

Government of Federated States of Micronesia
Department of Transport, Communications and Infrastructure (DTCI)
Project Management Unit (PMU)
Proposed Sustainable and Resilient Road Improvement Project (SRRIP)
Asian Development Bank (ADB)
Terms of Reference
Position: Project Manager, PMU

Overview

The Federated States of Micronesia's Department of Transportation, Communications, and Infrastructure (DoTC&I) is recruiting a qualified Project Manager with experience in implementing projects financed by International Financial Institutions, particularly, ADB projects in challenging environments.

Background

The Federated States of Micronesia (FSM) is made up of four semi-autonomous states (Kosrae, Pohnpei, Chuuk, Yap) located between Palau and the Philippines to the west and the Republic of the Marshall Islands (RMI) to the east. Although its land area covers just 700 square kilometers, FSM consists of more than 600 islands scattered over an area of about 2.6 million square kilometers, including its Exclusive Economic Zone.¹ As with other small island developing states (SIDS) in the region, FSM faces significant challenges related to its small size, remoteness, geographical dispersion, environmental fragility and sensitivity to external shocks.² In particular, frequent natural disasters and climate change impose high costs and may even threaten the physical viability of some areas of both the main islands and more remote outer islands. Droughts, typhoons, storm waves, flooding and landslides all affect FSM.

FSM is particularly vulnerable to the impacts of severe weather events. For example, in 2015, Typhoon Maysak wiped out 90 percent of key agricultural crops in Chuuk and Yap, affecting 29,000 people and causing US\$8.5 million in damages. Climate change increases the likelihood that the country will suffer serious adverse environmental, social, and economic losses in the years to come.^{3,4} Many people live within the coastal zone and are therefore vulnerable to climate related changes in precipitation, sea level, storms, and coastal erosion.

¹ An Exclusive Economic Zone is a sea zone prescribed by the United Nations Convention on the Law of the Sea (UNCLOS) over which a state has special rights regarding the exploration and use of marine resources, including energy production from water and wind.

² Systematic Country Diagnostic, Report No. 102803, ADB, January 20, 2016.

³ In acknowledging that a variety of definitions may be used for the terms risk, hazard, vulnerability and exposure, the following definitions are used for these ToRs.

⁴ FSM Country Profile. ADB Group Climate Change Knowledge Portal. 2018.

Roads Sector

The road network is of critical importance to FSM's economic development. It provides for the day-to-day well-being of its people by increasing their access to economic activities and social services. However, the road network faces a range of vulnerabilities to severe weather events and climate change, including: (i) coastal exposure to sea-level rise, storm surge, wave action during high tides and typhoons; (ii) inland flooding and landslips during extreme rainfall events; and (iii) accelerated pavement deterioration due to extreme weather and rising water tables in some locations. It is estimated that around 89 percent of the population lives within one km of the coast, and critical infrastructure - such as hospitals, schools, places of employment, tourist infrastructure, port facilities, airports, and roads—is located primarily in the coastal zone.⁵ FSM's road network and users already suffer regular temporary – sometimes only for hours, but occasionally longer - breaks of serviceability as vulnerable links or locations can be frequently rendered impassible and journeys disrupted by flooding, debris deposit, culvert, bridge and/or pavement damage. Expected climate change effects - the combination of rising sea level and more intense typhoons – will place these coastal assets and communities at a higher level of risk.

Within the National Government, DoTC&I has the responsibility for the delivery of transport infrastructure, manages the overall program and delegates day-to-day project management tasks for official development assistance to Project Implementation Units (PIUs).

At the state level, the Pohnpei State Office of Transportation and Infrastructure, Kosrae Department of Transportation and Infrastructure, Chuuk Department of Transportation and Public Works and Yap Department of Public Works and Transportation are responsible for the administration of construction projects, maintenance of infrastructure and regulation of the provision of public transportation within the individual State. Funding for road maintenance and capital road works is allocated annually by the National Government to State Governments.

The project is well aligned with ADB's Strategy 2030 and Pacific Approach, 2021–2025; the government's Strategic Development Plan (SDP, 2004–2023); updated Infrastructure Development Plan (IDP, 2016–2025), identifying \$209.0 million worth of roads and pedestrian facility projects (19.0% of the total identified investment needs) and responds to government's "Pave the Nation" Program which aims to address pressing social and economic infrastructure needs.⁶

⁵ Andrew, N. L., P. Bright., L. de la Rua, S. J. Teoh, M. Vickers. 2019. "Coastal proximity of populations in 22 Pacific Island Countries and Territories." *PLoS One* 14, no. 9. <https://doi.org/10.1371/journal.pone.0223249>.

