



## FEDERAL GOVERNMENT OF SOMALIA

**Somalia: Capacity Injection Project (ID: P149971/TF: 0A0415/0A5472)**

### **Terms of Reference**

**For the development of M&E and statistical systems**

**Ref: SO-OPM-47804-CS-CQS**

**Project Name:** Somalia Capacity injection  
**Type of Consultancy:** Consultancy Firm  
**Duration of the Assignment:** 240 Person-days (work-man days)  
**Expected Starting Date:** October 15th 2019  
**Expected Ending Date:** October 30<sup>th</sup>, 2020  
**Duty Station:** Ministry of Planning, Investment & Economic Development,  
FGS, Mogadishu – Somalia.

#### **1. Background**

The Federal Government of Somalia developed its National Development Plan in 2016 where building effective institutions was central for strong public service sector. The Plan recognized capacity development as a key enabler essential for public service delivery. It called for “dedicated support to a number of core functions, including centre of government, civil service management, and public sector capacities, as well as the coordinated roll out of basic cross-cutting administrative systems.”

To deliver on these priorities and commitments, the government has developed an Institutional Capacity Development Flagship Programme, supported by the World Bank, UNDP and development partners. It is expected that this programme will be the main vehicle through which donors will channel their assistance in the area of public sector capacity development.

The planning, monitoring and evaluation functions of the ministry is of paramount importance in the design, implementation and completion/phase-out of national plans, programmes and projects as they guide the implementation process, track progress, assess achievements of results and contribute to lessons learning. Currently, these functions are available but not fully operational due to limited technical capacity among staff and limited systems.

The Federal Government of Somalia appreciates the importance of statistics to the nation as a critical enabler of development, providing essential support to evidence-based public policy, planning, decision-making, monitoring and evaluation and reporting on development progress. The need for statistics is even greater anywhere in Somalia, because of years of civil strife and conflict that led to the complete collapse of statistical infrastructure, capacity, systems and institutional memory, there is a dearth of data virtually

on every development indicator. In recent years, the development and management of official statistics have been undertaken by various agencies supported by development partners. More often than not, these agencies have not been communicating with each other and with the Federal Government. This presented a problem as it has led to parallel data collection systems, conflicting data and non-optimal use of available resources for statistics. Most importantly, data collected under these conditions have lacked authenticity and national ownership coupled with lack of data quality.

## **2. Rationale of the Assignment**

Stakeholders comprising of government, civil society, private sector and other agencies working in Somalia require data for policy formulation, planning monitoring and evaluation informed by evidence-based research that relies on strong statistical systems. While the official National Statistical System in Somalia is gradually building up, there is decentralized system for Somali authorities, private sector and civil society with the support of development partners jointly or separately to collect, process and disseminate statistical data.

Proper planning, monitoring and evaluation of national plans, programs and projects will enhance the basis for policy makers and planners to make evidence-based policy formulation, planning and programmatic decisions, promote accountability and transparency as well as the confidence of the people in the capability of the government to account for achieving results based on reliable information.

The project will: support the strengthening of Ministry of Planning, Investment and Economic Development (MoPIED) as well as Ministries, Departments and Agencies (MDAs) functions in monitoring and evaluation, statistical systems and planning; and, facilitate specialized technical training (short-term 10-15 days) in the areas of M & E, statistics and planning and management.

## **3. Objective and Scope of the Assignment**

The main objective of the project is to build the capacity of MoPIED and MDAs staff in M & E, statistical system and planning through strengthening of systems and technical capacity development to enable them deliver the core mandate of their ministries as well as their functional responsibilities effectively.

The scope of the consultancy will be in three areas: duration/timeframe, thematic and geographic. In terms of the timeframe, the consultancy will cover a period of Twelve (12) months, covering the period from October 15<sup>th</sup>, 2019 to October 30<sup>th</sup>, 2020.

