

**REQUEST FOR EXPRESSIONS OF INTEREST  
(INDIVIDUAL CONSULTING SERVICES)**

**Republic of the Marshall Islands (RMI)  
Digital RMI Project  
P171517**

**Assignment Title: PROJECT MANAGER, DIGITAL RMI PROJECT  
Reference No.: MH-DIDA-364026-CS-INDV**

The Government of the Republic of the Marshall Islands (the Government) is undertaking a major investment program supported by the World Bank under the proposed Digital RMI Project (Project). The proposed development objective includes establishing the critical foundations for digital government services and the digital economy.

The Project is now in its implementation stage. The existing Project Manager is stepping down from the role and so the Government is seeking to engage a new Project Manager to report to, and support, Government in coordinating the Project.

The Project Manager will be expected to play an influential role in four critical areas: (1) Developing and implementing the planning, reporting, monitoring and evaluation systems that support an effective Project; (2) Ensuring the relevant departments understanding of, and supporting their adherence to, their relevant Project planning and reporting requirements; (3) Supporting the establishment of the Digital Unit in the Ministry of Transport, Communications and Information Technology; (4) Overseeing the work of the Project Implementation Unit and ensuring that the work is managed in a timely manner, is fit for purpose, meets the requirements of the Project and is achieved in manner that maintains confidence of the Government and other critical stakeholders.

The Project Manager contract duration will be for three years with the potential for extension based on funding availability and performance. The expected starting date is October 2023. The Project Manager role will be based in Majuro. For applicants outside of Majuro, support for relocation to Majuro and return at the end of the contract can be negotiated as part of the Contract terms.

The detailed Terms of Reference (TOR) for the assignment can be found at the following link: <https://digitalrmi.com/opportunities/> or supplied on request to the Project Officer [galbert@digitalrmi.com](mailto:galbert@digitalrmi.com)

Division of International Development Assistance (DIDA) now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services (attach curriculum vitae with description of experience in similar assignments, similar conditions, etc.). Firms’ staff may express interest through the employing firm for the assignment and, under such situation, only the experience and qualifications of individuals shall be considered in the selection process. The criteria for selecting the Consultant are:

## **Mandatory**

- Minimum Education: A degree from a reputable tertiary institution, or relevant qualifications for example a diploma or certificate in project management;
- Minimum language skills: excellent verbal, written and presentation communication skills in English; and
- Minimum Years of Relevant Experience: 7 years' experience in project management.

## **Desired**

- Proven ability to identify complex issues and to respond and handle accordingly.
- Proven communication skills and persuasiveness in presenting, discussing, and resolving difficult issues, both orally and in writing.
- Proven ability to deal sensitively in multi-cultural environments and build effective business relationships with clients and colleagues.
- Proven ability to function effectively in multi-disciplinary teams within a matrix management environment.
- Adequacy for the assignment e.g. recent experience with project management assignments, experience with project management in public sector environment, project management experience with digital services project or ICT projects, relevant training for the role, relevant specialist qualifications relating to the role)
- Experience related to a small island state or small island local province or municipality e.g. working in a small island state or small island local province or municipality.

The attention of interested Consultants (including firms) is drawn to paragraph 3.14, 3.16 and 3.17 of the World Bank's *Procurement Regulations for IPF Borrowers dated November 2020* ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Expressions of interest must be delivered in a written form to the address below (in person, or by e-mail) by no later than **5pm September 15 2023 (RMI time)**.

### **Malie Tarbwillin**

Assistant Secretary

Division of International Development Assistance

[mtarbwillin@gmail.com](mailto:mtarbwillin@gmail.com)

Phone: (692) 625-5968

cc to:

### **Mike Lott**

Retiring Project Manager

[mike@lott.co.nz](mailto:mike@lott.co.nz)

### **Galbert Robert**

Project Officer

[galbert@digitalrmi.com](mailto:galbert@digitalrmi.com)

