



Federal Republic of Somalia
Ministry of Interior, Federal Affairs & Reconciliation

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

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 Specialist

Reporting to: Bulsho National Project Coordinator

Type of Appointment: Individual Consultant

Ref No: SO-MOIFAR-498744-CS-INDV

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

Deadline: 18th November, 2025 at 4:00 PM Mogadishu time.

Duty Station: Mogadishu, Somalia (with potential travel to the Federal Member States)

1. Background

A Monitoring, Evaluation, Accountability and Learning – MEAL Specialist is required to support the Ministry of Interior, Federal Affairs and Reconciliation of the Federal Government of Somalia - FGS in the implementation of a World Bank-funded Program, the 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. The Project effectiveness was by August 8, 2025. In support of activities under Bulsho Project the Federal Government’s Ministry of Interior, Federal Affairs and Reconciliation – MOIFAR is seeking to hire a MEAL Specialist as part of the National Project Coordination Unit - PCU.

2. Project Overview

Under the lead of the Ministry of Interior, Federal Affairs and Reconciliation – MoIFAR of 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.

MoIFAR, FGS has established a National Project Coordination Unit (PCU) headed by a National Project Coordinator, which has the overall responsibility for the day-to-day management of the WB-funded Bulsho project. The FMS Ministries of Interior (MoI) have established Project Implementation Units (PIUs) headed by State Project Managers, which have the responsibility for the activities that take place in their states.

3. Objectives of the Assignment

To lead the implementation of the Bulsho Project’s M&E system within the Project Coordination Unit (PCU), 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 Specialist will coordinate and closely working with the PCU & PIUs Social Safeguarding, Environmental Specialist, the Community Development and Local Governance Specialist, FMS PIUs MEAL Specialists 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 PCU National Project Coordinator, the MEAL Specialist at the PCU will:

- Coordinate with Digital Innovation Firm on the development of the Bulsho 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 components.
- Produce indicator tracking tables and progress dashboards based on reports from PIUs, data from the MIS and the surveys.
- Validate data from Federal Member States (FMS) and districts for completeness, accuracy, and consistency.
- Generate periodic MIS reports for project management and government stakeholders.
- Coordinate with the Knowledge Management and Research Firm on baseline, midline, and endline surveys.
- Review and approve survey instruments to ensure alignment with the M&E Plan and indicator definitions.
- Ensure quality assurance and validation of survey results before integration into project reporting.
- Consolidate state-level project reports from the state PIUs, as well as MIS and survey data for quarterly, semi-annual, and annual project reports to the World Bank.

- Support the Knowledge Management and Research Firm in the preparation of learning briefs, thematic notes, case studies and operational research by promptly providing project data and reports, and technical advice.
- Support the preparation of presentations and briefs for learning events and project reviews.
- Provide training and backstopping to FMS and district staff on data collection, reporting, and use of the project MIS.
- Build capacity within MoIFAR-FGS, MoIs FMS, PCU and PIUs to interpret and use M&E data for adaptive management.
- 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.
- Conduct periodic data quality audits and spot checks on MIS data received from districts to ensure accuracy, completeness, and consistency with source documents.
- Maintain indicator definitions and ensure consistency in data disaggregation and reporting and lead the revisions to the project Monitoring and Evaluation Plan (MEP).
- Closely working with FMS PIUs MEAL Specialists and also provide technical backstopping to the FMS PIUs and Local Governments.
- Consolidate FMS-level reports from the PIU MEAL specialists and prepare for quarterly and annual project progress reports.
- Collaborate with the Knowledge Management and Research Firm to ensure systematic capture, documentation, and dissemination of project lessons, innovations, and adaptive management practices.
- Facilitate periodic learning and reflection sessions with PCU and PIU teams to translate monitoring results and research findings into adaptive actions.
- Support the design and delivery of knowledge-sharing events and learning processes, including joint reviews, thematic discussions, and policy dialogues.

5. Deliverables

During the course of the assignment, the MEAL Specialist 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.

6. Reporting

The MEAL Specialist will report to the PCU National Project Coordinator. He/she will coordinate and work closely with the FMS PIUs MEAL Specialists and other key technical consultants of both PCU and PIUs.

7. 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 10 years of experience in M&E for donor-funded projects in fragile/conflict-affected contexts, preferably in Somalia 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).
- 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).
- 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 Somalia'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 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.

MOIFAR 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, including a detailed updated CV and cover letter, outlining their experience and qualifications in relation to the role marked with the subject title of the position by the following email address: info@moifar.gov.so and copy to Abdirahman.ahmed@moifar.gov.so latest by **18th November, 2025 at 4:00 PM Mogadishu time.**

Attention:

Bulsho Project

Ministry of Interior, Federal Affairs and Reconciliation

Federal Government of Somalia

Mogadishu, Somalia