The consultancy firm will strengthen the capacity of statistical systems (economic and social, Sustainable Development Goals-SDGs and Information Communication Technology-ICT units), Monitoring and Evaluation-M&E (refining of National M&E policy, Management Information System-MIS, manuals and tools) and Planning (tools, techniques and manuals) and provide customized trainings for all three directorates as well as the M&E, Statistical and Planning and Policy Development Units within the MDAs. The assignment will be limited to the Federal Government of Somalia within Mogadishu.

## **4. Methodology**

The expertise of the consultancy form shall be closely working with Ministry of Planning, Investment and Economic Development (MoPIED) and its technical M&E, Planning and statistics departmental teams. Lessons from past experiences in previous projects have shown that capacity development requires mentorship and continuous technical support. As such, MoPIED will endeavor to contract a competent

consultancy firm that can provide broad spectrum of services in the areas of statistics, ICT, M&E, planning and capacity building. This will be expected to be delivered through tailor-made training, technical support through on-the-job-training, mentorship and coaching by experienced consultants and specialists. Software and information system software will also be installed by the consultancy firm upon approval by MoPIED.

The consultancy firm is expected to provide blocks of assistance in the form of 2-3 weeks visits to MoPIED and MDAs for every 6-12 weeks with well specified set of agreed tasks to be undertaken by each party prior to the next visit to ensure agreed tasks are undertaken in the interim. This would help to ensure that the staff within MoPIED and MDAs target units but into and learn to apply the advice being provided by the team of consultants. Moreover, it would provide repeated opportunities for the consulting team to assess whether the desired learning by the targeted staff is meeting its expectations.

The identified firm will be expected to avail a team of competent professionals who can support the MoPIED staff in the critical areas of statistics, M&E and planning. In addition, they will be expected to be embedded within the different directorate to provide technical one-on-one support to the MoPIED staff.

## **5. Specific Tasks**

The consultancy firm is expected to undertake a situational analysis in order to establish baseline capacity and assess the capacity building needs in undertaking the assignment. The specific tasks to be performed under each directorate will include:

### **5.1. Monitoring and Evaluation**

The following tasks will be performed under the M&E section:

- Harmonize and systematically carry out functional review for the M&E directorate
- Establish a national harmonized mechanism for performance monitoring and impact evaluation based on the results hierarchy of input, process, output and outcome indicators for tracking implementation progress of the NDP 9.
- Refine and review the National M&E Policy for an eventful rollout within all levels of governments and other stakeholders.
- Develop action plan for monitoring both compliance with and the achievement of M&E policy objectives.
- Support tracking of NDP indicators and their alignment with global (SDGs) and continental (AU agenda 2063) agendas.
- Support regular system maintenance and support services.
- Support, establish and update baseline data for core indicators in the development of NDP 9.
- Design and develop monitoring, review and evaluation tools based on the core performance indicators of NDP 9.
- Support quarterly monitoring of NDP programs and projects and provide technical support to the publication of the quarterly M&E reports by the M&E staff.
- Develop a five year strategic plan for the directorate of M&E in a consultative manner.
- Provide both basic and advanced trainings on M&E, Logical Framework Analysis/Country Results Framework Analysis, research, report writing, data analysis, participatory methodologies (Participatory Rural Appraisal-PRA, Participatory Learning and Action-PLA, and Participatory Action Research-PAR) and Project Cycle Management.

### **5.2. Planning**

The following tasks will be performed under the planning section:

- Develop planning tools and manuals.
- Provide technical support on how to conduct strategic planning processes.