⁶ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila; ADB. 2021. *Pacific Approach, 2021–2025*. Manila; Government of the FSM, Department of Environment, Climate Change & Emergency Management. 2021. *Strategic Development Plan, 2004–2023*. Pohnpei; and Government of the FSM, Department of Transportation, Communication & Infrastructure. 2015. *Infrastructure Development Plan, 2016–2025*. Pohnpei.

Objectives of Assignment

The overarching objective of the Project Manager position is to serve as a core member of the Program Management Unit (PMU) within DoTC&I to support all aspects of implementing the SRRIP (the Project). Sub-objectives of the assignment include:

- Ensuring the Project comply with the requirements in the Legal Agreement;
- Strengthening the capacity of Project Implementation Unit(PIU) staff to plan and manage subprojects by serving as a mentor and regularly providing formal and informal guidance and training on project management and implementation issues;
- Provide Project Management services to help ensure timely implementation of technical assistance and works packages associated with the Project by facilitating coordination among DoTC&I and other agencies and stakeholders, and proposing alternative plans as and when needed;
- Planning the sequencing and timing of procurement activities based on a practical strategy for the subprojects and reflecting the updates in work plans; and
- Take the Lead in the implementation of Gender Action Plans (GAPs) including monitoring and reporting on gender-specific actions and activities and support broader gender capacity development initiatives for ADB-financed transport sector projects in Federated States of Micronesia
- Establishing arrangements to improve fiduciary responsibilities (i.e. contract management, procurement, and financial management) of DoTC&I as an Implementing Agency.

Key Tasks and Duties

The Project Manager's principal working counterparts will be DoTC&I's Project Managers responsible for implementing the FSMIP, and the World Bank-financed Prioritized Road Investment and Management Enhancement (PRIME) and Strategic Climate-Oriented Road Enhancements (SCORE) projects, DoTC&I's PMU Program Manager, staff from the Central Implementation Unit (CIU), and staff from other agencies, as required. The Project Manager will be responsible for the following activities.

Project Management

- Provide Oversight, review and management of the day-to-day operations of the Supervision Consultant, who will be required to provide supervision services to each Contractor.
- Review and provide detailed comments (including those from ADB) on Project-related reports and deliverables from consultants, contractors and suppliers.

- Support the PIUs to monitor and manage consultants' time schedules and contracts, including costs against budgets, and co-ordinate same with the Project Managers and the CIU's Financial Manager.
- Monitor the Projects to ensure compliance with all legal covenants and requirements as detailed in the projects' Legal Agreements.
- Provide advice to DoTC&I on SRRIP activities in terms of management issues, technical issues, contract management and administration matters on consultancy assignments, procurement, and works programs. The advice can include other areas of management which will benefit the project's overall performance.
- Participate in design reviews, update contract documentation, provide Project Management support on negotiation and finalization of contracts.
- Set up monitoring and reporting systems to keep track of activities on site during construction and attend site meetings when deemed to be beneficial.
- Facilitate internal and external discussions among key GoFSM counterparts to resolve implementation challenges through organizing meetings and/or other initiatives that may be deemed fit.
- Facilitate the preparation and public release of project information.
- Undertake other activities as reasonably requested by DoTC&I's PMU Program Manager.

Project Planning, Budgeting, and Local Staff Capacity Development

- Provide support to the PIUs on annual work plans and budgets for the Projects with appropriate levels of detail to enable the reporting of budgeted vs. actual expenditures and incorporate into quarterly reports that are due on the final day of each respective months (September 30, December 31, March 31, June 30).
- Provide relevant training after a thorough assessment of the gaps identified for planning, budgeting and reporting.
- Provide recommendations to strengthen links between budget and work planning processes for the Projects.

Procurement

- In coordination with the Consultant Team Leader, review project Procurement Plans to ensure that the delivery of works, materials and services are coordinated in a logical manner.
- Identify possible local and international consultants, contractors, and suppliers for procurement purposes.
- Upon request, prepare necessary procurement documents, including advertisements, Terms-of-Reference, Requests for Proposals, Requests for Expressions of Interest

and/or Requests for Quotations and other documents as appropriate, and in accordance with ADB and GoFSM procurement policies and procedures.

