

TERMS OF REFERENCE FOR CONSULTANTS

OUTPUT 1:

VPMU'S Capacity for Implementing Ongoing Projects Strengthened

- 1. Expertise Source Project Management Consultant International, 11 person-months**

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage an international project management consultant. The consultant will work to strengthen project management and implementation capabilities of the government's Vanuatu Project Management Unit (VPMU) to help achieve the effective and efficient delivery of the intended outputs and outcomes of the Vanuatu Interisland Shipping Support Project, the Vanuatu Energy Access Project, and other relevant projects. The consultant will also support other key ministries in delivery of the Cyclone Pam Schools project, and other projects, as needed.

B. Scope of Work

2. The selected candidate will work closely with the director and the international and national consultants of the VPMU to help effectively manage and successfully complete the three ongoing projects, and other projects as required, as well as oversee the on-the-job training, provided by international and national consultants to VPMU's national staff.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the project management consultant will include but not be limited to the following tasks. The international project management consultant will

- (i) take a lead role in the management of all three ongoing projects and support other projects as required;
- (ii) liaise with and closely support the VPMU steering committee, the VPMU director, other government agencies, ADB, and cofinanciers on all matters pertaining to the implementation of the ongoing projects;
- (iii) take a lead role in managing all contracts procured under the three projects and support other projects as required;
- (iv) prepare documentation and facilitate progress and management meetings;
- (v) prepare progress reports and other reports, including consolidated results on training to VPMU national staff, and submit them to ADB and the government in a timely manner;
- (vi) coordinate on all project matters with the project teams and ADB and provide consolidated advice on such matters to the VPMU steering committee;
- (vii) monitor all the activities of the international and national consultants;
- (viii) oversee financial management and ensure that financial tables are up to date;
- (ix) liaise with environmental and social safeguards specialists and ensure that ADB's safeguards requirements are complied with and the required monitoring reports are submitted for ADB's endorsement on time;

- (x) monitor contract administration, including budgeting and the management of payments and deadlines, and coordinate timely review of contractor and consultant progress reports and potential claims and contract variations.
- (xi) analyze and mitigate risk; and
- (xii) review the contractors' and consultants' invoices before certifying them to be processed for payment.
- (xiii) Oversee the on-the-job training, provided by international and national consultants to VPMU's national staff, including review and finalization of training program and manuals, reporting of training results, and preparation of recommendations for continuous capacity building of national VPMU staff in coordination with the VPMU Director.

D. Deliverables:

Deliverable	Estimated Submission Date
Monthly progress reports (To be prepared jointly with the national project management consultant), including results achieved on national staff training.	5th of each month after the reporting period
Final Training Program and Manual	End of first month of assignment
Weekly email briefing reports	Each Monday of the following week
Midterm report	TBD
Final report, including recommendations For future capacity building	End of assignment

E. Specialist Qualifications and Experience

4. The international project manager will have a civil engineering degree and at least 15 years' general experience with civil works contracts and engineering teams. The international project manager must have
- (i) at least 10 years of experience in managing large civil works contracts similar in nature to those in effect under the three ongoing projects,
 - (ii) at least 10 years' experience in managing large consultant teams,
 - (iii) relevant work experience in ADB's developing member countries in the Pacific and other developing countries,
 - (iv) relevant experience in working with multilateral development agencies, and
 - (v) an excellent command of written and spoken English.

2. Expertise Source Maritime Engineering Consultant International, 4 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage an international maritime engineering consultant. The international consultant will work to strengthen the project management and implementation capabilities of the government's Vanuatu Project Management Unit (VPMU) to help achieve the effective and efficient delivery of the intended outputs and outcome of the ongoing Vanuatu Interisland Shipping Support Project (VISSP), as well as train VPMU's national staff and build their capacity for undertaking more demanding tasks independently in the future.