Provide trainings on strategic planning techniques, effective report writing, communication skills, Project Cycle Management (PCM), participatory monitoring and evaluation, result-based management in the public sector, resource mobilization skills and techniques, public policy

### **5.3. Statistical systems**

The following tasks will be performed under the statistical systems

#### **5.3.1. Strengthening of Statistical systems**

- Develop tools, Manual and guidelines for statistical coordination
- Prepare National Strategy for the Development of Statistics (NSDS) implementation plan
- Capacitate the Staff through /by on-job training for statistical concepts and statistical software (SPSS,STATA,R and Epi info) packages for Data analysis and compilation
- Develop, standardize and harmonize data collection tools for various social statistical variables:
  - a. Social Statistics
    - Health Statistics
    - Water and Energy Statistics
    - Youth and Sport Statistics
    - Women and Human rights Statistics
    - Traffic Statistics
    - Education Statistics
    - Crime/Justice Statistics
    - Transport, Communication & Disaster Management Statistics
    - Gender Statistics
    - Environmental Statistics
    - Information and Tourism Statistics
    - Agriculture
    - Fishery
    - Livestock
- Develop administrative data guidelines and manuals for economic, social and production statistics
- Develop methodologies and data collection instruments in use for the production of administrative data.
- Develop Manuals, Guidelines and tools for Civil Registration System
- Develop and implement a National Data Quality Assurance (NDQA) Framework
- Establish/strengthen coordination arrangements mechanism.
- Develop NSDS Coordination guideline
- Set NSDS coordination mechanism
- Test the functionality of NSDS Coordination mechanism
- Provide all necessary training and skills about coordination to the DNS staff
- Develop and apply guidance for assessing SDG data availability and gaps.
- Support the alignment of SDG indicator framework with M&E framework of national development plans.
- Support the production of national SDG reports.
- Support capacity building for policy-makers and other development stakeholders to use analytical tools and methodologies that leverage data and statistics for sustainable development.

#### **5.3.2. ICT for supporting statistical system**

- Development and implementation of a database App for easier entry and analysis of all survey data.
- Development and implementation of a Geodata Portal Dashboard
  
- management development and leadership and management.

### **5.4. Ministries, Departments and Agencies (MDAs)**

The following key tasks will be performed by the consulting firm in order to transform the capacity of MDAs:

- Provide technical support to statistical units within the MDAs that generate vital data for national development by developing customized data capturing tools and templates as well as improving the capacities to capture both administrative and routine data.
- Train MDAs statistical units on research designs, sampling techniques, data collection, entry & analysis, interpretation and report writing as well statistical analysis (both descriptive and inferential analysis).
- Provide technical support to M&E units within MDAs through mentorship and coaching and review or development of technical documents.
- Train MDAs staff on Participatory M&E, M&E tools and techniques, data collection and processing (entry & analysis), and report writing.
- Provide technical support to MDAs Planning and Policy Development units through policy advice and mentorship.
- Train the MDAs Planning and Policy Development units on strategic planning and management, public policy development

## 6. Key deliverables/outputs

The key deliverables for the above consultancy shall be:

- 1) **Submission of Inception report with comprehensive work plan:** This will be prepared by the consultancy firm and shall detail the approach and methodology, timelines and tools to be used in carrying out the tasks
- 2) **Submission of Monthly and quarterly progress reports:** This will be shared with respective DGs and will report on progress as well as achievements made over that period in accomplishing the tasks, challenges and how to overcome them.
- 3) **Submission of:** M&E systems like National M&E Policy, and tools such as tracking tools for global and continental agendas.
- 4) **Submission of:** Planning tools like strategic planning and coordination tools
- 5) **Submission of:** Tools and Manuals for statistical systems such as: civil registration systems, national data quality assurance framework, NSDS implementation plan and Geodata portal dashboard tool as well as database app for data collection, collation and aggregation.
- 6) **Submission of Training reports:** At the end of each training, the consultancy firm will be expected to submit a training report which clearly indicates the knowledge gained by the trainees from the training.
- 7) **Submission of Mid-term report:** The consultancy firm will prepare a mid-term report after the end of the first six (6) months and will cover all the milestones achieved during the first six (6) months of the consultancy assignment.
- 8) **Submission of Final report:** The consultancy firm shall prepare and submit final completion project completion report together with finally validated National M&E policy with system and monitoring tools, validated institutional strategic planning tools with coordination tools, validated statistical systems with manuals and tools such as: civil registration system, national data quality assurance framework, NSDS implementation plan, Geodata portal dashboard tool as well database app for data collection, collation and aggregation.