- Liaise with potential bidders, including various pre-bid and pre-proposal meeting requirements in accordance with ADB and GoFSM procurement policies and procedures.
- Upon request, participate in the work of the evaluation committees set up by the Secretary of DoTC&I and, as directed, organize Minutes for Evaluation Committee activities, and prepare subsequent technical and financial evaluation reports, including recommendations in line with Evaluation Committee decisions, for submission to the ADB for its consideration and no objection.
- Prepare necessary documents for relevant government approval in line with previous decisions, and draft subsequent contract documents for signature.
- Prepare appropriate Letters of Agreement, and/or other contractual correspondence, as required, between GoFSM and relevant partners.
- Prepare and maintain project contract and asset registries.
- Other associated and relevant tasks as required by the PMU Program Manager.
- In conducting the activities above, the Project Manager should follow the: (i) procedures of operation, which are specified in the Projects' Standards Administration Manuals; (ii) procedures for prior- or post-review by the ADB; and (iii) project time schedules.
- The Project Manager will work collaboratively and maintain effective communication within DoTC&I, as well as with other sector agencies and the CIU.

Financial Management

- Liaise with the Department of Finance and Administration (DoFA) on the preparation and processing of payment and withdrawal applications, and ensure that all required documentation from the PIUs is available to enable payments to consultants, contractors and suppliers.
- Liaise with DoFA on the quarterly review and annual audit of accounts.

Safeguards

- Ensure the Project and subprojects comply with the ADB environmental and social safeguards requirements including timely submission of semi-annual safeguards reports.
- Ensure safeguard considerations are mainstreamed in activity planning and implementation
- If required, facilitate and assist DoTC&I with public consultations.
- Review and comment on safeguards documentation when appropriate.

Gender Mainstreaming

Provide Leadership to the Project Administrator for the following key deliverables:

- Prepare a workplan for duration of assignment
- Prepare Gender Action Plan progress reports (include in section of quarterly reports)
- Prepare Corrective Action Plans (as needed)
- Field diary recording meeting minutes on GAP monitoring activities.
- Prepare with planning and delivery of the following deliverables (one per quarter)
 - gender training and workshops;
 - Project-related communication outputs eg news articles, social media posts, knowledge sharing event, photos capturing stories from the field etc

Monitoring and Evaluation (M&E)

- Collection of necessary data/information and providing written contributions for the preparation of quarterly reports for each calendar quarter.
- Timely submission of the quarterly reports for each calendar quarter.
- Ensure preparation and timely submission of the government's project completion report.

Training and Capacity Building

- Assist DoTC&I's PMU Program Manager in developing a capacity building framework for recruiting, training and retaining local staff.
- Provide on-the-job training and mentoring to DoTC&I PIU staff and State staff working on the Projects, and help develop capacity in project management, budgeting, contract management, and planning.

Mandatory Skills, Knowledge, and Competencies

- Qualifications
 - A university degree in Civil or Transport Engineering
 - Masters Level Qualification in Civil or Transport Engineering
 - Qualified FIDIC Practitioner
- Experience
 - Demonstrated Experience with FIDIC Conditions of Contract
 - Minimum fifteen years of experience, ten years in roads and/or infrastructure engineering, five years in providing technical support to government institutions, and five years working in developing countries, particularly in the Pacific Region.

- Previous experience as a Project Manager, Project or Program Manager, or similar role for a government transport agency/authority in a developing country implementing Donor Bank funded projects.
- At least one reference that can be contacted via email/phone for direct feedback on past performance;
- Skills
 - MS Office and Project Proficient
 - Cross-sectorial skills and ability to work with team members and stakeholders from different technical backgrounds.
 - Excellent verbal, written and presentation communication skills in English, with demonstrable high level reporting skills.
 - Proven experience in managing projects with diverse stakeholders and tight timelines.

Duration

The position will be for an initial one (1) year period. (A Probationary period of six months, followed by an annual performance review, determines whether the contract will be continued.) The position supports the SRRIP, which is scheduled for completion in October 2029. Commencement is targeted for November 2024.

Location

This is a full-time position that may be extended based on satisfactory performance. The position will be located at the Project Management Unit in Palikir, Pohnpei, and a closed office will be provided for the Project Manager. Please also be advised that no remote work will be allowed under any circumstances. A standard provision of 20 days' vacation leave and 14 days sick leave will be allowed within the Contract.

Reporting Requirements

The Project Manager will report to the Secretary of DoTC&I, but all tasks and activities will be under the coordination and leadership of the Program Manager of DoTC&I's Program Management Unit. The Project Manager will work closely with Project Managers for the other infrastructure programs which will be implemented in parallel and be responsible for management of the staff of the PMU namely the Financial Management Specialist and Project Officer.

Services and Facilities to be Provided by the Client

While in-country, DoTC&I will provide a desk, international and national phone lines, and access to the internet. The Consultant will be required to have his/her own computer.