



GOVERNMENT OF SOMALILAND
Ministry of Local Government and Urban Development

Terms of Reference – ToR for Bulsho Project Monitoring and Evaluation Officer

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

Project ID: P508408

Position Title: Bulsho Project Monitoring, Evaluation, Accountability and Learning – MEAL Officer

Reporting to: Bulsho PIU Project Coordinator/Manager

Type of Appointment: Individual Consultant

Ref No: SO-MOLGUD-567776-CS-INDV

Duration: 12 months and renewable upon satisfactory performance.

Deadline:

Duty Station: Hargeisa, Somaliland (with travel to project regions/districts)

1. Background

A Monitoring, Evaluation, Accountability and Learning (MEAL) **Officer** is required to support the **Ministry of Local Government and Urban Development (MoLGUD)** of the Government of Somaliland (GoSL) in the implementation of the World Bank-funded Bulsho Program – *Strengthening Community Institutions for Social Cohesion, Inclusion and Resilience (P508408)*. The main objective of the Bulsho Program is to strengthen community and local institutions for improved social cohesion, inclusion, and resilience.

To support implementation of the Bulsho Project, the Government of Somaliland, through MoLGUD, is seeking to recruit a MEAL Officer as part of the Project Implementation Unit (PIU).

2. Project Overview

Under the leadership of the Ministry of Local Government and Urban Development (MoLGUD), the Government of Somaliland has adopted the Bulsho Program as a national initiative aimed at strengthening community and local government institutions. The Bulsho Program places citizens and communities at the center of government action. It is designed to foster social cohesion, inclusion, and resilience through improved service delivery, strengthened local governance, and enhanced citizen engagement.

The program emphasizes:

- Strengthening service delivery systems at local levels
- Rebuilding and reinforcing the social contract
- Promoting participatory and community-centered governance

This government-led initiative underscores national ownership and leadership across central and local government levels, ensuring institutional sustainability and achievement of key development outcomes.

The Bulsho Program is anchored in the Government of Somaliland's development priorities, focusing on:

1. Strengthening decentralization and local government systems, including enhancing the role of districts and community institutions.
2. Supporting stability, inclusive governance, and service delivery in target districts.
3. Promoting social cohesion, reconciliation, and trust between communities and government institutions.

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

- **Social cohesion:** Strengthening citizen–state relations
- **Social inclusion:** Empowering marginalized groups, including women and youth
- **Social resilience:** Enhancing the capacity of communities to respond to shocks and local conflicts

The Bulsho Program operates within a phased framework linking recovery, stabilization, and sustainable local governance. This approach ensures a transition from immediate interventions to long-term institutional strengthening. The program prioritizes underserved and remote districts while maintaining inclusive national coverage.

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 **Ministry of Local Government and Urban Development (MoLGUD)** of the Government of Somaliland has established a **Project Implementation Unit (PIU)**, headed by a Project Manager, which is responsible for the day-to-day management of the World Bank-funded Bulsho Project; and to support implementation of project activities at the operational level, including coordination with target districts and oversight of field-level interventions.

3. Objectives of the Assignment

To lead the implementation of the Bulsho Project's M&E system within the Project Implementation Unit (PIU), ensuring high-quality data collection, analysis, reporting, and learning, in line with the Project Appraisal Document (PAD), Project Operations Manual (POM), the project Results Framework (RF), the project Monitoring and Evaluation Plan (MEP) and World Bank requirements.

The MEAL Officer will coordinate and work closely with other PIU members"and also Third-Party Monitoring and Digital Innovation Firms to ensure that all M&E activities comply with the project's Environmental and Social Commitment Plan (ESCP), ethical research standards, and SEA/SH prevention measures.