## 7. Key qualification of the Consultancy Firm

The successful firm should at least demonstrate:

- At least a minimum of 8 years of experience in institutional development especially developing of statistical systems, monitoring and evaluation and planning.

- Proven ability to conceptualize, design and implement statistical manuals, tools and guidelines for data collection, verification and data management systems.
- Effective and practical methodologies for meeting Enhanced Statistical system;
- Deep knowledge and technical capacity in the area of Economic, Social and production Statistics and data development.
- Experience in monitoring and evaluation of development programmes and projects especially in a diverse field/thematic area in the Horn of Africa region.
- Previous experience working in the public sector
- Experience in data collection and analysis of large nationwide surveys
- Proven experience on how to develop statistical manuals, guidelines and tools
- Experience in developing strategic plans
- Experience in developing and implementing Civil Registration System

### **7.1. Required team of key experts**

The consultancy firm is expected to provide the following key experts to undertake the assignment:

#### **a) Project Manager/Team Leader**

**Duties:** The Project Manager/Team Leader will be the lead consultant for the assignment and will provide the overall stewardship and needed technical support. The Team Leader will ensure the activities under the project are implemented according to the agreed timeframe in the contract and that all deliverables met the required standards. Review the draft the National/State/Regional Strategies for the Development of Statistics (NSDS) and develop the implementation plan and coordination mechanism. Advise senior management of the NDS on principles and best practice in relation to strategic planning and management for results for official statistics service providers. Organize and conduct staff training on: data processing and analysis, interpreting, monitoring and evaluation, technical report writing, management, dissemination and archiving of data to be utilized by planners, policy makers and head of institutions. Provide technical guidance to staff in development of technical data collection tools (techniques) and practical implementation of knowledge acquired in the field. Formulate a system of Monitoring and Evaluation of statistical development. Provide technical documents related to the assistance and supervise the work of all other consultants working on the assignment.

**Qualification:** At least a minimum of an advanced degree (MSc/MA) in Project Management or strategic management or development studies, Statistics/M&E or relevant field. Extensive knowledge and experience in developing programming planning, M&E and statistical systems for projects and carrying out training. Excellent report writing and communication skills.

#### **b) M&E Expert**

**Duties:** The key role of the M&E Expert will be to develop M&E systems, tools and templates at the Directorate of M&E and monitoring and evaluation units within MDAs. The expert shall also provide trainings to staff of the M&E directorate and those from line ministries to ensure the required knowledge and skills are gained. The expert will work closely with the Director General of M&E to refine the national M&E policy and support in its rollout. The expert will provide technical support to the M&E staff through on-the-job training, mentorship and coaching.

**Qualification:** At least a minimum of advanced degree (MSc) in Statistics, Economics, Monitoring and Evaluation, Project Management, Development Studies or any other relevant social science field. Extra qualification in participatory M&E will be an added advantage. Extensive experience in monitoring and

evaluation of programs and projects in different thematic areas. Very good report writing and interpersonal skills.

**c) GIS Specialist**

**Duties:** The role of the GIS Specialist will be to provide advisory services to the DNS on how adequate GIS equipment and services are installed, maintained and implemented in statistical system using a sound methodology and international standards. The GIS Specialist will provide technical assistance on GIS activities and work closely with the ICT staff at the DNS.

