



## **Puntland Government of Somalia**

### **Bulsho Project - Strengthening Community Institutions for Social Cohesion, Inclusion and Resilience.**

#### **Terms of Reference – ToR for Bulsho Project Manager (Bulsho Project Implementation Unit – PIU).**

**Name of the Project:** Bulsho Program - Strengthening Community Institutions for Social Cohesion, Inclusion and Resilience.

**Project ID:** P508408

**Position Title:** Bulsho Project Manager (Bulsho Project Implementation Unit – PIU)

**Reporting to:** Director General – DG of MOIFAD Puntland State of Somalia and coordinates with the National Project Coordinator

**Type of Appointment:** Individual Consultant

**Duration:** 12 months with 3 months of probation period) and renewable upon satisfactory performance.

**Duty Station:** Garowe, Puntland, Somalia (with potential travel to the target Districts and Cities of Bulsho Project)

#### **1. Background**

The Project Manager is required to support the Ministry of Interior, Federal affairs and Democratization of Puntland State of Somalia in the implementation of a World Bank-financed Bulsho Project – Strengthening Community Institutions for Social Cohesion, Inclusion and Resilience (P508408). The Bulsho Project provides three years of initial anchor financing to the government's multi-year Bulsho Program, the main objective of which is to strengthen community and local institutions for improved social cohesion, inclusion, and resilience. The Project effectiveness was by August 8, 2025. To lead the Bulsho Project Implementation Unit (PIU) the Ministry of Interior, Federal affairs and Democratization of Puntland State of Somalia is seeking to hire a State PIU Project Manager to lead the Puntland PIU and closely working with the National PCU under MOIFAR, FGS.

#### **2. Project Overview**

Under the lead of the Ministry of Interior, Federal Affairs and Reconciliation – MoIFAR of the Federal Government of Somalia and in coordination and collaboration with the Ministries of Interior - Mols of the Federal Member States - FMS, the Federal Government of Somalia has designed a national program called Bulsho, the Somali word for society. The Bulsho program puts citizens and communities at the center of the government's action. The Bulsho Program is

a Somali government-led initiative designed to strengthen community and local institutions, fostering social cohesion, inclusion, and resilience. As Somalia continues its recovery from two decades of civil war, the program places a strong emphasis on enhancing service delivery, rebuilding the social contract, and promoting community-centered governance. This uniquely Somali-owned and -driven initiative underscores government ownership and leadership at federal, member state, and district levels, ensuring institutional sustainability and the realization of key policy outcomes.

The Bulsho Program will be anchored in the government's "triple-nexus" objectives, focusing on three interrelated policy priorities:

1. Supporting the realization of the Federal Government of Somalia (FGS) and Federal Member States' (FMS) Decentralization Policy and Local Government laws/Wadajir Framework, which aim to strengthen the roles of community institutions and local governments.
2. Advancing the National Stabilization Strategy (NSS) policy objectives by prioritizing stabilized districts, including those with interim or permanent district councils.
3. Contributing to the revised National Reconciliation Framework, focusing on social reconciliation, restoring the social contract, rebuilding trust between people and the government, promoting social recovery, and fostering environmental peacebuilding

The **development objective** of the Bulsho Program is to reinforce community and local institutions for improved social cohesion, inclusion, and resilience. The program will contribute to:

- **Social cohesion:** Enhancing the citizen-state social contract.
- **Social inclusion:** Empowering marginalized groups, including women and youth.
- **Social resilience:** Strengthening collective capacity to respond to local conflicts and climate-induced shocks.

The Bulsho Program operates within a "**continuum**" framework, spanning recovery, stabilization, reconciliation, and sustainable local governance. This phased approach ensures seamless transitions from immediate recovery efforts to long-term governance and institutional strengthening. The program prioritizes hard-to-reach and remote districts but remains inclusive of all regions to ensure comprehensive national coverage and impact.

### Key Bulsho Project Support Areas

The Bulsho Project will provide support to achieve its objectives through:

1. **Technical support and capacity building** for community and local governments.
2. **Matching grants** for investments in basic services and livelihoods.
3. **Innovations** promoting empowerment, inclusion, accountability, and resilience, such as:
  - Collective action allowances for women and youth.
  - Financial transparency platforms.
  - Digital planning tools for communities.

