



FEDERAL GOVERNMENT OF SOMALIA

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

Terms of Reference

Consultancy Service for the Development of M&E Systems, Strengthening the Functional & the Capacity of the National M&E Systems of MoPIED, FGS

Ref: SO-OPM-47815-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:	1 st January 2021
Expected Ending Date:	30 th November 2021
Duty Station:	Ministry of Planning, Investment & Economic Development, FGS, Mogadishu – Somalia.

1. Background

The Federal Government of Somalia developed its 9th National Development Plan 2020-2024. The Plan recognized capacity development as a critical enabler essential for public service delivery. It called for "dedicated support to several core functions, including Monitoring and Evaluation, to ensure the effective implementation of NDP9 and progress and Indicator tracking." To deliver on these priorities and commitments, the government has developed an Institutional Capacity Development Flagship Program, supported by the World Bank, UNDP and development partners.

The planning, monitoring and evaluation functions of the ministry are of paramount importance in the design, implementation and completion/phase-out of national plans, programs 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 M&E to the nation as a critical enabler of development, providing essential support to evidence-based public policy formulation, planning, decision-making, and reporting on the national development progress. The Directorate of Monitoring and Evaluation in the Ministry of Planning Investment and Economic Development has the mandate to play an oversight role of the overall government programs and policies through monitoring and evaluation. In particular, the directorate has the solemn responsibility to monitor and evaluate the 9th National Development Plan (NDP-9), which is envisaged to guide interventions and investments in the next five years (2020-2024). However, limited resources, inadequately skilled staff, and lack of institutional capacity

– inadequate policy and M&E systems has paralyzed and undercut the effectiveness of the Directorate of Monitoring and Evaluation.

2. The rationale of the Assignment

Stakeholders comprising of government, civil society, private sector and other agencies working in Somalia require data for policy formulation, planning informed by evidence-based monitoring and evaluation systems and reports by the government's relevant institutions.

The proper monitoring and evaluation of the 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 consultancy will support the strengthening the M&E Directorate functions of the Ministry of Planning, Investment and Economic Development (MoPIED) to enable it deliver its core mandate and functional responsibilities effectively.

3. Objective and Scope of the Assignment

The main objective of the project is to build and strengthen the capacity of the M&E Directorate of MoPIED, its functionalities, systems and staff so that the directorate is enabled to deliver the core mandate of its functional responsibilities effectively.

The consultant will strengthen the capacity of Monitoring and Evaluation functions such as the national M&E policy, national M&E framework and systems, M&E tools as well as providing customized capacity building training and coaching to the M&E directorate staff. Geographically, the assigned will be conducted at the M&E directorate of the Ministry of Planning, Investment and Economic Development, FGS, Mogadishu, Somalia.

4. Methodology

The experts of the consultant firm shall be closely working with the technical teams of the M&E directorate of the Ministry of Planning, Investment and Economic Development (MoPIED). The expert consultants to be hired for the assignment will be guided by the M&E directorate of M&E to ensure the performance of the consultant for the given specific tasks detailed in this ToR and the required deliverable outputs. The consultant firm (to be hired with the support of the CIP project management unit) will be required to avail a highly qualified M&E expert who can support the M&E directorate of the MoPIED for achieving the objectives and the specific tasks of this assignment.

The consultant firm experts are expected to be embedded within the directorate of M&E to provide one-on-one technical support to the directorate by providing mentorship and continuous technical support. 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.

Additionally, the following are some of the methodologies for executing the assignment: 1) Making desk review of the M&E systems and documents, 2) Stakeholders consultations, 3) Validation of outputs (M&E policy, strategy and framework), 4) Design of training modules 5) Facilitating tailor-made training, 6) Technical support through on-the-job-training, mentorship and coaching. However, interested consultant firm will be required to detail its methodologies and approach for the execution of this assignment in its technical proposal.

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 this assignment will include:

- Systematically carry out a functional review for the M&E directorate of MopIED.
- Refine and review the National M&E Policy for an eventful rollout within all levels of governments and other stakeholders.
- Develop a five-year strategic plan for the directorate of M&E in a consultative manner.
- 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.
- Develop relevant tools, work-plans, check list and provision of template for review of specific functions as well as review of MED's scope of activities, delivery channels, delineation of responsibilities and capability of MED requires in the way ahead.
- Develop an action plan for monitoring both compliance with and the achievement of M&E policy objectives.
- Design and develop monitoring, review and evaluation tools based on the core performance indicators of NDP 9 and align with SDG indicator framework.
- Design and conduct basic and advanced training on M&E, the utilization of M&E tools and techniques, Logical Framework Analysis/Country Results Framework Analysis, research, participatory methodologies for data collection (Participatory Rural Appraisal-PRA, Participatory Learning and Action-PLA, and Participatory Action Research-PAR), and technical report writing skills for the M&E directorate technical staff and other FGS MDAs' M&E technical units.
- Design and provide customized training, coaching and mentoring for M&E directorate staff on data analysis using statistical software (SPSS, R and Python).
- Develop Data Quality Assurance (NDQA) Framework for the NDP 9 M&E framework.
- Technically support the M&E Directorate technical staff for reporting of quarterly and annual monitoring of NDP programs and projects and specifically the publication of two- quarterly and one annual M&E reports.
- Provide technical support to M&E units within MDAs through mentorship and coaching and review or development of technical documents.
- 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. Deliverables/outputs