**Qualification:** At least a minimum of an advanced degree (MSc) in ICT, GIS or MIS or other related field with an additional qualification in GIS. The GIS Specialist shall have 4-7 years' hands-on experience in GIS and in developing/managing databases in the public/private sector. Strong practical experience in using Geographic Information Systems (GIS) is essential, specifically ESRI products such as ArcView and / or Arc Info. Experience in product development, project management;

**d) Statistician/Data analyst**

**Duties:** The main role of the data analyst will be to train both junior and senior staff at the DNS as well as those from MDAs on data collection, entry, cleaning, analysis and interpretation. The data analyst shall also provide on-the-job training to the staff of DNS on using statistical software in manipulating and simulating datasets. Provide technical guidance to staff in development of technical data collection tools (techniques) and practical implementation of knowledge acquired in the field. Provide technical support in the development of statistical systems, tools and manual under the guidance of the Project Manager/Team Leader.

**Qualification:** At least a minimum of an advanced degree (MSc) in statistics or other related field with an extensive experience in data analysis and reporting. Technically excellence in statistics software programs and platforms such as: SPSS, R, STATA etc. Experience in providing technical support to statistical systems in any of public institutions such as national bureau of statistics.

**e) Institutional Development Expert**

**Duties:** The Institutional development expert will provide thorough institutional analysis and develop appropriate training program for all capacity building activities in close coordination with other consultants.

**Qualification:** A minimum of an advanced degree in sociology, education, public policy, international development, development studies, public administration, business administration, project management or any other related field. Additional training in organizational development will be an added advantage. Extensive experience in institutional development especially in fragile and conflict-affected countries. Good report writing and interpersonal skills. Ability to develop policies, strategies and manuals in the public or private sector.

**8. Time Frame**

The project timeframe will be for 12 months period starting from the date signed by both parties. The expected date for the project to start is October 15<sup>th</sup> 2019 and the expected project completion is October 30<sup>th</sup>, 2020. The actual total costing days for this project is 240 days as person-days or work-man days.

## 9. Terms of Payment

- 1) **20% of the total amount shall be payable upon the submission and the approval of the:** inception report with comprehensive work plan.
- 2) **30% of the total amount shall be payable upon the submission and approval of:** M&E, planning and statistical systems, tools and manuals (see deliverables section 3, 4, & 5) of the following:
  - Refined National M&E Policy and rollout plans
  - Monitoring and Evaluation tools
  - Planning tools
  - Civil Registration Systems
  - National data quality assurance framework
  - NSDS coordination guideline and implementation plan
  - Geodata portal dashboard tool
  - Database app for data collection, collation and aggregation
  - MDAs administrative data collection tools and templates
- 3) **30% of the total amount shall be payable upon the completion and submission and approval of the following training reports on:**
  - Basic and advanced M&E
  - Research and research designs
  - Basic and advanced sampling techniques
  - Data entry, analysis and interpretation
  - Participatory Rural Appraisal methodologies
  - Basic and advance report writing
  - Strategic planning technique
  - Result-Based Management in the public sector
  - Public policy development
  - Leadership and management
  - Communication skills
  - Resource mobilization skills and techniques
  - On-the-job (OJT) training on statistical software like SPSS, STATA, R and Epi info.
- 4) **20% of the total amount shall be payable upon the submissions and approvals of:** all validated deliverables of 3, 4, 5, & 6 to the client.

The client (MoPIED and MDAs) will provide the following services during the period of the consultancy assignment:

- The relevant background documents required for the assignment including existing tools.
- Communicate in advance with staff and assemble them in the venue during training
- Avail specific person (s)/staff to be provided with technical support
- Formally introduce the consulting firm to all relevant departments and agencies within MoPIED or MDAs.
- All supervisory services required so that the consultancy firm can deliver it within the required time frame, budget and required

## 10. Reporting

The consultancy firm and its technical experts under the leadership of their project Manager/Team Leader will work administratively under the Permanent Secretary of MoPIED and report directly to him and functionally will be working the technical departmental teams of the ministry such as the Director Generals



of Planning, M&E and Statistics and the government relevant institutions. The consultancy firm shall be also reporting to the project coordination Unit (PCU) at the Office of the Prime Minister and to the World Bank CIP project task team for quality assurance of the assignment.