The Bulsho Project places strong emphasis on **social development and inclusion** through mechanisms such as the Local Social Contract Platform (LSCP), Citizens' Charters, and participatory community planning. These processes are designed to strengthen citizen-state relations and ensure meaningful participation of women, youth, minorities, IDPs, and other marginalized groups.

The Ministries of Interiors of Puntland Government -have established a Project Implementation Units (PIUs) headed by State Project Manager, which have the overall responsibility for the day-to-day project implementation and activities that take place in their respective States.

### 3. Objectives of the Assignment

The State Project Manager is responsible for day-to-day implementation of Bulsho activities within the state, providing leadership to the Project Implementation Unit - PIU team, liaising with local governments (Districts and Cities) and ensuring compliance with the Project Operations Manual (POM), financing agreements, and government regulations. He/she need to strengthen community and local institutions for improved social cohesion, inclusion, and resilience.

The Project Manager shall ensure full alignment of Bulsho Project implementation with the FMS Ministry's strategic priorities, particularly the Decentralization Policy, Local Governance Framework, and the Ministry's Annual Work Plan. The role should also strengthen institutional linkages between the PIU and the Ministry's core departments (planning, finance, and local governance) to mainstream project functions within government systems. The Project Manager will coordinate and closely working with the PCU specially the National Project Coordinator and also Third-Party Monitoring, Digital Innovation, knowledge Management and Security Management to ensure that the **activities and priorities in the approved annual work plans are being done in the right way**, by ensuring compliance to standards and timely actions on non-compliance. Ensure that the **implemented project activities are delivering the results** to its stakeholders in Puntland and wider beneficiaries and their value is being felt. Provide ongoing leadership and direction to reporting staff and teams at the State levels.

The State PIU Project Manager will perform the following key areas: -

1. **Project Planning and Implementation:** Lead annual work planning, budgeting, and execution of project activities at the FMS and District levels in line with the POM and Financing Agreement
2. **Financial Management and Procurement:** Ensure compliance with World Bank and national fiduciary standards, including procurement, financial reporting, and audit requirements.
3. **Environmental and Social Safeguards:** Oversee implementation of the ESCP, including stakeholder engagement, grievance redress, and risk management (GBV, SEA/SH, labor, land, biodiversity).
4. **Monitoring, Evaluation, and Learning:** Supervise M&E activities, ensure timely data collection and reporting, and support third-party monitoring and learning forums.
5. **Stakeholder Engagement:** Facilitate participatory planning, community consultations, and communication with local authorities, civil society, and development partners.

The Project Manager will also support the facilitating and leading on districts selection process, coordinate cross-sectoral actions as well as other key identified activities in coordination with the PCU National Project Coordinator and participate in the Senior Management Teams – SMT of the Ministry of Interior, Federal affairs and Democratization of Puntland State of Somalia respectively.

#### **4. Key Responsibilities**

Under the direct supervision of the Director General – DG of Interior Ministry of (Name of the State) and PCU National Project Coordinator, the State Project Manager at the PIU will:

##### **A. Leadership and Management**

- i) Lead the day-to-day management of the PIU and ensure effective delivery of Bulsho activities in the state.
- ii) leading the State Project Implementation Unit (PIU), including oversight of specialists in public financial management, local government & community development, gender/social, M&E, and environment.
- iii) Ensure regular coordination meetings between the PIU, the Ministry's technical departments, and the district focal points to review implementation progress, address bottlenecks, and ensure coherence with the Ministry's policies and ongoing initiatives.
- iv) Supervise and provide direction to PIU technical staff (public financial management (PFM) specialist, community development and local governance specialist, social and gender specialist, environment specialist, and M&E specialist).
- v) Participate in the Ministry of Interior's Senior Management Team (SMT) to ensure the Bulsho project is integrated into state priorities and systems.
- vi) Supervise the preparation of monthly internal implementation summaries and performance dashboards for submission to the DG and National Coordinator.
- vii) Ensure that district eligibility, allocation of Bulsho packages, lotteries, and verification of commitments are conducted in compliance with the POM.

##### **B. Project Planning and Implementation**

- i) Oversee preparation of state-level annual work plans, budgets, and procurement plans, consolidating inputs from districts.
- ii) Ensure that procurement for state-level activities is carried out according to World Bank Regulations and POM procedures.
- iii) Manage the contract with the logistics firm supporting state-level Bulsho operations.
- iv) Verify that district sustainability plans, O&M plans, and PPP arrangements are sound and feasible.
- v) Oversee preparation of security management plans and application of security protocols in collaboration with the contracted firm.
- vi) Support delivery of capacity-building activities for district officials and community institutions, with technical backstopping from the PCU.