4. Key Responsibilities

Under the direct supervision of the PIU Project Manager, the MEAL Officer will be responsible for the following:

A. Monitoring, Evaluation and Reporting

- Produce indicator tracking tables, performance reports, and progress dashboards based on reports from the PIU members, data from the MIS, and survey findings.
- Validate data received from districts for completeness, accuracy, consistency, and compliance with approved reporting standards.
- Consolidate progress reports from districts and project implementation units, together with MIS and survey data, for the preparation of quarterly, semi-annual, annual, and ad hoc reports required by the Government and the World Bank.
- Conduct periodic data quality audits (DQAs), field verification visits, and spot checks on MIS data received from districts to ensure accuracy, completeness, timeliness, consistency, and compliance with source documentation.
- Maintain indicator definitions, reporting templates, and data collection protocols, ensuring consistency in data disaggregation, measurement methodologies, and reporting across all project components.
- Lead periodic reviews and updates of the Project Monitoring and Evaluation Plan (MEP), Results Framework, and indicator reference sheets as required.

B. Management Information Systems (MIS) and Data Management

- Coordinate with the Digital Innovation Firm on the development of the Bulsho Management Information System (MIS), including the fintech platform and the project management system for Bulsho-funded local investments.
- Oversee the operation and maintenance of the Bulsho MIS, ensuring timely and accurate entry of project data from all project components.
- Generate periodic MIS reports and analytical summaries for project management, government stakeholders, and development partners.
- Manage user access rights (view, edit, submit, and download) for enumerators, supervisors, district staff, and partners on data collection platforms such as KoboToolbox and the Bulsho MIS.
- Implement data protection protocols, ensuring confidentiality, data security, and compliance with ethical standards.
- Control access to sensitive datasets through role-based permissions and secure data-sharing arrangements.

- Ensure data backup, storage, and retrieval systems are maintained in accordance with project requirements and applicable data protection standards.

C. Surveys, Research and Evidence Generation

- Coordinate with the Knowledge Management and Research Firm on the design and implementation of baseline, midline, endline, and other project-related surveys and assessments.
- Review and approve survey instruments to ensure alignment with the Project Monitoring and Evaluation Plan (MEP), Results Framework, and indicator definitions.
- Ensure quality assurance and validation of survey results before their integration into project reporting systems and performance assessments.
- Conduct the analysis and interpretation of survey findings to generate evidence for decision-making and project improvement.
- Conduct operational research, evaluations, assessments, and special studies commissioned under the project.

D. Accountability, Citizen Engagement and Environmental & Social Compliance

- Ensure that all M&E activities comply with the Project's Environmental and Social Commitment Plan (ESCP), environmental and social safeguards requirements, ethical research standards, and SEA/SH prevention and response measures.
- Monitor and report on the functioning of accountability mechanisms, including grievance redress systems (GRM), complaints handling mechanisms, and citizen feedback processes.
- Ensure that findings from grievance mechanisms, beneficiary feedback systems, and community consultations are systematically analyzed and utilized to improve project implementation and service delivery.
- Track the resolution of complaints and grievances and prepare periodic reports on accountability performance and responsiveness.
- Support community engagement activities by ensuring that beneficiary perspectives and feedback are incorporated into project monitoring and adaptive management processes.

E. Learning, Knowledge Management and Adaptive Management

- Support the Knowledge Management and Research Firm in the preparation of learning briefs, thematic notes, case studies, operational research products, and other knowledge outputs by providing project data, reports, and technical guidance.
- Collaborate with the Knowledge Management and Research Firm to ensure the systematic capture, documentation, dissemination, and utilization of project lessons learned, innovations, good practices, and adaptive management experiences.
- Facilitate periodic learning, reflection, and performance review sessions with PIU teams, local governments, and project stakeholders to translate monitoring results, research findings, accountability feedback, and implementation experiences into corrective actions and program improvements.
- Support the design, organization, and delivery of knowledge-sharing events and learning processes, including joint implementation reviews, thematic discussions, peer-learning activities, workshops, and policy dialogues.
- Prepare presentations, briefing notes, analytical summaries, and knowledge products for management meetings, implementation support missions, and project reviews.

F. Capacity Building and Technical Support

- Provide training, mentoring, and technical backstopping to district staff, implementing partners, and project stakeholders on data collection, reporting requirements, data quality standards, accountability mechanisms, and use of the project MIS.
- Build institutional capacity within the Ministry of Local Government and Urban Development (MoLGUD) and participating local governments to interpret, analyze, and utilize M&E data for evidence-based planning, decision-making, and adaptive management.
- Support district and local government teams in strengthening monitoring, reporting, accountability, and learning systems.
- Promote a culture of results-based management, evidence-based decision-making, and continuous learning across all levels of project implementation.

