



Federal Government of Somalia
Ministry of Justice and Constitutional Affairs (MOJCA)

TERMS OF REFERENCE

National Consultant – Development of the Monitoring and Evaluation Framework for the Justice Sector Strategy 2025–2029

Job Code Title	National Consultant Development of the Monitoring and Evaluation Framework for the Justice Sector Strategy 2025–2029
Location	Mogadishu
Type of Contract	National Consultancy
Project	Joint Justice and Corrections Programme (JJCP) – Support to the design and implementation of the Justice Sector Strategy
Implementing Partners	UNDP Somalia
Languages Required	Somali and English
Duration of Contract	30 working days (9 November – 31 December 2026)

1. Introduction

The Ministry of Justice and Constitutional Affairs (MOJCA) is responsible for leading justice sector reform in Somalia and for coordinating implementation of the national Justice Sector Strategy (JSS) 2025–2029. As implementation enters its second year, MOJCA and all justice sector institutions need reliable and timely information on what has been achieved, what is delayed and where resources are falling short. Without a common monitoring system, progress reported by federal institutions, Federal Member States (FMS) and development partners is difficult to compare or to use for decision-making. To address this, MOJCA, with support from UNDP Somalia through the Joint Justice and Corrections Programme (JJCP), seeks to engage a National Consultant to develop a comprehensive, sector-wide Monitoring and Evaluation (M&E) Framework for the Strategy, covering all justice institutions. The Framework will set clear indicators, targets, data sources, responsibilities and reporting timelines for justice institutions at federal and FMS level, guide the 2026 annual review and 2027 planning, and give all justice

institutions a shared tool to track results and steer the Strategy together, under MOJCA’s coordination.

2. Background and Institutional Context

Somalia adopted its first national Justice Sector Strategy on 7 December 2024, following consultations with around 1,000 people across the Federal Government and the Federal Member States. The Strategy sets out a shared vision for a people-centred, accessible and accountable justice system and is aligned with the National Transformation Plan. Its goals and outputs are organised under nine Strategic Topics: legal and institutional set-up, judicial independence, financing and infrastructure, staff capacity and gender equality, public trust, access to justice, climate justice, knowledge management and cross-sector collaboration. The Strategy is implemented through a four-year Action Plan, and the first annual review, conducted in 2025, assessed the progress, gaps and lessons of the first year of implementation. The JJCP, implemented by MOJCA with UNDP and funded through the UN Somalia Joint Fund with EU support, has accompanied the Strategy from design through implementation and will close in May 2027.

3. Rationale

Effective implementation of the Justice Sector Strategy depends on timely, reliable and comparable information on progress across federal and FMS justice institutions. At present, there is no unified, nationally owned mechanism for systematically tracking delivery against the Strategy and its Action Plan, which limits the ability of MOJCA and its partners to assess performance, identify bottlenecks and allocate resources strategically. A structured M&E Framework will ensure that the 2026 annual review is grounded in credible evidence and that the 2027 plan reflects realistic, well-defined priorities. Embedding this function across all justice institutions, with MOJCA’s Department of Policy, Planning and Research as the coordinating hub, will strengthen institutional capacity across the sector, reinforce national ownership of the Strategy and secure the continuity of monitoring beyond the period of programme support.

4. Objectives

The overall objective of this assignment is to develop a comprehensive Monitoring and Evaluation Framework for the Justice Sector Strategy 2025–2029. The Framework will enable all justice sector institutions, including the Judiciary, the Office of the Attorney General, the Somali Police Force, the Custodial Corps, MOJCA and the Federal Member State Ministries of Justice, to systematically track, assess and report on the Strategy’s implementation and results, and to use this evidence for planning, decision-making and accountability.

o Specific Objectives

1. Develop a results framework that defines clear, measurable indicators, baselines, annual targets and means of verification for each Strategic Topic, goal and output;
2. Design standardised data collection tools, reporting templates and data flows for justice institutions at federal and FMS level;
3. Define the roles and responsibilities of each justice institution in monitoring, reporting, review and evaluation of the Strategy, with MOJCA's Department of Policy, Planning and Research as the coordinating body;
4. Establish a reporting and review calendar covering quarterly progress reports, annual reviews, a mid-term review and a final evaluation;
5. Apply the Framework to assess progress in 2026, including follow-up on the recommendations of the 2025 annual review, and use the findings to inform agreed priorities for 2027;
6. Strengthen the capacity of M&E focal points in all justice institutions to apply the Framework and sustain monitoring of the Strategy.

5. Scope of Work and Responsibilities

The consultant will work under the overall guidance of MOJCA's Department of Policy, Planning and Research and in close collaboration with the International Consultant. The consultant will be responsible for the following tasks:

o Desk Review and Inception

- Review the Justice Sector Strategy 2025–2029, its Action Plan, the 2025 JSS Review Report and relevant institutional reports and data;
- Map the Strategic Topics, goals, outputs, commitments and responsible institutions, and identify existing indicators, targets and data gaps;
- Prepare an inception report setting out the methodology, work plan and proposed structure of the M&E Framework.

o Results Framework

- Develop a results framework for each Strategic Topic, goal and output, defining measurable indicators, baselines, annual targets to 2029 and means of verification;
- Ensure that indicators are realistic, gender-sensitive and disaggregated by sex and by Federal Member State where relevant.

o Data Collection Tools and Reporting System

- Design standardised data collection tools, reporting templates and indicator reference sheets for all justice institutions at federal and FMS level;