B. Scope of Work

2. The selected candidate will work closely with international and national consultants within the VPMU and contribute to the smooth management and successful completion of the Vanuatu Interisland Shipping Support Project.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the maritime engineering consultant will include but not necessarily be limited to the tasks listed below. He/she will

- (ii) liaise with and closely support the implementing and executing agencies, the VPMU, and ADB on all matters pertaining to the project's implementation;
- (iii) liaise with the international and national project management consultants and support preparation of documentation for progress and management meetings;
- (iv) coordinate with the project team, consultants, contractors, and ADB on matters related to the VISSP and provide consolidated advice on such matters to the project management consultants;
- (v) support the project management consultants in supervising the VPMU national consultants and project consultants involved in the VISSP;
- (vi) support the project management consultant in VISSP contract administration tasks, including budgeting and managing payments and deadlines;
- (vii) help coordinate the timely review of contractor and consultant progress reports and potential claims and contract variations;
- (viii) provide overall technical guidance and support in addressing any design issues related to the VISSP;
- (ix) work closely with project consultants and contractors on all engineering aspects of the project and provide timely advice to the project management consultant on issues that require close monitoring and guidance from the VPMU steering committee and/or ADB and/or Ministry of Foreign Affairs and Trade (MFAT) of the New Zealand Government; and
- (x) closely coordinate and support the VPMU in contract management activities.
- (xi) carry out on-the-job training to VPMU's national technical staff to design standards, engineering, site supervision and other technical matters.
- (xii) support the international and national Project Management Consultants in preparing a trainings program and manual and reflect provided training activities and results into the weekly progress reports.

D. Deliverables:

Deliverable	Estimated Submission Date
Weekly progress reports Any documentation required by the VPMU and/or ADB during project implementation.	Each Monday of the week following the reporting period. TBD

E. Specialist Qualifications and Experience

4. The maritime engineering consultant will have a civil engineering degree and at least 15 years of general experience with civil works contracts and design. The consultant must have

- (i) at least 10 years of experience in large maritime wharf construction contracts,
- (ii) at least 10 years' experience in the design of wharves,
- (iii) a solid understanding of International Federation of Consulting Engineers' conditions (FIDIC),¹
- (iv) relevant work experience in ADB's developing member countries in the Pacific and other developing countries, and
- (v) an excellent command of written and spoken English.

¹ Fédération Internationale Des Ingénieurs-Conseils

**3. Expertise Source Project Management Consultant 1
National, 12 person-months**

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage a national project management consultant. The consultant will work to strengthen project management and implementation capabilities of the government's Vanuatu Project Management Unit (VPMU) to help achieve the effective and efficient delivery of the intended outputs and outcomes of the Vanuatu Interisland Shipping Support Project, the Vanuatu Energy Access Project, and other projects, as needed. The consultant will also support other key ministries in delivery of other projects, as needed.

B. Scope of Work

2. The selected candidate will work closely with the director of the VPMU, the international project management consultant, and other international and national consultants within the VPMU to help effectively manage and successfully complete the three ongoing projects and support the international Project Management Consultant in overseeing the on-the-job training, provided by international and national consultants to VPMU's national staff. The national Project Management Consultant will act as the focal training coordinator and interface between the consultant and VPMU's national staff in identifying training needs and facilitating implementation of the training program.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the national project management consultant will include but not be limited to the tasks listed below. Working in coordination with the international project management consultant, the national project management consultant will

- (i) take a lead role in the management of all three ongoing projects;
- (ii) liaise with and closely support the VPMU steering committee, the VPMU director, other government agencies, ADB, and cofinanciers on all matters pertaining to the implementation of the ongoing projects;
- (iii) take a lead role in managing all contracts procured under the three projects;
- (iv) prepare documentation and facilitate progress and management meetings;
- (v) prepare progress reports and other reports and submit them to ADB and the government in a timely manner;
- (vi) coordinate on all project matters with the project teams and ADB and provide consolidated advice on such matters to the VPMU steering committee;
- (vii) monitor all the activities of the national consultants;
- (viii) oversee financial management and ensure that financial tables are up to date;
- (ix) liaise with environmental and social safeguards specialists and ensure that ADB's safeguards requirements are complied with and the required monitoring reports are submitted for ADB's endorsement on time;
- (x) monitor contract administration, including budgeting and the management of payments and deadlines, and coordinate the timely review of contractor and consultant progress reports and potential claims and contract variations.
- (xi) analyze and mitigate risk;