**Republic of the Marshall Islands**

**Terms of Reference: Individual Consultant**

**Project Manager**

**Digital RMI – P171517  
MH-DIDA-364026-CS-INDV**

<b>Terms of Reference</b>	
<b>Assignment</b>	Project Manager (International)
<b>Project</b>	Digital RMI – P171517
<b>Location</b>	Majuro
<b>Reports to</b>	The Assistant Secretary, DIDA, Ministry of Finance, Banking and Postal Services (MOF), Ms. Malie Tarbwillin. The Assistant Secretary will oversee and supervise the Project Manager for the Digital RMI Project. The Assistant Secretary will be supported in this supervisory role by the Digital RMI Governance Adviser, Mr. Frank McLaughlin.
<b>Level of input and duration of the assignment</b>	Full-time for 36 months with possibility of a further 24 months extension. There is a 12 month probation period. The input level and/or duration of the assignment may be modified in line with DIDA's needs. The table below outlines the expected distribution of the inputs.

**A. Project Background**

- 1 The Government of the Republic of the Marshall Islands (the Government) is undertaking a major investment program supported by the World Bank under the proposed Digital RMI Project (Project). The development objectives include expanding access to the internet, and establishing the critical foundations for digital government services and the digital economy.
- 2 The successful implementation of the Project will deliver considerable economic and social benefits to the people of the RMI and support improved Government delivery of services both on the main and outer islands, including in health and education. But successful implementation will require a dedicated team of people working together on the project and strong leadership.
- 3 The Project is now in its implementation stage. The existing Project Manager is stepping down from the role and so the Government is seeking to engage a new Project Manager to report to, and support, Government in coordinating the Project.

## **B. Context of work**

- 4 The achievement of the development objective will require an “all of Government” approach. Success will be dependent on a high degree of proactive coordination, collaboration and inputs from various Government ministries, including: Ministry of Transportation, Communication and Information Technology (MTCIT) as lead agency, the Division of International Development Assistance within the Ministry of Finance (MOF), the Ministry of Justice, and the Ministry of Culture and Internal Affairs..
- 5 There is an existing governance and project management structure, that properly supported, should enable effective oversight and appropriate resourcing to support implementation, including:
  - 5.1 The Telecommunications Program Steering Committee (PSC)— a project governance committee chaired by a Minister of Cabinet and comprising the Chief Secretary to Cabinet and representatives of the key agencies whose coordinated efforts are critical to the success of the Project. The PSC is responsible for ensuring the overall success of preparation activities and Project implementation, particularly establishing and monitoring clear performance accountabilities for each agency, monitoring the performance of those agencies against their performance, and proactively seeking resolution to any matters that are impeding progress;
  - 5.2 A Project Implementation Unit currently situated within DIDA (but with the intention of moving into MTCIT) with mandate, staffing and other resources suitable for the effective day to day management of the project. The Project Manager will be responsible for leading the Project Implementation Unit and reports directly to the Assistant Secretary of Finance (DIDA);
  - 5.3 A Central Implementation Unit which is responsible for providing safeguards, procurement and financial management and support for the Project, located within MOF and which provides support for all World Bank financed projects in RMI;
  - 5.4 A Digital Unit which is being set up within MTCT and which will be responsible for overseeing the key enablers of Government digital services and the digital economy, the roll out of digital Government priority initiatives, and development of digital skills and practices across the public sector.
- 6 Additional *ad hoc* working level committees may also be established involving a wider group of stakeholders as needed to support Project preparation and implementation activities.

## **C. Scope of Work**

- 7 The Project Manager is responsible for supporting the ongoing implementation of the Project. The Project Manager will report to the Assistant Secretary of MOF (DIDA). The Project Manager will be expected to play an influential role in the following critical areas:

- 7.1 Developing, implementing, ensuring an understanding of, and supporting the technical advisers' (TAs) adherence to all implementation requirements and standards, particularly implementation performance monitoring, implementation planning, reporting, monitoring and evaluation (M&E) systems, procurement, Financial Management (FM) arrangements, disbursements, safeguards requirements, citizen engagement, grievance mechanism, and stakeholder and community communications, among others, that support the Digital RMI Project, including with input from the CIU where appropriate;
  - 7.2 Ensuring the relevant Ministries and implementing agencies understanding of, and supporting their adherence to, their relevant Project planning and reporting requirements;
  - 7.3 Supporting the Governance arrangements by being an effective secretariat to the PSC providing the PSC with the planning tools and information necessary to function effectively, and otherwise proactively supporting the proper functioning of the PSC;
  - 7.4 Overseeing the work of the Project Implementation Unit and ensuring that the work is managed in a timely manner, is fit for purpose, meets the requirements of the Project and is achieved in a manner that maintains confidence of the Government and other critical stakeholders;
  - 7.5 Ensuring the staff of the PIU are appropriately recruited, inducted, trained and developed and are working productively in a supportive environment. The Project Manager will be the direct report for each staff member of the PIU, and overall responsible for each staff member's performance and development. Note the Digital Unit staff are separate from the PIU and will be managed by the Director of the Digital Unit.
  - 7.6 Supporting the establishment of the Digital Unit and ensuring that the Director of the Digital Unit performance KPIs and reporting requirements enable the Project Manager to effectively carry out her or his role under these TORS.
- 8 The Project Manager will carry out the following activities:
- 8.1 Keep under review, and ensure the effective implementation of, the Project Implementation Manual for the Project, including recommending and drafting updates where appropriate. The Project Implementation Manual will set out the arrangements for: (a) day to day institutional coordination; (b) disbursement and financial management; (c) procurement processing procedures including the decision-making process; (d) environmental and social safeguards management; (e) monitoring and evaluation, (f) reporting and communication; and (g) other administrative, financial, technical, operational and organizational arrangements and procedures as required for the Project;

- 8.2 Keep under review and update the Project annual work programs and procurement plans for the Project, in consultation with the Governance Adviser and Digital Unit Director;
- 8.3 Support and monitor the compliance of ministries and TAs in respect to the Project Implementation Plan, WB, government and/or other legal agreements and ensuring that documentation is maintained as per agreements, regulations or policies;
- 8.4 Support the Governance Adviser, Mr. Frank McLaughlin by providing effective secretariat support to the PSC as required by the Governance Adviser, which could include ensuring (i) regular meetings are held; (ii) developing effective agendas; (iii) ensure the PSC has the appropriate information tools to monitor and assess overall performance of the Project implementation; (iv) ensure regular reporting of relevant Project data to the PSC in a form that enables the PSC to exercise effective governance over the Project; and (vi) ensure effective minutes are kept and reports from the PSC to Ministers and other stakeholders;
- 8.5 Support the Governance Adviser in the oversight of Project consultants to ensure adherence to contract conditions and terms of reference;
- 8.6 Support the Project team in relation to consultations and stakeholder engagements, providing support on program understanding, including timelines, project procedures and decision points, and ensuring there is a well- managed resource data base to enable quick access to project resources for GORMI representatives to be able to access;
- 8.7 Provide ongoing active and effective support and training to the relevant Project officers to enable more effective Project performance, and to ensure that Project reporting and monitoring tools are developed, populated and evaluated in a manner that enables the efficient progress of the Project;
- 8.8 Coordinate World Bank missions;
- 8.9 Consolidate semester reports that will include the updated results framework and the action table, listing the corrective actions to be implemented with deadlines and persons responsible clearly identified;
- 8.10 Oversee project monitoring and evaluation (M&E) of progress and outcomes. This will be done through periodic consultations and routine reporting and engaging specialists; ensure monitoring and reporting on citizen engagement requirements;
- 8.11 Ensure the effective preparation and implementation of the safeguards instruments for the Project by the TAs, including the Digital RMI Environmental and Social Commitment Plan, Stakeholder Engagement Plan, Grievance Mechanism, Labor Management Procedures and Environmental and Social Management Plan, in close collaboration with the CIU Safeguards Team;

- 8.12 As advised by the Governance Adviser support the procurement of any required TAs for the Project;
- 8.13 Oversee compliance with Procurement requirements and Disbursements guidelines, with support from the CIU as appropriate; the Project Manager will support the TAs in making sure that procurement activities are correctly recorded in STEP and all documents are uploaded in a timely manner;
- 8.14 Ensure compliance with FM policies and processes, with support from the CIU as appropriate, including timely compilation and submission of the project annual workplan and budget for World Bank clearance and CIU input in the MOF financial management information system;
- 8.15 Oversee compliance with record keeping requirements for the Project; ensure that all project records maintained by the ministries and TAs are available for inspection and review during World Bank supervision missions;
- 8.16 Promote and develop capacity building and knowledge transfer to relevant department project staff and other stakeholders as requested through workshops, trainings, and tutorials on project implementation requirements and recommendations, and project impacts; and
- 8.17 Perform other duties, as required by the Assistant Secretary, DIDA.