##### **C. Financial and Reporting**

- i) Approve and submit fund requisitions for district transfers in line with approved work plans and sub-agreements.
- ii) Oversee financial management and procurement carried out by the PIU PFM Specialist, ensuring compliance with procedures and timely reporting to the PCU.
- iii) Ensure timely preparation and submission of quarterly narrative and financial reports on state-level activities.
- iv) Monitor expenditures against budgets, track variances, and ensure corrective measures are taken.

#### **D. Monitoring, Evaluation, and Learning (MEL)**

- Oversee implementation of the Results Framework and Performance Indicators for Bulsho at the State level.
- Responsible for achieving and reporting on key results indicators (e.g., number of communities collaborating, co-financing mobilized, women's participation, climate resilience beneficiaries).
- Support the PIU M&E Specialist to collect, verify, and report data on output and outcome indicators.
- Ensure lessons learned are captured, documented, and shared with National PCU and FMS MoIs for adaptive management where possible.
- Promote knowledge-sharing sessions and capacity-building workshops within the Ministry and with local governments.

#### **E. Stakeholder Coordination**

- i) Coordinate closely with the PCU, FMS Ministry of Interior leadership, district governments, and other stakeholders to ensure harmonized implementation of Bulsho.
- ii) Coordinate Bulsho activities with other local governance, stabilization, and service delivery programs in the state to maximize synergies.
- iii) Facilitate communication between the PIU, district governments, and communities, ensuring participatory planning and inclusive decision-making.
- iv) Represent the Bulsho project in state-level forums and technical meetings, ensuring visibility and ownership by the FMS Ministry of Interior.
- v) Maintain effective relations with district councils, communities, and community committees implementing the Bulsho-funded local investments to foster collaboration and resolve bottlenecks.

#### **F. Compliance and Risk Management**

- i) Ensure PIU activities comply with the Financing Agreement, POM, Project Appraisal Document (PAD), and environmental and social safeguard instruments.
- ii) Monitor and manage project risks, including fiduciary, security, and operational risks, in coordination with the PCU.
- iii) Ensure gender and social inclusion considerations are systematically integrated across all project activities.
- iv) Monitor implementation of the Environmental and Social Commitment Plan (ESCP), Labor Management Procedures (LMP), and Grievance Redress Mechanisms (GRM) in close collaboration with the PCU and safeguard specialists.
- v) Ensure internal controls, audit requirements, and reporting obligations are met.
- vi) Track and report on any security incidents or potential cases of misuse of funds.

#### **G. Sustainability and Forward Planning**

- i) Work with the MoI DG and PCU to develop strategies for gradually transferring project functions to government staff, ensuring sustainability beyond the project period.
- ii) Support consultations with government and partners on sustaining investments and scaling up lessons learned.
- iii) Prepare and implement a detailed handover and capacity-transfer plan to government officials by the final quarter of the contract period to ensure continuity beyond the PIU's lifespan.

#### **5. Deliverables**

During the course of the assignment, the State Project Manager will be expected to achieve the following:

- Approved state-level annual work plans, budgets, and procurement plans, reflecting district priorities and aligned with project objectives.
- Consolidated quarterly and monthly narrative and financial progress reports on state-level activities, submitted on time and in compliance with PCU and World Bank requirements.
- Verified records confirming district eligibility, allocation of Bulsho packages, fulfilment of commitments, and validation of sustainability and O&M plans.
- Verified reports on procurement, financial management, and contract execution at district level, demonstrating compliance with the POM and World Bank Regulations.
- State-level environmental and social safeguard compliance reports, confirming proper application of safeguard instruments.

- An up-to-date state-level risk log with mitigation measures, shared regularly with the PCU.
- A state security management plan and periodic reports on security incidents affecting Bulsho operations.
- Documented lessons learned, best practices, and success stories from state-level implementation, consolidated for national learning and reporting.
- Lead the development of state-level communication materials, success stories, and visibility products in line with World Bank and Government (FGS and FMS) communication guidelines.
- Represent the Ministry of Interior, Federal affairs and Democratization (MOIFAD) of Puntland State of Somalia and the Bulsho Project in Puntland and National coordination forums, ensuring consistent messaging and branding.
- Facilitate dissemination of project results through media, social platforms, and stakeholder briefings.
- End-of-project and sub-project completion reports for all state-level activities, demonstrating transparency and accountability in the use of project funds.