- (xii) review the contractors' and consultants' invoices before certifying them to be processed for payment;
- (xiii) review consultant's designs and contractor's drawings and calculations to check arrangements for optimized operation and maintenance and verify compliance with contract specifications;
- (xiv) coordinate with project engineers and observe to ensure that testing of materials and equipment is in accordance with agreed standards;
- (xv) supervise and evaluate the implementation of environmental mitigation and monitoring measures as specified in the environmental management plans and advise the VPMU and ADB of any issues or concerns; and
- (xvi) identify and alert the VPMU and ADB of potential risks to the successful implementation of contracts, including cost overruns, delays, and nonconformance with project specifications;
- (xvii) Support the international Project Management Consultant in overseeing the on-the-job training, provided by international and national consultants to VPMU's national staff, including review and finalization of training program and manuals with the international consultant, reporting of training results, and preparation of recommendations for continuous capacity building of national VPMU staff in coordination with the international Project Management Consultant and VPMU Director.

D. Deliverables:

Deliverable	Estimated Submission Date
Monthly progress reports (To be prepared jointly with the international project management consultant), including results achieved on national staff training.	5th of each month after the reporting period
Final Training Program and Manual (To be prepared jointly with the international project management consultant)	First month of assignment
Midterm report	TBD
Final report	End of assignment

E. Specialist Qualifications and Experience

4. The national project management consultant will have a civil engineering degree and at least 15 years of general experience with civil works contracts and engineering teams. The national project manager must have

- (i) at least 10 years of experience in managing civil works contracts,
- (ii) at least 10 years of experience in managing consultant teams,
- (iii) relevant work experience in ADB's developing member countries in the Pacific and other developing countries,
- (iv) relevant work experience in working with multilateral development agencies, and
- (v) an excellent command of written and spoken English.

4. Expertise Source Project Management Consultant 2 National, 7 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage a national project management consultant. The consultant will work to strengthen project management and implementation capabilities of the Ministry of Education and Training's (MOET) Project Management Unit to help achieve the effective and efficient delivery of the intended outputs and outcomes of the Cyclone Pam Schools Project, and other projects, as needed.

B. Scope of Work

2. The selected candidate will work closely with the director of MOET, the international project management consultant, and other international and national consultants within the VPMU to help effectively manage and successfully complete the project.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the national project management consultant will include but not be limited to the tasks listed below. Working in coordination with the international project management consultant, the national project management consultant will

- (i) take a lead role in the management of the Cyclone Pam Schools Project;
- (ii) liaise with and closely support the project's steering committee, the MOET director, other government agencies, ADB, and cofinanciers on all matters pertaining to the implementation of the project;
- (iii) manage the design and supervision consultant (DSC) for the project;
- (iv) lead coordination between the DSC, the contractor and the key stakeholders at each of the four school sites;
- (v) take a lead role in managing all contracts procured under the project;
- (vi) prepare documentation and facilitate progress and management meetings;
- (vii) review the DSC's progress reports and other reports and submit them to ADB in a timely manner;
- (viii) coordinate on all project matters with the project team and ADB and provide consolidated advice on such matters to the project steering committee;
- (ix) monitor all the activities of the national consultants;
- (x) oversee financial management and ensure that financial tables are up to date;
- (xi) liaise with environmental and social safeguards specialists and ensure that ADB's safeguards requirements are complied with and the required monitoring reports are submitted for ADB's endorsement on time;
- (xii) monitor contract administration, including budgeting and the management of payments and deadlines, and coordinate the timely review of contractor and consultant progress reports and potential claims and contract variations.
- (xiii) analyze and mitigate risk;
- (xiv) review the contractors' and consultants' invoices before certifying them to be processed for payment;
- (xv) review consultant's designs and contractor's drawings and calculations to check arrangements for optimized operation and maintenance and verify compliance with contract specifications;

- (xvi) coordinate with project engineers and observe to ensure that testing of materials and equipment is in accordance with agreed standards;
- (xvii) review implementation of environmental mitigation and monitoring measures as specified in the environmental management plans and advise MOET and ADB of any issues or concerns; and
- (xviii) identify and alert MOET and ADB of potential risks to the successful implementation of contracts, including cost overruns, delays, and nonconformance with project specifications.
- (xix) carry out on-the-job training to the project's national staff technical aspects.

