

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

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

**Assignment Title: GOVERNANCE ADVISOR  
Reference No.: MH-DIDA-425613-CS-INDV**

The Government of the Republic of the Marshall Islands (the Government) is undertaking an investment program supported by the World Bank under the proposed Digital RMI Project to strengthen its ICT sector, including digital government, new IT platforms and applications, cybersecurity and enhanced resilience, and expansion and improvement of access to outer islands.

An international expert is sought to assist the Government in a governance capacity as it seeks to implement these investments. The Consultant will help the Government implement the Digital RMI Project, particularly assisting government in developing and confirming Project components and corresponding implementation arrangements. The role of this individual is not to provide sector specific recommendations or analysis, which will be the responsibility of other international experts, but to assist the Government in managing the project structuring process, ensuring that external consultants are recruited and managed effectively, and produce a high-quality product responsive to the Government's needs.

This assignment is expected to require approximately 150 non-consecutive days of work. Up to a total of five one person one-week visits to Marshall Islands are expected as part of the assignment.

Contract term is for two years.

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:

The professional background of the Consultant will be in the areas of law, economics and/or public administration. The Consultant will have the following minimum qualifications:

- Lawyer admitted to practice in a recognized jurisdiction; and/or
- An advanced graduate degree in public administration or economics.

The Consultant shall demonstrate at least 15 years of relevant experience in public administration and governance, transactional advisory services, advising institutions on governance and risk management, and institutional strengthening related work. The following specific skills are mandatory:

- extensive policy and regulatory design expertise;
- a strong understanding of government processes and policy;
- demonstrable leadership and governance experience;
- experience advising on public policy;
- clear and effective communication skills.

In addition to the mandatory requirements, the following are skills / experience desirable

- extensive advisory experience at the highest levels advising Government(s) and the private sector on relevant matters; experience advising on market reforms, sector reorganizations and liberalizations;
- The Consultant shall also have worked directly for Government(s) at the highest levels and held strategic and policy responsibilities for issues of national significance and visibility;
- Previous experience advising on public sector infrastructure or digital transformation projects and experience working for government stakeholders in the Pacific region is an advantage. Specific experience working on similar assignments in the North Pacific is preferred;
- demonstrated ability to work successfully with project team members, governments, regulatory bodies, local communities and other stakeholders.

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 (by e-mail) by no later than **5pm October 11, 2024 (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**

Advisor

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

**Galbert Robert**

Project Officer

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

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

**Assignment Title: GOVERNANCE ADVISOR**

**Reference No.: MH-DIDA-425613-CS-INDV**

**TERMS OF REFERENCE AND SCOPE OF SERVICES**

**1. BACKGROUND**

The Government of the Republic of the Marshall Islands (the Government) is undertaking an investment program supported by the World Bank under the proposed Digital RMI Project to strengthen its ICT sector, including digital government, new IT platforms and applications, cybersecurity and enhanced resilience, and expansion and improvement of access to outer islands.

An international expert is sought to assist the Government in a governance capacity as it seeks to implement these investments. The Consultant will help the Government implement the Digital RMI Project, particularly assisting government in developing and confirming Project components and corresponding implementation arrangements. The role of this individual is not to provide sector specific recommendations or analysis, which will be the responsibility of other international experts, but to assist the Government in managing the project structuring process, ensuring that external consultants are recruited and managed effectively, and produce a high-quality product responsive to the Government's needs.

A steering committee has also been established by Cabinet to provide guidance on digital government issues and to provide oversight and strategic guidance on Project implementation. The committee is jointly chaired by the Minister of Transport, Communications, and Information Technology and Minister of Finance, Banking and Postal Services.

Key staff, including the Director of the new Digital Unit, Project Manager and staff, a Digital Government Advisor and consulting firms for both digital transformation and enabling law reform have already been contracted.

**2. SCOPE OF SERVICES**

The project's primary objective is to drive increases in Government utilization of digital solutions and applications. There is a significant development impact from Government/people taking advantage of the internet to connect with each other and do business more efficiently and productively. Priority government digital services and initiatives include e-Health, e-education, Disaster Risk Management and cybersecurity, among others. Government has continued to emphasize its enthusiasm for developing a

strategy for digital government and rolling out new digital government services, especially to improve governance and utilize ICT to deliver core services. A national transition to digital services is urgently needed, especially given the high cost of access, geographical isolation and logistical difficulties faced by the Marshall Islands.