## **6. Reporting**

The State PIU Project Manager reports administratively to the Director General of the FMS Ministry of Interior and maintains close technical coordination with the National Project Coordinator at PCU MoIFAR, FGS.

## **7. Qualifications and Experience**

This position requires a senior professional in project management and coordination with unquestionable integrity, experience with decentralized governance, working with both formal and informal institutions, and supporting district-level capacity building. The successful candidate must demonstrate the following academic qualifications and experiences:

### **Education**

University's degree in Governance, Political Science, International Relations, Public Administration, Development Studies, Project Management, or a related field. A master's degree in related field is an advantage.

### **Professional Experience**

- Minimum of 10 years of progressively responsible experience in project management, coordination, or implementation.
- At least 5 years of experience managing or coordinating large-scale government or donor-funded programs in local governance, institutional building, or service delivery, preferably in fragile or conflict-affected settings specially Somalia.

- Demonstrated professional experience in working with Puntland State and Local Governments is a strong advantage.
- Proven experience working on community empowerment, participatory governance or community driven development projects is an added advantage.
- Demonstrated professional knowledge of Puntland state and the Local Governments including their structures, functions and operational framework
- Experienced in FCV (fragility, conflict, violence) settings, understanding of local security dynamics, and ability to implement security management plans.
- Proven experience and track record in decentralization, capacity building, institutional strengthening, and coordination across national, state, and local levels of government.

### **Skills and Competencies**

- Demonstrate professional knowledge of Puntland States and local governments (districts and Cities).
- Demonstrate commitment to gender inclusion (target: 30% women in staffing and decision-making), social inclusion, and engagement with marginalized groups (e.g., minority clans, IDPs, youth).
- Strong leadership, team management, financial management, procurement, M&E, and stakeholder engagement skills
- Demonstrated leadership, negotiation, and stakeholder engagement skills.
- Strong organizational and problem-solving skills, with the ability to deliver under pressure.
- High standards of integrity, ethical conduct, and professional accountability.
- Excellent communication and representation skills.
- Proficiency with project management tools and software (e.g., Gantt charts, Asana, Monday.com).

### **Knowledge**

- Proven ability to work effectively in multicultural environments and under challenging conditions.
- In-depth knowledge of Somalia's governance structures, political dynamics, and local context.
- Familiarity with the role of international development partners in Somalia, particularly in community development, social cohesion, and local governance (e.g., World Bank, UN).

**Input/facility provided by the Client:**

The client will provide office space with necessary furniture and other facilities such as printing facility etc. to enable the consultant to perform day-to-day work. The Client shall also provide soft and hard copies of any existing Mechanisms) if any on signing of the contract.

### **Language Requirements**

Excellent command of both English and Somali (reading, writing, and presenting) is essential.

### **How to apply.**

The Ministry of Interior, Federal affairs and Democratization (MOIFAD) of Puntland now invites eligible Individual Consultants to indicate their interest in providing the above-mentioned services.

The attention of interested Consultants is drawn to section III, para 3.14, 3.16 & 3.17 of the World Bank's Procurement Regulations for IPF Borrowers: Procurement in Investment Projects Financing Goods, Works, Non-Consulting and Consulting Services, July 2016, revised November 2017, August 2018, November 2020 and September 2023 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Interested consultants should provide the following: (i) Curriculum Vitae (CV) with 3 reference persons; (ii) copies of certificates of academic qualifications; and (iii) cover letter outlining their experience and qualifications in relation to the role.

Interested candidates should submit their applications marked with the subject title of the position by the following email address: [hr@moifad.pl.so](mailto:hr@moifad.pl.so) and copy to

[Abdirahman.ahmed@moifar.gov.so](mailto:Abdirahman.ahmed@moifar.gov.so) latest by 18<sup>th</sup> November, 2025 at 04:00 PM Mogadishu time.

**A Consultant will be selected in accordance with the Individual Consultant method set out in the World Bank Procurement Regulations and Federal Government Relating Policies.**

### **Attention:**

Bulsho Project

Ministry of Interior, Federal affairs and Democratization

Puntland Government.

Garowe, Puntland, Somalia