### **Level of Input and Schedule**

- 9 The Project Manager will provide full time support to the project based in RMI for the duration of the assignment.
- 10 It is anticipated that a Time-Based Contract will be signed with an agreed unit daily rate or monthly fee rate with the start date in Q3 2023 for three years with possibility of extension for up to a further two years.
- 11 Flexibility on the part of the Project Manager will be required to respond to changes in actual project progress. Some travel will be required as part of this role in support of the Project.

### **Selection Criteria**

#### ***Mandatory requirements***

- 12 The candidate must satisfy the following mandatory requirements
  - 12.1 Minimum Education: A degree from a reputable tertiary institution, or relevant qualifications for example a diploma or certificate in project management

12.2 Minimum language skills: excellent verbal, written and presentation communication skills in English.

12.3 Minimum Years of Relevant Experience: 7 years' experience in project management

***Discretionary requirements***

13 The candidate's ability to satisfy many or all of the following may be relevant to a successful application

13.1 Proven ability to identify complex issues and to respond and handle accordingly.

13.2 Proven communication skills and persuasiveness in presenting, discussing, and resolving difficult issues, both orally and in writing.

13.3 Proven ability to deal sensitively in multi-cultural environments and build effective business relationships with clients and colleagues.

13.4 Proven ability to function effectively in multi-disciplinary teams within a matrix management environment.

13.5 Adequacy for the assignment e.g. recent experience with project management assignments, experience with project management in public sector environment, project management experience with digital services project or ICT projects, relevant training for the role, relevant specialist qualifications relating to the role)

13.6 Experience related to a small island state or small island local province or municipality e.g. working in a small island state or small island local province or municipality.



## **Annex B: Consultant's Reporting Obligations**

The Project Manager will report to the Assistant Secretary, DIDA, Ministry of Finance, Banking and Postal Services. The Assistant Secretary will oversee and supervise the Project Manager and Project Director for the Digital RMI Project. The Assistant Secretary will be supported in this supervisory role by the Digital RMI Governance Adviser, Mr. Frank McLaughlin.

The Project Manager reporting obligations shall include the following.

### **1. Work plan and reports for the Implementation Stage of the Digital RMI Project**

<b>Document/Event</b>	<b>Timing</b>	<b>Activity</b>
Work plan for the Implementation Stage of the Digital RMI Project	Within one month from commencement of Services	Prepare a high-level work plan and budget supported by inputs from the Governance Adviser with target milestones for the completion of the various tasks for the Implementation Stage
Monthly report	5 <sup>th</sup> working day following the end of the Month	Prepare monthly progress reports tracking against the Work Plan. Format to be agreed with the Governance Adviser
Bi-annual report	No later than 31 October (for the period ending 30 September) and 30 April (for the period ending 31 March)	Prepare report as per requirements set out under "2. Reporting of Project key Performance Indicators" below
Reports to World Bank	Ad hoc and as directed by the coordinator	Prepare reports as required by the World Bank with updates on the Digital RMI Project

### **2. Reporting of Project Key Performance Indicators.**

The Project Manager shall provide a biannual report which shall report on progress of the Project against key criteria, including the Project KPIs listed below:

KPI	Standard	Result S1	Result S2.	Cumulative Result
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Timeliness of implementation of key Project activities (based on plans, instructions, decisions, deadlines)	90%			
Achievement of Project Development Indicators	100%			
Execution of Procurement Plan	90%			
Execution of disbursement schedules	90%			
Achievement of contractual deadlines (goods, works, services) along the project	100%			
Timeliness payment obligations (based on contractual obligations)	100%			
Timeliness of periodic reporting (quarterly reports)	100%			

The final form of the first biannual report including how to define the scope, and evaluate, the Project KPIs, shall be agreed with the Governance Adviser no later than 21 days after the Project Manager commences work. The Project Manager with the support of the Governance Adviser shall undertake training sessions from time to time, for relevant project participants on the KPIs and information required from those participants to enable the Project Manager to track and report Project progress against the KPIs.