The Consultant is not expected to provide sector specific recommendations or analysis, which will be the responsibility of the other external subject matter experts. A key focus of the Consultant will be on making sure that there is a strong factual foundation for any advice which is submitted to Government by its other consultants, managing the reform process, citizen engagement, briefing political leadership, and ensuring that Project design is responsive to National and Sector development needs and priorities. The Consultant will also assist Government in performing the following specific activities:

- Oversee and ensure the effective supervision and management of the consultants, particularly to ensure that the outputs of each assignment are well aligned with the Government's priorities and expectations.
- Proactive liaison with the Working Group, Ministers, Cabinet, Parliament and stakeholders.
- Quality assurance of all inputs and deliverables from the consultants, in consultation with MOF, MTCIT and Ministry of Justice.
- Support consultation(s) with the Government and community stakeholders on the objectives of the sector reform program, work of the consultants, including supporting MOF, MTCIT and the consultants in community and stakeholder awareness raising, preparing an engagement strategy and engagement materials.
- Prepare Ministerial briefing notes, reports, Cabinet papers, Congressional briefings and provide advice to leadership.
- Provide guidance on decision-making methodologies and processes, especially to ensure good governance, evidence based decision making and effective risk management.
- Assist the Government in analyzing the options and recommendations put forth by the consultants, focusing on key benefits, risks, organizational and people impacts and requirements, especially financial, economic and social.
- Prepare and maintain a time-bound action plan, including identifying resourcing requirements and, where appropriate, costings, so that Government can implement quickly and effectively; including the preparation of associated briefings.
- Other matters as agreed with Government relevant to this assignment.

### **3. DELIVERABLES, TIMING, AND ADMINISTRATIVE ARRANGEMENTS**

The Consultant shall commence work immediately upon the award of the contract. An inception report in the form of the agreed deliverable work plan shall be delivered within two weeks after the Consultant's first visit or as otherwise agreed by the Government and Consultant. Drafts of all deliverables shall be provided to MOF, MTC and the World Bank for review before they are finalized and accepted. MOF, MTC, and the World Bank agree to respond within a reasonable time frame, which shall generally be no later than 10 working days after submission of the draft, to enable efficient progress of the Consultant's work.

The timetable for activities, reports and deliverables will be developed and submitted by the Consultant as part of the work plan. The timetable shall also specify the estimated level of effort for each activity for budgeting purposes. This assignment is expected to require approximately 150 non-consecutive days of work. Up to a total of five one person one-week visits to Marshall Islands are also expected.

The Consultant will report to the MOF. The Consultant will work closely with MTCIT. Daily supervision and guidance will be provided by Ms. Malie Tarbwillin, Assistant Secretary of Finance, Division of International Development Assistance (DIDA), MOF. The project has engaged a local project manager and project officer who will be responsible for day to day supervision.

The Consultant shall immediately advise Government of any direct or indirect financial interest or other enduring professional relationship which might reasonably be seen to affect the impartiality of his or her advice to the Government under this assignment.

The end date for this assignment shall be September 30, 2026, unless extended by mutual agreement and subject to satisfactory performance.

### **4. EXPECTED OUTCOMES / DELIVERABLES WITH TIMELINES**

The assignment will be paid on a time basis at the specified daily rate agreed with the Consultant on an as needed time-basis. The amount of time required for tasks will be agreed with MOF in writing prior to the commencement of work in accordance with the process set out in 3 B above. The contract period is until September 30, 2026. The number of in-country visits will be agreed between the Consultant and the Government on an as needed basis up to a total of five visits.

### **5. REPORTING REQUIREMENTS**

The Consultant shall report to MOF. The form and substance of the reporting will be agreed between the Consultant and MOF. Copies of all draft and final reports will also be copied to the World Bank.

## **6. CONSULTANT QUALIFICATIONS**

The professional background of the Consultant will be in the areas of law, economics and/or public administration. The Consultant will have the following minimum qualifications:

- Lawyer admitted to practice in a recognized jurisdiction; and/or
- An advanced graduate degree in public administration or economics.

The Consultant shall demonstrate at least 15 years of relevant experience in public administration and governance, transactional advisory services, advising institutions on governance and risk management, and institutional strengthening related work. The following specific skills are mandatory:

- extensive policy and regulatory design expertise;
- a strong understanding of government processes and policy;
- demonstrable leadership and governance experience;
- experience advising on public policy;
- clear and effective communication skills.

In addition to the mandatory requirements, the following are skills / experience desirable

- extensive advisory experience at the highest levels advising Government(s) and the private sector on relevant matters; experience advising on market reforms, sector reorganizations and liberalizations;
- The Consultant shall also have worked directly for Government(s) at the highest levels and held strategic and policy responsibilities for issues of national significance and visibility;
- Previous experience advising on public sector infrastructure or digital transformation projects and experience working for government stakeholders in the Pacific region is an advantage. Specific experience working on similar assignments in the North Pacific is preferred;
- demonstrated ability to work successfully with project team members, governments, regulatory bodies, local communities and other stakeholders.

## **7. CLIENT'S INPUTS**

Recognising that the Consultant may assist Government in a procurement context, where the Government and the World Bank have both strong capability and existing procedural and documentation requirements, Government will ensure that the Consultant receives relevant materials and advice relating to the procurement materials and processes to ensure an efficient process. The Client shall provide office space, internet connection and print facilities when the consultant is in Marshall Islands.