D. Deliverables:

Deliverable	Estimated Submission Date
Monthly progress reports (To be prepared jointly with the international project management consultant)	5th of each month after the reporting period
Midterm report	TBD
Final report	End of assignment

E. Specialist Qualifications and Experience

4. The national project management consultant will have a civil engineering degree and at least 15 years of general experience with civil works contracts and engineering teams. The national project manager must have

- (i) at least 10 years of experience in managing civil works contracts,
- (ii) at least 10 years of experience in managing consultant teams,
- (iii) relevant work experience in ADB's developing member countries in the Pacific and other developing countries,
- (iv) relevant work experience in working with multilateral development agencies, and
- (v) an excellent command of written and spoken English.

- 5. Expertise Engineering/Procurement Consultant**
Source National, 12 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage a national project management consultant. The consultant will work to strengthen project management and implementation capabilities of the government's Vanuatu Project Management Unit (VPMU) to help achieve the effective and efficient delivery of the intended outputs and outcomes of the Vanuatu Interisland Shipping Support Project, the Vanuatu Energy Access Project, and other projects, as needed. The consultant will also support other key ministries in delivery of the Cyclone Pam Schools project, and other projects, as needed, as well as train VPMU's national staff and build their capacity for undertaking more demanding tasks independently in the future.

B. Scope of Work

2. The selected candidate will work closely with the international and national consultants and staff of the VPMU to help effectively manage and successfully complete the three ongoing projects, and other projects as required.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the national engineering and procurement consultant will include but not be limited to the tasks listed below. Working in coordination with the international and national project management consultants, the national engineering and procurement consultant will

- (i) help the VPMU manage the Vanuatu Interisland Shipping Support Project, the Vanuatu Energy Access Project, Cyclone Pam School project, and other relevant projects;
- (ii) provide hands-on support and on engineering, procurement, and other relevant aspects of the projects;
- (iii) mentor VPMU graduate engineers in carrying out their tasks, providing on-the-job training;
- (iv) work closely as the VPMU's representative with the design consultants on the preparation of documentation, especially detailed engineering designs and bidding documents;
- (v) support the maritime engineering consultant and other project consultants and VPMU staff in any tasks where such help is required;
- (vi) play a key role in managing the bid processes and in bid evaluation as a member of bid evaluation committees;
- (vii) support the contract administration and site supervision of the three ongoing projects;
- (viii) support the processing of progress certificates, the review of extension of time claims, the preparation of variation orders and non-conformance notices, the monitoring of design and/or construction progress, and the monitoring of contract costs; and
- (ix) Provide effective and regular supervision of the civil works, including supervision of quality control tests to ensure that the works are executed in accordance with

- established standards, criteria, specifications, procedures, and approved design and environmental aspects and are complying with the environmental management and monitoring plan and the construction schedule;
- (x) support the international and national Project Management Consultants in preparing a trainings program and manual and reflect provided training activities and results into the weekly progress reports.

D. Deliverables:

Deliverable	Estimated Submission Date
Weekly progress reports Any documentation required by the VPMU and/or ADB during project implementation	Each Monday of the week following the reporting period TBD

E. Specialist Qualifications and Experience

4. The consultant will have a civil engineering degree with at least 15 years of general experience with civil works contracts and design. The consultant must have
- (i) at least 10 years of experience with large maritime wharf construction contracts,
 - (ii) at least 10 years of experience in the design of wharves,
 - (iii) a solid understanding of International Federation of Consulting Engineers' conditions (FIDIC) conditions,
 - (iv) relevant work experience in ADB's developing member countries in the Pacific and other developing countries, and
 - (v) an excellent command of written and spoken English.

- 6. Expertise Source Social Safeguards and Resettlement Specialist National, 6 person-months**

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance (TA) programs of the Asian Development Bank (ADB) to engage a national social safeguards and resettlement specialist. The consultant will support the safeguards and land acquisition processes during implementation of ADB's ongoing Vanuatu Energy Access Project and Vanuatu Interisland Shipping Support Project. The consultant will also support other key ministries in delivery of the Cyclone Pam Schools project, and other projects, as needed.