- Define how data will flow from each justice institution at federal and FMS level, including reporting frequency and data quality assurance procedures.

o Institutional Arrangements

- Define the roles and responsibilities of the Judiciary, the Office of the Attorney General, the Somali CID, the Custodial Corps, MOJCA, FMS Ministries of Justice and development partners in monitoring, reporting and review;
- Propose sector-wide coordination mechanisms, including a network of M&E focal points in every justice institution and the coordinating role of
- Establish a reporting and review calendar covering quarterly reports, annual reviews, a mid-term review and a final evaluation.

o Baseline and 2026 Progress Assessment

- Collect data from all justice institutions at federal and FMS level and from development partners, using the new tools, key informant interviews and existing reports;
- Establish baselines where these are missing and assess 2026 progress against the Action Plan, including follow-up on the 2025 review recommendations;
- Identify achievements, delays, gaps, funding shortfalls and lessons learned.

o Review, Planning and Validation Workshop

- Jointly with the International Consultant, design and co-facilitate the 2026 annual JSS review and 2027 planning workshop;
- Present the draft M&E Framework to justice sector stakeholders for validation;
- Prepare the agenda, background documents and presentations.

o Reporting

- Finalise the JSS M&E Framework, incorporating stakeholder feedback, for adoption by justice sector institutions;
- Produce the 2026 JSS Implementation Progress Report and a draft 2027 JSS priority plan reflecting the workshop outcomes.

o Capacity Building and Institutionalisation

- Provide an orientation session for M&E focal points from all justice institutions on applying the Framework and its tools;
- Recommend practical measures to ensure that justice institutions sustain monitoring of the Strategy.

6. Division of Roles with the International Consultant

Area	National Consultant	International Consultant (Ms Justyna Link)
Design of the M&E Framework and tools	Lead drafter	Technical guidance and quality assurance
Data collection and stakeholder follow-up	Lead	Advise on tools
2026 progress report	Lead drafter	Technical review and quality assurance
Review, planning and validation workshop	Co-facilitate; lead logistics and Somali-language sessions	Co-facilitate; lead methodology
2027 priority plan	Co-draft	Co-draft; ensure consistency with the Strategy

7. Methodology

The consultant will apply a participatory, mixed-methods approach that builds on existing institutional data and ensures that the Framework is owned by the institutions that will use it. The approach will combine:

o Document Review

- The Strategy, Action Plan, 2025 review report, institutional progress reports and relevant national and international M&E standards.

o Qualitative Methods

- Key informant interviews with federal and FMS justice institutions and development partners;
- Consultations with focal points from all justice institutions on indicators, data sources and reporting arrangements;
- A participatory review, planning and validation workshop.

o Quantitative Analysis

- Analysis of institutional, case and budget data to establish baselines;
- Progress scoring of Action Plan commitments against the agreed indicators and targets.

9. Expected Outcomes

The consultancy is expected to contribute to:

1. A comprehensive, validated M&E Framework for the Justice Sector Strategy 2025–2029, adopted by justice sector institutions;
2. An evidence-based picture of JSS implementation in 2026, with baselines for future reviews;
3. Agreed and realistic 2027 priorities owned by justice sector institutions;

4. Strengthened coordination and data sharing among all justice institutions at federal and FMS level;

11. Education

Minimum: Bachelor's degree in Law, Public Policy, Development Studies, Monitoring and Evaluation, Statistics or a related field. A Master's degree is an asset.

12. Professional Experience

The consultant must demonstrate:

- A minimum of 5 years of experience in monitoring, evaluation or planning in the justice, rule of law or governance sector in Somalia;
- Proven experience designing M&E or results frameworks, indicators and data collection tools for national strategies or sector programmes;
- Experience designing and facilitating multi-stakeholder review or planning workshops with government institutions;
- Working knowledge of Somalia's justice institutions at federal and FMS level;
- Experience with UN or donor-funded programmes is an asset.

13. Skills and Languages

Strong analytical, data management and report-writing skills; ability to work with senior government officials; facilitation and training skills; proficiency in Word, Excel and PowerPoint. Fluency in Somali and English, written and spoken, is required.

14. Duration and Timeline

The consultancy will be completed within 30 working days between 9 November and 31 December 2026.

Phase	Period
Inception and desk review	9 – 17 November 2026
Design of the M&E Framework and tools	18 November – 2 December 2026
Data collection and 2026 progress assessment	3 – 10 December 2026
Review, planning and validation workshop	11 – 18 December 2026
Finalisation and orientation of focal points	19 – 31 December 2026

16. Application Requirements

Interested and qualified Somali nationals are invited to submit, in English:

1. A cover letter (maximum two pages) explaining their suitability for the assignment;
2. An updated Curriculum Vitae (CV) or P11 form with three professional references;
3. A brief methodology and work plan (maximum three pages);

17. Submission of Applications

Application Deadline: Thursday, 29 October 2026, at 12:00 noon (Somalia time). Late applications will not be considered.

Applications should be submitted by email to:

info@moj.gov.so Cc: **hr@moj.gov.so**

Subject Line: National Consultant - JSS M&E Framework

18. Closing Statement

The Ministry of Justice and Constitutional Affairs welcomes applications from qualified Somali nationals with demonstrated expertise in monitoring and evaluation, planning and justice sector reform. Only shortlisted applicants will be contacted. Qualified female candidates are strongly encouraged to apply. MOJCA applies a zero-tolerance policy on sexual exploitation and abuse, harassment and fraud.

Sincerely,