



GOVERNMENT OF SOMALILAND
Ministry of Local Government and Urban Development

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 Ministry of Local Government and Urban Development (MoLGUD)

Type of Appointment: Individual Consultant

Ref: SO-MOLGUD-567780-CS-INDV

Duration: 12 months and renewable upon satisfactory performance.

Duty Station: Hargeisa, Somaliland (with potential travel to the target Districts and Cities of Bulsho Project)

1. Background

The Project Manager is required to support the Ministry of Local Government and Urban Development (MoLGUD) of the Government of Somaliland (GoSL) 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 Ministry of Local Government and Urban Development (MoLGUD) is seeking to recruit a Project Manager to head the Bulsho Project Implementation Unit (PIU) and oversee the implementation of the Bulsho Project.

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 puts citizens and communities at the center of the government's action. The Bulsho Program is a government-led initiative designed to strengthen community and local institutions, fostering social cohesion, inclusion, and resilience. As Somaliland continues strengthening its governance and institutional systems, the program places a strong emphasis on enhancing service delivery, rebuilding the social contract, and promoting community-centered governance.

This initiative underscores government ownership and leadership at central and district levels, ensuring institutional sustainability and the realization of key policy outcomes.

The Bulsho Program will be anchored in the government's development priorities, focusing on three interrelated policy priorities:

1. Supporting the realization of decentralization and local government systems, strengthening the roles of community institutions and local governments.
2. Advancing stability, inclusive governance, and service delivery in targeted 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 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 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) has established a Project Implementation Unit (PIU) headed by a Project Manager, which has the overall responsibility for the day-to-day project implementation and activities that take place across the target districts and cities.

3. Objectives of the Assignment

The Project Manager shall be responsible for the overall day-to-day management and implementation of the Bulsho Project, providing strategic leadership and supervision to the Project Implementation Unit (PIU), coordinating with local governments, district authorities, communities, and other stakeholders, and ensuring compliance with the Project Operations Manual (POM), Financing Agreement, World Bank requirements, and Government of Somaliland regulations.

The Project Manager will oversee the effective implementation of local governance and community-driven development processes under the project, including participatory planning, Local Social Contract Platforms (LSCPs), Citizens' Charters, community engagement mechanisms, and community-level investments. He/she will ensure that project activities promote social cohesion, inclusion, accountability, and resilience while strengthening the institutional capacity of local governments and communities to deliver sustainable development outcomes.

The Project Manager shall ensure full alignment of Bulsho Project implementation with the Ministry of Local Government and Urban Development (MoLGUD) strategic priorities, particularly decentralization and local governance frameworks, as well as 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 work closely with the Third-Party Monitoring, Digital Innovation, Knowledge Management, and Security Management service providers to ensure that activities and priorities in the approved annual work plans are implemented effectively, in compliance with required standards, and with timely actions on any non-compliance.

The Project Manager will ensure that project activities are effectively implemented and deliver intended results to stakeholders and beneficiaries across the target districts and cities, and that project resources generate sustainable development outcomes and value for communities.

The Project Manager will provide overall leadership, direction, and supervision to the Project Implementation Unit (PIU), ensuring effective coordination, performance management, and delivery of project objectives.

In addition, the Project Manager will directly oversee and ensure the quality, consistency, and effectiveness of local governance and community-driven development processes under the project, including participatory planning, Local Social Contract Platform (LSCP) implementation, Citizens' Charters, community engagement processes, matching grant implementation, community contributions, and community-level investments. The Project Manager will ensure that these processes are implemented in a transparent, inclusive, accountable, and participatory manner, with meaningful engagement of women, youth, vulnerable groups, and other community stakeholders across all target districts.

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

1. **Project Planning and Implementation:** Lead annual work planning, budgeting, and execution of project activities 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 facilitating and leading the district selection process, coordinating cross-sectoral actions as well as other key identified activities in coordination with Project Manager and participate in the Senior Management Team (SMT) of the Ministry of Local Government and Urban Development (MoLGUD).

4. Key Responsibilities

Under the direct supervision of the Director General – DG of MoLGUD 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 Implementation Unit (PIU), including oversight of Officers 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
- v. Participate in the MoLGUD'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.
- 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 PIU.
- vii. Ensure that district-level participatory planning processes under the LSCP are implemented in line with the POM, including inclusive consultations and prioritization of community investments.

C. Local Governance and Community-Driven Development

- i. Oversee the implementation of the Local Social Contract Platform (LSCP) and ensure the quality of participatory planning processes at district and community levels.
- ii. Ensure the preparation and integration of Citizens' Charters into district planning and budgeting processes.
- iii. Oversee the design, appraisal, and implementation of community-level investments financed through Bulsho matching grants and community contributions.
- iv. Ensure that community procurement, contract management, and accountability mechanisms (including GRM and citizen monitoring tools) are implemented in line with the POM.
- v. Ensure inclusive participation of women, youth, minorities, and other marginalized groups across all community-level processes.
- vi. Oversee capacity building and technical support to district governments and community institutions on participatory planning, community procurement, and local governance processes.
- vii. Promote transparency, accountability, and sustainability of community-level investments, including verification of O&M arrangements.
- viii. Provide technical backstopping to PIU specialists and district governments, including troubleshooting, and advising on complex implementation challenges.

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 Officer, ensuring compliance with procedures and timely reporting.
- 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 Officer to collect, verify, and report data on output and outcome indicators.
- Ensure lessons learned are captured, documented 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 MoLGUD 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 national and sector-level forums and technical meetings, ensuring visibility and ownership by the Ministry of Local Government and Urban Development (MoLGUD).
- 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 PIU.
- 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 PIU and safeguard Officer.
- 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 MoLGUD DG 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 Project Manager will be expected to achieve the following:

- Approved 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 project activities, submitted on time and in compliance with 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.
- Environmental and social safeguard compliance reports, confirming proper application of safeguard instruments.
- An up-to-date state-level risk log with mitigation measures.
- A project 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 communication guidelines.
- Represent the Ministry of Local Government and Urban Development (MoLGUD) and the Bulsho Project in national and sector 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.
- Functional LSCP processes established and operational across target districts, with documented inclusive participation.
- Citizens' Charters developed and integrated into district plans and budgets.
- Evidence of community monitoring, grievance redress, and accountability mechanisms in place.

6. Reporting

The PIU Project Manager reports administratively to the Director General of the Ministry of Local Government and Urban Development.

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 8 years of progressively responsible experience in project management, coordination, or implementation.
- At least 4 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.
- Demonstrated experience in community-driven development (CDD), participatory planning, and community-level implementation of development projects is required. Demonstrated professional knowledge of the Government of Somaliland and the Local Governments including their structures, functions and operational framework.
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- Experienced in FCV (fragility, conflict, violence) settings, understanding 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 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 Somaliland's governance structures, political dynamics, and local context.
- Familiarity with the role of international development partners in Somaliland, particularly in community development, social cohesion, and local governance (e.g., World Bank, UN, INGOs).

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.