B. Scope of Work

2. The consultant will
- (i) assist the Vanuatu Project Management Unit (VPMU) and other ministries, as required, to manage the timely implementation of social safeguards processes and safeguards plans;
 - (ii) coordinate closely and effectively with each project's safeguards team and key government agencies;
 - (iii) continue the land acquisition process under the ongoing Vanuatu Energy Access Project at the Brenwe hydropower site in Malekula;
 - (iv) initiate and/or continue consultation processes between the land owners and the government;
 - (v) help prepare, finalize, and execute memorandums of understanding (MOUs) for development sites under the two ongoing projects;
 - (vi) update Resettlement Plan prepared during the PPTA and draft safeguards documents if necessary in accordance with ADB safeguards requirements;
 - (vii) oversee the implementation of the Gender Action Plan including providing recommendation on how to meet the gender targets under the ongoing Projects;
 - (viii) review safeguards reports and Gender Action Plan progress for the Cyclone Pam Schools project currently being implemented; and
 - (ix) liaise with and brief ADB's safeguards specialist from time to time on the status of land acquisition process and consultations for memorandums of agreement (MOAs).

C. Detailed Tasks and/or Expected Outputs

3. The national social safeguards and resettlement specialist's responsibilities will include but not be limited to the tasks listed below. She or he will
- (i) review relevant background information, including the resettlement plan and social impact assessments prepared during the project preparatory TA;
 - (ii) collate historical land acquisition data on the Brenwe hydropower site, including documents related to historical construction activities at the site and to more recent legal proceedings to determine site ownership;
 - (iii) conduct interviews with key stakeholders, including but not limited to the Energy Department Ministry of Climate Change, the agency with responsibility for lands, the provincial government, landowners, and power utility

- (iv) develop an in-depth understanding of land acquisition issues at each development site and the status of land acquisition;
- (v) conduct multiple site visits to the Brenwe site and interview relevant stakeholders;
- (vi) develop and implement stakeholder consultation and communication programs to ensure the full awareness and participation of affected communities and stakeholder agencies;
- (vii) assess the next steps required to advance land acquisition;
- (viii) work closely with relevant stakeholders and engage in ongoing follow-up to ensure land acquisition is progressing;
- (ix) hold workshops or target group meetings, as required, to develop consensus on next steps with key stakeholders;
- (x) manage procurement of surveys (to be financed under a separate contract) to facilitate land acquisition;
- (xi) update the project resettlement plan, which can be found at <http://www.adb.org/projects/documents/van-energy-access-project-brenwe-hydropower-plant-subproject-rp>;
- (xii) facilitate meetings between the Utility Regulatory Authority (URA) and power utility to agree on an operation and maintenance funding mechanism;
- (xiii) oversee and assist the implementation of the involuntary resettlement and indigenous peoples plan (if any) during project implementation, including field visits to project sites to ensure safeguards compliance, particularly for the issuance of no-objection for civil works;
- (xiv) participate in or lead efforts to consult with and engage the participation of affected persons and/or communities and key stakeholders during project preparation and implementation;
- (xv) monitor compliance with ADB Safeguards Policy Statement (2009) and assist in the preparation of corrective action plans (if required) to bring the projects into compliance;
- (xvi) oversee the implementation of the gender action plan, propose revisions if required, and provide recommendations on how to effectively achieve gender targets;
- (xvii) work closely with each project's safeguards and implementation team to prepare and submit to the government and ADB a semiannual safeguards report, a gender action plan progress report, and any other required safeguards documentation; and
- (xviii) assist in implementing capacity building and training for the projects' safeguards counterparts to help build their capabilities in managing safeguards.

D. Deliverables:

Deliverable	Estimated Submission Date
(i) Land acquisition update reports	Monthly, within a week after the end of each reporting month
(ii) Updates on the consultations for MOAs	Monthly, within a week after end of each reporting month
(iii) Draft and finalize MOAs	After completion of consultations for each site
(iv) Report on validating MOAs	After completion of validations for each site

E. Specialist Qualifications and Experience

4. The national social safeguards and resettlement specialist will have a bachelor's degree in sociology, applied social science, or a related field and at least 5 years of relevant experience in managing involuntary resettlement, participatory planning, and gender issues in projects.

OUTPUT 2:

Measures to Improve Government Project Management Institutional Arrangement Recommended, and Implementation Supported

- 7. Expertise Source Institutional Review Specialist International, 2 person-months**

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance (TA) programs of the Asian Development Bank (ADB) to engage an international institutional review specialist. The consultant will build on the results of previous analyses to assess the institutional arrangements for project implementation in Vanuatu and propose a business model acceptable to the government and will enable sustainable management, build domestic capacity, and strengthen government ownership and accountability in project implementation. Identifying and developing this model will involve intensive consultations and consensus building with the Ministry of Infrastructure and Public Utilities (MIPU), the Vanuatu Project Management Unit (VPMU), the Ministry of Finance and Economic Management (MFEM), and the Prime Minister's Office (PMO).