G. Other Responsibilities

- Perform any other duties related to monitoring, evaluation, accountability, learning, research, knowledge management, project reporting, and adaptive management as may be assigned by the PIU Project Coordinator/Manager.

4. Deliverables

During the course of the assignment, the MEAL Officer will be expected to achieve the following:

- Updated indicator tracking tables based on the MEP.
- MIS reports for project management and stakeholders.
- Validated survey instruments, datasets and summary analysis.
- Integrated quarterly and annual project progress reports for World Bank, based on state-level reports, as well as MIS and survey data.
- Capacity-building reports and materials.
- Knowledge and learning deliverables produced in coordination with the Knowledge Management and Research Firm, such as learning briefs, case studies, thematic syntheses, or process notes.
- Documentation of learning and reflection events and summary reports highlighting adaptive management actions and lessons learned.

5. Reporting

The MEAL Officer will report to the PIU Project Coordinator/Manager.

6. Qualifications and Experience

This position requires a senior Monitoring and Evaluation – M&E professional with strong expertise in oversight, Monitoring, Evaluation and institutional strengthening. The successful candidate will demonstrate the following qualifications:

Education

University Master's degree in Statistics, Economics, Social Sciences, Development Studies, or related field.

Professional Experience

- A minimum of 7 years of experience in M&E for donor-funded projects in fragile/conflict-affected contexts, preferably in Somaliland or the East Africa region.
- Strong skills in quantitative and qualitative analysis, and data visualization.
- Experience with MIS platforms, statistical software (e.g., STATA, SPSS, R), and data collection tools (e.g., KoBoToolbox).
- Experienced in **setting up and managing KoboToolbox projects**, including form deployment, version control, and submission monitoring
- Administer user roles and permissions to ensure **controlled and secure access** to data collection tools
- Demonstrated experience in Knowledge Management (KM), including developing and curating knowledge products and supporting organizational learning.
- Proven ability to use M&E and research evidence for adaptive programming, decision-making, and continuous improvement of project delivery.
- Knowledge of World Bank M&E requirements and results frameworks is an advantage.
- Excellent communication skills in both English and Somali, with the ability to engage effectively with diverse stakeholders at community, district, state, and federal levels.
- Proven capacity to produce clear, concise, and well-structured written materials, including reports, briefs, and presentations.
- Experience working with government institutions at national and state levels, preferably in fragile or conflict-affected settings.

Skills and Competencies

- Strong analytical and data interpretation skills.
- Proficient in designing M&E frameworks and tools (e.g., logframes, indicators).
- Skilled in both qualitative and quantitative research methods.
- Experience with data collection, analysis, and visualization tools (e.g., Excel, SPSS, Power BI).
- Proficient in **Power BI Desktop and Power BI Service** for end-to-end data visualization and reporting
- Strong experience in **data modeling**, including relationships, star schema design, and data transformation
- Skilled in **Power Query (M language)** for cleaning, shaping, and transforming raw datasets
- Ability to synthesize complex information into accessible knowledge products and facilitate collaborative learning processes across diverse teams.

- Strong report writing, presentation, and communication skills.
- Ability to build capacity and train staff in M&E systems.
- Excellent coordination, planning, and time management.
- High professional integrity and attention to detail.

Knowledge

- In-depth understanding of M&E principles, RBM, and Theory of Change.
- Familiarity with donor M&E requirements (e.g., World Bank, UN, USAID).
- Strong understanding of Knowledge Management concepts, tools, and platforms for learning and evidence sharing.
- Knowledge of Somaliland's socio-political and institutional context.
- Understanding of cross-cutting themes: gender, inclusion, conflict sensitivity.
- Experience with statistical software (e.g., STATA, SPSS, R) and digital data collection tools (e.g., KoboToolbox, ODK).
- Knowledge of adaptive management and using M&E for decision-making.

Input/facility provided by the Client:

The client will provide office space with necessary furniture and other facilities such as printing facilities 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.