The key deliverables for the consultancy are as follows:

- 1) **Submission of Inception report with comprehensive work plan:** This will be prepared by the consultant firm and shall detail the approach and methodology, timelines and tools to be used in carrying out the specific tasks.
- 2) **Submission of:** the revised functions of the M&E directorate, the updated national M&E policy as well as five-year M&E strategic plan with comprehensive implementation plan, harmonized national M&E framework tools and templates for the NDP-9.
- 3) **Submission of:** Customised training modules (basic and advanced levels) on M&E, the utilization of M&E tools and techniques, Logical Framework Analysis/Country Results Framework Analysis, research, participatory methodologies for data collection (Participatory Rural Appraisal-PRA, Participatory Learning and Action-PLA, and Participatory Action Research-PAR), and technical report writing skills.
- 4) **Submission of Training reports:** At the end of each training, the consultant firm will be expected to submit a training report which outlines the process and accomplishment of the training and as

well as training manuals, and a further report which clearly indicates the knowledge gained by the trainees from the training.

- 5) **Submission of:** Monthly and quarterly progress and the assignment's achievement reports, challenges and recommendations that will be shared with Director-General of M&E Directorate.
- 6) **Submission of final assignment completion report:** The consultant firm will be required to submit a final assignment completion report together with the all validated deliverables with are explained in above points (2 through 6).

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 programs 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 Qualification:**

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.

Qualifications:

- 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.
- A minimum of 8 years of experience in M&E of programs and projects in different thematic areas, and the design of M&E systems and frameworks;
- Proven experience in research methodologies, developing strategic plans and policies for public institutions, especially in a diverse field/thematic area in the Horn of Africa region;
- Excellent writing skills, including coherent and consistent documentation.

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.

Qualifications:

- 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.
- A minimum of 8 years of experience in M&E of programs and projects in different thematic areas, and the design of M&E systems and frameworks;
- Extra qualification in participatory M&E will be an added advantage;
- Extensive experience in M&E of programs and projects in different thematic areas;
- Very good report writing and interpersonal skills.

c) 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.

Qualifications:

- At least a minimum of an advanced degree (MSc) in statistics or another related field;
- A minimum of 6 years of an extensive experience in data analysis and reporting.
- Technically excellence in statistics software programs and platforms such as: SPSS, R, STATA, Python, etc.
- Experience in providing technical support to statistical systems in any of public institutions such as national bureau of statistics.

d) 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.

Qualifications:

- 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 of minimum 7 years in institutional development especially in fragile and conflict-affected countries.
- Proven ability to develop policies, strategies and manuals in the public or private sector.
- Good report writing and interpersonal skills.

8. Time Frame

The project timeframe will be for **10 months** period starting from the date signed by both parties. The expected date for the project to start is **1st January 2021** and the expected project completion is **30th November 2021**. 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 containing: the assignment's implementation approach and methodologies as well as detailed and comprehensive work plan.

- 2) 30% of the total amount shall be payable upon the submission and approval of the following:**
 - a) Completed functional review of the M&E Directorate;
 - b) Refined and updated National M&E Policy;
 - c) Five-years M&E strategic plan with its comprehensive implementation plan;
 - d) Harmonized national M&E framework tools, and templates for NDP-9.

- 3) 30 % of the total amount shall be payable upon:**
 - a) The monthly and quarterly progress reporting of the assignment;
 - b) The development and provision of customized training modules, coaching and mentoring on M&E framework systems of:
 - Result-Based Management in the public sector
 - Logical Framework Analysis/Country Results Framework Analysis;
 - The utilization of M&E tools and techniques
 - Research and research designs, basic and advanced sampling techniques;
 - participatory methodologies for data collection (Participatory Rural Appraisal-PRA, Participatory Learning and Action-PLA, and Participatory Action Research-PAR),
 - Data entry, analysis and interpretation
 - Basic and advance technical report writing skills.

- 4) 20% of the total amount as the final payment shall be payable upon the submission of:** the final assignment completion reports together with the all validated deliverables explained above.

10. Reporting

The consultant firm will work under the supervision of the Director-General of M&E Directorate and will report directly to him. The consultant firm shall also be reporting to the project coordination unit (PCU) at the Office of the Prime Minister and the World Bank CIP project task team for quality assurance of the assignment.