B. Scope of Work

2. The selected consultant will work closely with all government stakeholders and development partners to critically examine the recommendations made under the previous analyses, review the current allocation of project implementation responsibilities between the VPMU and the MIPU, and propose measures to enhance the quality of implementation throughout the project cycle.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the consultant will include but not be limited to the following tasks. He or she will

- (i) review operational, implementation, coordination, and project management requirements and responsibilities and the relevant facilities and resources available at the MIPU and the VPMU during the project preparatory, detailed design, procurement, construction, and post-construction stages of infrastructure projects;
- (ii) identify any duplication of roles and/or resources;
- (iii) consult the VPMU, the MIPU, the MFEM, the PMO, other government stakeholders, and the VPMU's steering committee and development partners (Australia, New Zealand, ADB, the World Bank, and the Japanese International Cooperation Agency) on the recommendations of the previous analyses to improve institutional arrangements for project management;
- (iv) identify the reasons for stakeholder resistance to implementing the recommended reforms;
- (v) recommend an alternate business model agreeable to the government and other stakeholders that will make project management strong and sustainable and

- improve domestic capacity, government ownership, and accountability in project implementation; and
- (vi) update the previous draft project management capacity assessment report, incorporating the alternate business model recommended under this assignment.

D. Deliverables:

Deliverables	Estimated Submission Date
(i) Report assessing/confirming project management role of the VPMU as envisaged in the VPMU Charter	1 week after the assignment starts
(ii) Report assessing/confirming operational, implementation, coordination, and project management requirements and responsibilities and relevant facilities and resources available at MIPU and VPMU, and identifying gaps	2 weeks after the assignment starts
(iii) Report on the consultations with the stakeholders on the recommendations of the previous assessments and on resistance to implementing the previous assessments' recommendations	6 weeks after the assignment starts
(iv) Draft report recommending an alternate business model aggregable to the government	7 weeks after the assignment starts
(v) Update of the previous draft report incorporating the agreed business model and finalizing the report.	8 weeks after the assignment starts

E. Specialist Qualifications and Experience

4. The international institutional review specialist will have a degree in engineering or a related field and will have specialized in managing and implementing infrastructure projects financed by ADB or any other external sources in developing countries. She or he must have

- (i) a thorough knowledge of the project cycle and public sector policies and procedures in developing countries;
- (ii) experience in working in developing countries in the Pacific and sound knowledge of the resources available for project implementation and management in the public sectors of these countries; and
- (iii) at least 15 years of experience managing and implementing projects funded by multilateral and development partners and demonstrated sound knowledge of procurement, International Federation of Consulting Engineers (FIDIC) conditions of contract, recruitment of consultants (firms and individuals), engineering, environmental safeguards, land acquisition and resettlement practices, climate change adaptation, and disaster and risk management.
- (iv) Candidates who have worked on similar ADB projects in a similar environment and geographical area in the Pacific (including in Vanuatu) will have an advantage.

OUTPUT 3:

Implementation of Vanuatu's Public Financial Management Road Map for Improved Public Investments Supported

**8. Expertise Source Public Financial Management Specialist
 International, 3 person-months**

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage an international public financial management (PFM) specialist. The PFM specialist will support the government in implementing its PFM reform road map.

B. Scope of Work

2. The international consultant will work with the Ministry of Finance and Economic Management (MFEM) to implement the PFM road map reforms after ADB and the government have agreed on the prioritization and sequencing of work to be completed and which of the road map activities and reforms will be undertaken as part of an ADB policy-based grant program.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the PFM specialist will include but not necessarily be limited to the tasks listed below. He or she will

- (i) liaise with and closely support the MFEM in analyzing ongoing progress in the PFM road map's implementation, with support from other development partners;
- (ii) develop a full understanding of the government's and the MFEM's key PFM objectives and priorities to use in prioritizing and sequencing work on implementing the PFM road map;
- (iii) liaise with the financial management information system expert, the budget expert, and the national PFM specialist to be engaged under this ADB technical assistance to ensure that all their work is aligned;
- (iv) achieve an understanding of the ability of the MFEM and key line agencies to implement the PFM road map effectively and develop a work plan that accommodates current institutional and human resource capacities;
- (v) consult with ADB to determine whether deliverables in the work plan could also be included as actions in the policy matrix for the planned policy-based grant program; and
- (vi) work with the MFEM, relevant line agencies, and development partners to execute the work plan.

