

TERMS OF REFERENCE

DEVELOPMENT OF THE PROJECT OPERATIONS MANUAL

**PACIFIC ISLANDS REGIONAL OCEANSCAPE PROGRAM FOR ECONOMIC
RECOVERY AND RESILIENCE (PROPER) PROJECT**

FORUM FISHERIES AGENCY (FFA)

1 Background

The Pacific Islands Forum Fisheries Agency (FFA) has received grant financing from the World Bank International Development Agency (IDA) for the preparation of the second phase of the Pacific Islands Regional Oceanscape Program (PROP). FFA is an intergovernmental regional agency established to facilitate regional cooperation and coordination on fisheries policies between its member states in order to achieve conservation and optimum utilisation of living marine resources, in particular highly migratory fish stocks, for the benefit of the people of the region. The Agency implements and delivers services to FFA Members to achieve the vision and mission of the FFA, as defined in the [Strategic Plan](#) 2020 – 2025 key outcome statements. The Strategic Plan also provides the blueprint for the Secretariat and its members and a guide for development partners to align their resources.

FFA has received grant financing from World Bank IDA to support the preparation of a new partnership with the World Bank through the Pacific Islands Regional Oceanscape Program for Economic Recovery and Resilience (PROPER). PROPER is in its preparation phase, scheduled to start implementation in 2023. PROPER follows the successful completion of the first phase of the World Bank's partnership with FFA through PROP₁ phase in 2021.

PROPER is a multi-phased approach regional program funded by the World Bank. The program's overarching project development objective (PDO) is to strengthen regional collaboration and national capacities for sustained socio – economic contribution of the fisheries sector in selected Pacific Island Countries (PICs). PROPER is envisaged to maintain the gains achieved through the project's first phase, while incorporating regional oceanic fisheries priorities, in accordance with the Agency's Strategic Plan.

To support the design and preparation of PROPER, FFA requires the services of an individual consultant to lead in the development of the project's Project Operations Manual (POM). The assignment will be undertaken in close consultation with FFA and relevant key stakeholders within a specified timeframe during the preparation phase of the PROPER project.

¹ PROP Phase 1 was a series of projects which includes separate, but complementary, national projects in the Federated States of Micronesia, the Republic of the Marshall Islands, the Solomon Islands and Tuvalu, and the regional project implemented by FFA in collaboration with other regional agencies.

2 Purpose and Objectives of the Assignment

The objective of this consultancy is to develop a POM for the FFA PROPER Project, with close consultations with the World Bank and FFA. The POM is the key reference document guiding the implementing agency and key stakeholders in the management and implementation of PROPER. The overall objective of the POM is to establish and provide clear guidance on how the project will be managed, implemented and operationalized. The POM should set forth detailed arrangements and procedures for: (a) institutional coordination and day-to-day execution of the Project; (b) disbursement and financial management; (c) procurement processing procedures including the decision-making process; (d) environmental and social risk management (formerly known as safeguards); (e) monitoring and evaluation, reporting and communication; and (f) such other administrative, financial, technical and organizational arrangements and procedures as shall be required for the Project. The POM will need to be developed in close consultation with the World Bank and FFA to ensure key operational requirements are included in the manual. Scope of Services

The consultant will undertake the following key tasks:

- i. Review relevant materials and operations/implementation manuals of World Bank-financed projects in the Pacific with similar objectives and activities for other sectors;
- ii. Review relevant materials and operations policies of the implementing agency (FFA);
- iii. Review relevant FFA PROPER and PROP Phase 1 POM, including the Project Appraisal Document (PAD), the Environmental and Social Management Framework (ESMF), Grievance Redress Mechanism project work plan, budget and procurement plan;
- iv. Consult and conduct meetings and working sessions with key stakeholders (including the FFA and World Bank) to develop the POM;
- v. Draft the POM and undertake consultations with FFA and the World Bank on it. The POM must include, but is not limited to, the following information:
 - Project Overview, including:
 - Background to the project and national context;
 - Theory of change, PDO and indicators;
 - Description of project components and activities;
 - Project beneficiaries;
 - Geographic scope;
 - Implementation timeline and key milestones;
 - Project financing; and
 - Lists of key project documents (e.g., PAD, legal agreements, disbursement letters, safeguards documentation, etc.) and where they can be located.
 - Implementation Arrangements, including:

- List of institutions involved in the project, including:
 - Steering Committee;
 - Executing Agency;
 - Implementing Agencies;
 - PMU;
 - World Bank.
- List of personnel involved in the project, including:
 - Technical personal and inputs by FFA;
 - Project Coordinator;
 - Financial Specialist;
 - Procurement Specialists;
 - Safeguards Specialist;
 - M&E Specialist and
 - Communication Specialist.
- Contact details for institutions and personnel involved in the project;
- Roles and responsibilities of institutions and personnel, described via Terms of References;
- Institutional structure (FFA Organizational Chart) including the PMU;
- Coordination mechanisms with FFA member countries, in particular to ensure alignment on planning and implementation of project activities that are financed under the FFA PROPER project for the benefit of FFA member countries and relevant parallel investments supported through national-level PROP/PROPER projects.
- Coordination with other regional agencies and development partners
- Financial Management including:
 - Budgeting and budget planning;
 - Financial management arrangements;
 - Accounting systems;
 - Key responsibilities and accountabilities;
 - Audit processes;
 - Eligible expenditures; and
 - Travel policy.
- Procurement, including:
 - Procurement planning;
 - Procurement methods;
 - Bidding, evaluation and selection processes;
 - Confidentiality and ethical conduct;
 - Asset management;
 - Contract management;
 - Templates for shopping for goods, selection of individual consultants, and selection of firms; and
 - Contract performance evaluation.
- Environmental and Social Risk Management, including:

- Environmental Social Management Framework screening and mitigation procedures;
- Communication and consultation processes; and
- Grievance redress mechanisms.
- Monitoring and Evaluation, including:
 - Monitoring and evaluation guidelines and;
 - Data collection and reporting schedules.
 - Templates for progress reporting
- Media and communications, including:
 - Branding logo/templates
 - Media articles clearance processes for press releases and social media
- General project administration processes, including:
 - Records management and
 - Classification of documents.
- vi. Perform any other tasks advised by FFA pertaining to the development and completion of the assignment.

3 Deliverables/Expected Outcomes

The expected outputs of the assignment are:

- 1) Development and completion of a draft POM for review by FFA and the World Bank;
- 2) Submission of a final POM incorporating all the inputs from the review process.

The final version of the POM must be functional, consistent and clear, suitable to be used for the implementation of the FFA PROPER project and approved by FFA and the World Bank.

The consultant will submit all draft and final copies in electronic forms to FFA for review and approval.

4 Duration of the Assignment and Estimated Time Input

- i. The assignment is expected to be completed within thirty (30) working days after contract signing.
- ii. The schedule for delivery of the expected outputs will be as follows:
 - a) Draft POM – to be submitted 20 days after contract signing for the FFA and review.
 - b) Final POM – to be submitted 10 days after submission of FFA and World Bank’s review on the draft POM.
- iii. The deliverables will be linked to the schedule of payment for the assignment.
- iv. The PROPER Project Management Unit will manage and provide relevant information to undertake the assignment.
- v. The amount of the contract will be negotiated based on evidence from previous assignments.

- vi. The Consultant is responsible for any tax liability under this role.

5 Reporting Requirements

The consultant will work under the supervision of the PROPER Project Coordinator and relevant FFA delegate, but will also receive technical support from the World Bank task team members based in the region.

6 Qualification Requirements

The ideal consultant will possess:

- i. Advanced degree in management, organizational development, fisheries science or other relevant discipline to marine and coastal resource management;
- ii. At least 10 years' experience in multi-sectoral project management, preferably in fisheries and/or natural resource management contexts;
- iii. Possess experience in the development of World Bank projects, including the development and/or implementation of POMs;
- iv. Experience in project preparation, design, supervision, management and institutional strengthening in low capacity contexts/developing countries, preferably within Pacific island nations; and
- v. Excellent English communication and writing skills are required.