 pages) analyzing a selected cluster of reforms or cross-cutting policy theme, with executive summary, analysis, and recommendations.	28 Feb 2026	PS	20%
Deliverable 3: Functional Policy Database & User Guide: A well-structured and populated digital database containing key policy documents and reform tracking, accompanied by a user guide for PSPU staff.	30 April 2026	PS	20%
Deliverable 4: Second Comprehensive Policy Review Report & First Two Quarterly Briefs:	31 July 2026	PS	25%

Second policy review report plus two quarterly policy briefs on current high-priority issues with analysis and recommendations.			
Deliverable 5: Final Two Quarterly Policy Briefs & Monitoring Report: Final two quarterly policy briefs plus a comprehensive report on policy reform monitoring and implementation status.	30 Oct 2026	PS	15%
Deliverable 6: Final Assignment Report: A comprehensive report summarizing the complete work, key policy insights, challenges in the policy cycle, and recommendations for strengthening PSPU's policy analysis function.	15 Dec 2026	PS	10%
TOTAL			100%

E. Institutional Arrangements

1. Reporting Lines: The Individual Consultant (IC) will work under the direct supervision of the PS in the Office of the Prime Minister, with secondary reporting to the designated DPS and 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.

F. Duration of the Work

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

G. Duty Station

The duty station will be Mogadishu, Somalia.

H. Qualifications of the Successful Individual Contractor

Education:

- Advanced University Degree (master's degree or equivalent) in Public Policy, Public Administration, Economics, Political Science, or related fields.

Experience:

- Minimum of 7 years of progressive national and international experience in policy analysis, research, and advisory services within governance and public sector reform contexts.
- Proven experience in conducting comprehensive policy reviews using standardized methodologies and tools.
- Demonstrable experience in drafting high-quality policy briefs, cabinet memoranda, and executive reports for senior government officials.
- Experience in developing and maintaining policy databases and knowledge management systems.
- Experience in fragile or post-conflict states is highly desirable; knowledge of the Somali governance context and policy landscape is a significant asset.
- Excellent command of the English language with proven exceptional analytical and drafting skills.

Technical Competencies:

- Sound knowledge of policy analysis methodologies (e.g., cost-benefit analysis, stakeholder analysis, and regulatory impact assessment).
- Strong research and analytical capabilities, both qualitative and quantitative.
- Proficiency in data management and database software (e.g., SharePoint, SQL, Advanced Excel).

Corporate Competencies:

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

Managerial and Behavioral:

- Ability to work independently and manage multiple research and analysis assignments under tight deadlines.
- Excellent analytical, problem-solving, and strategic thinking skills.
- Strong interpersonal and coordination skills to work effectively with government counterparts.
- Excellent written and verbal communication skills, with the ability to present complex information clearly and concisely.