D. Deliverables:

Deliverable	Estimated Submission Date
Inception report	After first mission
Work plan	After first mission
Final report	Near end of contract

E. Specialist Qualifications and Experience

4. The PFM specialist will have an advanced degree in economics, public administration, or a similar field and at least 15 years of general experience in PFM. The PFM specialist must have

- (i) broad experience in implementing PFM projects, particularly in developing countries;
- (ii) demonstrated experience with capacity development and change management in Pacific island developing countries; and
- (iii) an excellent command of written and spoken English.

9. Expertise Source Financial Management Information System Expert International, 2 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage an international financial management information system (FMIS) expert. The expert will review Vanuatu's FMIS.

B. Scope of Work

2. The expert will work closely with the Ministry of Finance and Economic Management (MFEM) to review Vanuatu's FMIS and will recommend changes that will ensure that the government can meet its public financial management (PFM) objectives.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the FMIS expert will include but not be limited to the following tasks. She or he will

- (i) work with the relevant individuals in the MFEM and line agencies to understand the scope, role, and functions of Vanuatu's FMIS and how these contribute to achieving the government's objectives for PFM;
- (ii) develop an understanding of the quantity and quality of data that is prepared and used for current FMIS reporting;
- (iii) consult with stakeholders to learn about the current limitations and gaps in the FMIS and how these shortcomings are preventing the MFEM from meeting the country's PFM objectives;
- (iv) achieve an understanding of the technical requirements for developing an effective FMIS that can be used by the MFEM and line agencies, including the hardware, software, and technical support requirements;
- (v) conduct a thorough diagnosis of the FMIS to determine what the existing system can and cannot do and report on how its current performance limits the government's ability to meet its PFM needs;
- (vi) compare Vanuatu's FMIS with other systems available, particularly those in the Pacific region, with a view to recommending options with the related costs and benefits for improving Vanuatu's FMIS;
- (vii) ensure that these options align with Vanuatu's PFM objectives, the capacity of the MFEM and line agencies, the levels of technical information and communication technology support that will be available for the system's introduction and operation and maintenance, other implementation and operational risks, and any other relevant local conditions; and
- (viii) liaise with the financial management information system expert, the budget expert, and the national PFM specialist to be engaged under this ADB technical assistance to ensure that all their work is aligned.

D. Deliverables:

Deliverable	Estimated Submission Date
Inception report	After first mission
Work plan	After first mission

Final report

Near end of contract

E. Specialist Qualifications and Experience

4. The FMIS expert will have an advanced degree in economics, public administration, computer science, or a similar field and at least 10 years of general experience in FMIS. He or she must have

- (i) broad experience in assessing, implementing, operating, and running FMISs, particularly in developing countries;
- (ii) an understanding of how an FMIS can be used effectively to meet a government's PFM objectives, particularly in an environment where capacity is low and there are technical constraints;
- (iii) relevant work experience in ADB's developing member countries in the Pacific and other developing countries; and
- (iv) an excellent command of written and spoken English.

10. Expertise Source Budget Specialist International, 2 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance programs of the Asian Development Bank (ADB) to engage a budget specialist. The consultant will work to develop a medium-term expenditure framework (MTEF) to support the government's public financial management objectives.

B. Scope of Work

2. The selected candidate will work closely with the Ministry of Finance and Economic Management (MFEM) to develop an MTEF, integrate and use it in Vanuatu's budget process, and provide MTEF training to the MFEM and relevant line ministries.

C. Detailed Tasks and/or Expected Outputs

3. The responsibilities of the budget specialist will include but not be limited to the tasks listed below. She or he will

- (i) analyze the strengths, weaknesses, and opportunities for improvement in the current budget process, including the current process for setting medium-term budgets;
- (ii) work with the MFEM's economists and other staff to prepare a fiscal policy framework that (a) is consistent with the medium-term fiscal strategy, (b) aligns with the directions of the government's National Strategic Development Plan, and (c) includes medium-term financial estimates;
- (iii) review existing revenue projections and the methodology used to prepare them before updating these projections and recommending how to strengthen this methodology;
- (iv) develop a MTEF template to be used by MFEM for budget preparations;
- (v) help integrate the proposed MTEF with the revenue projections and the overall budget process;
- (vi) develop MTEF budget preparation guidance materials to help MFEM and line ministries budget over the medium term;
- (vii) prepare a budget assessment framework to strengthen the MFEM's analysis of budget submissions;
- (viii) develop a small number of key performance indicators for selected line ministries to use in monitoring performance against targets;
- (ix) start to prepare a consolidated medium-term government budget that is consistent with the fiscal policy framework and the medium-term fiscal strategy;
- (x) develop and conduct a small introductory training program to give the MFEM and relevant line agencies an understanding of the MTEF and how it fits into the budget process; and
- (xi) consider the options available for ensuring that all development assistance is incorporated into the budget process.

D. Deliverables:

Deliverable	Estimated Submission Date
Inception report	After first mission
Work plan	After first mission
Final report	Near end of contract

E. Specialist Qualifications and Experience

4. The budget specialist will have an advanced degree in economics, public administration, or a similar field and at least 10 years of general experience in public financial management administration. He or she must have

- (i) broad experience in assessing, developing, and implementing MTEFs or their equivalent;
- (ii) a deep understanding of the national budget process and the interlinkages between the various process parts, particularly in an environment where capacity is low and there are technical constraints;
- (iii) relevant work experience in ADB's developing member countries in the Pacific and other developing countries; and
- (iv) an excellent command of written and spoken English.

11. Expertise Public Financial Management Specialist
Source National, 6 person-months

A. Objective and Purpose of the Assignment

1. The Government of Vanuatu has received financial assistance from the technical assistance (TA) programs of the Asian Development Bank (ADB) to engage a national public financial management specialist. The national consultant will work with the three international consultants engaged under this TA to help implement the government's public financial management (PFM) reform road map, review Vanuatu's financial management information system (FMIS), and develop a medium-term expenditure framework

B. Scope of Work

2. The selected candidate will work closely with and support the international consultants, staff of MFEM and line agencies to ensure that the TA facility's intended outputs are delivered.

C. Detailed Tasks and/or Expected Outputs

3. A key part of the national PFM consultant's work will be to ensure that local knowledge is incorporated into the work of the international consultants and that solutions developed under the TA can be implemented successfully under the prevailing conditions in Vanuatu. The responsibilities of the national PFM consultant will include but not be limited to the tasks listed below:

- (i) She or he will work alongside the international consultants, help them develop work plans, provide them with advice and technical inputs, analyze issues when so directed by the international consultants, and undertake other tasks as required.
- (ii) He or she will be the key TA facility contact person with the MFEM and other line agencies and provide updates on the progress of work being undertaken by the international consultants.
- (iii) The national PFM consultant will prepare a stakeholder analysis and an associated participation plan. The stakeholder analysis will help identify (i) potential risks, conflicts, and constraints that could affect the pieces of work being led by the international consultants; (ii) opportunities and partnerships that could be explored and developed; and (iii) the means to include all relevant stakeholders in the planning processes. Stakeholders should include the management and staff of the MFEM, other central government agencies, line ministries, and provincial government and development partners.
- (iv) She or he will work with the MFEM and the international consultants to organize, plan, facilitate, and provide input to the participatory, consultation, and stakeholder engagement forums, and contribute to the prioritization and sequencing for implementing the government's PFM reform road map
- (v) He or she will provide input for reporting documents and other papers to be prepared primarily by the international consultants.
- (vi) The national PFM consultant will undertake any other tasks assigned by the ADB project officer.

D. Deliverables:

Deliverable	Estimated Submission Date
Stakeholder analysis and participation plan	31 October 2018
Final report	Near end of contract

E. Specialist Qualifications and Experience

4. The national PFM specialist will have an advanced degree in economics, public administration, or a similar field and at least 10 years of general experience in PFM. The PFM specialist must have

- (i) broad experience in implementing PFM projects, with significant experience within the MFEM an important advantage;
- (ii) demonstrated experience with capacity development and change management in Vanuatu; and
- (iii) an excellent command of written and spoken English.