## FEDERATED STATES OF MICRONESIA

## REQUEST FOR EXPRESSIONS OF INTEREST

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| Country | Federated States of Micronesia |
| Project | Project for Strengthening Public Financial Management II (P181237) |
| Project Implementing Agency / Client | Department of Finance and Administration (DOFA) |
| Assignment Title | FMIS Advisor |
| Selection Method | Individual Consultant Selection |
| Contract Type | Time Based |
| Reference No. | FM-DOFA-572432-CS-INDV |
| Credit/Grant No. | IDA-E4120 |
| Deadline for Submission | October 9, 2026 |

The Government of The Federated States of Micronesia (FSM) has received financing from the World Bank toward the cost of **the Strengthening Public Financial Management II Project (P181237)** and intends to apply part of the proceeds for consulting services.

The consulting services ("the Services") involve providing full-time technical advisory, implementation oversight and quality assurance support for Component 2 – Expanded Core Financial Management Information Systems (FMIS) of the PFM II Project.

The FMIS Advisor will support the Government in the continued rollout, expansion, effective use and institutionalization of the FMIS across National Government Departments and Agencies and, where applicable, State Governments. The assignment will focus on ensuring that FMIS implementation is aligned with Government's public financial management requirements, business processes, controls and reporting needs, while strengthening Government capacity and reducing reliance on external support.

The key responsibilities will include, but not be limited to:

- Provide technical advice and coordination support for the FMIS rollout, expansion and related PFM reforms;

- Support FMIS readiness, implementation, testing, data migration, business process review and quality assurance;
- Review and monitor FMIS vendor deliverables, system documentation, implementation progress, issues and risks;
- Support training, knowledge transfer, capacity building and the development of sustainable Government FMIS support arrangements; and
- Provide technical inputs to FMIS-related procurement, contracts, technical specifications, implementation teams and governance structures.

The assignment will be based in **Palikir, Pohnpei, Federated States of Micronesia**, with travel to the four State Governments as required. The assignment is expected to be **full-time for twenty-four (24) months**, with an anticipated start date as soon as possible, subject to completion of the selection and contracting process.

The detailed Terms of Reference (TOR) for the assignment can be found at the Department of Finance and Administration website: **https://dofa.gov.fm**, as part of this REOI, or can be obtained at the address given below.

The Department of Finance and Administration 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. Consultants should submit a **Curriculum Vitae (CV)** describing their qualifications, professional experience, experience in similar assignments and relevant experience in similar institutional or country contexts together with a **cover letter** outlining their interest in the assignment and suitability for the position.

The criteria for selecting the Consultant are:

**Mandatory Requirements:**

The Consultant shall possess:

1. A minimum Master's degree in public finance, financial management, accounting, information systems, business administration, economics, public administration, or related field from a recognized university;
2. At least seven (7) years of professional experience in public financial management, including demonstrated experience in PFM reform, financial management systems or related public sector reform activities at a senior professional level; and

3. Functional hands-on experience with FreeBalance for at least one government FMIS project, including experience in implementation, rollout, upgrade, migration, testing, quality assurance and/or operational support; and
4. A proven track record in managing or supporting large-scale ERP/IFMIS/FMIS implementation activities, including system build or configuration, testing, rollout and quality assurance, preferably in developing countries.

**Desirable :**

1. Demonstrated experience in business process review and re-engineering, data migration, testing, user acceptance testing and/or operational acceptance testing for an FMIS or ERP;
2. Experience in vendor management and technical quality assurance, including reviewing FMIS implementation deliverables, system documentation, technical specifications and implementation plans;
3. Experience in developing and implementing FMIS sustainability, knowledge-transfer and transition arrangements to strengthen government ownership and reduce reliance on external consultants; and
4. Experience working with government institutions in Asia - Pacific island countries and/or similarly remote Small Island Developing States (SIDS), including experience coordinating multidisciplinary and multicultural stakeholders.

The attention of interested Consultants is drawn to **paragraphs 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025** ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Further information can be obtained at the address below during office hours 08:00 to 17:00 hours, Pohnpei Time.

Expressions of interest must be delivered in a written form to the address below by e-mail only **preferably by 5pm Pohnpei Time, October 9, 2026.** Expressions of Interest must be submitted **by email only** to the following addresses:

Attn: Project Manager PFM II

Department of Finance and Administration

P.O Box PS-158

Palikir, Pohnpei, Federated States of Micronesia

Email: **osbert.atusaasiire@dofa.gov.fm**

And cc: **arrio.abello@dofa.gov.fm**

**ANNEX 1: TERMS OF REFERENCE**

**FEDERATED STATES OF MICRONESIA**

**Project for Strengthening Public Financial Management II (P181237)**

**Terms of Reference – Financial Management Information Systems Advisor**

| **Title:** | **Financial Management Information Systems Advisor** |
| --- | --- |
| Location: | Palikir, National Government of the Federated States of Micronesia - Department of Finance and Administration (DoFA) |
| Duration: | Initial contract duration of 2 years (full time) with the potential to extend based on available finance and satisfactory performance |
| Tentative Start Date: | As soon as possible |

**A. BACKGROUND**

The Government of the Federated States of Micronesia (FSM), with support from the World Bank, are working to improve fiscal management practices and increase fiscal transparency at the National Government level through the Strengthening Public Financial Management II Project (P181237). The project builds upon key public financial management (PFM) achieved under the previous PFM I project and intends to institutionalize those achievements by:

- Expanding the core financial management information system (FMIS) to line departments and agencies
- Improve systems and process in budget formulation and execution, procurement, treasury functions, internal controls, and reporting
- Strengthening technical capacities of the Department of Finance & Administration (DoFA)
- Review existing PFM legislation to identify changes to support transition to a digital PFM environment

The project components are: (i) improved fiscal management practices and controls, (ii) expanded core FMIS, (iii) enhanced human resource capacity, communications and change management, and (iv) project management.

## B. PURPOSE AND OBJECTIVES OF THE ROLE

### Purpose of the assignment

The Consultant primarily support activities under Component 2- Expanded Core Financial Management Information Systems. This component aims at supporting increasing efficiency and automation of public finance processes through the expanded use of the Financial Management Information System (FMIS) implemented under PFM I to additional Government Departments, Agencies and State Governments *(where applicable)*.

### Objective of the assignment

The objective of this role is to provide technical support and advisory services to the implementation of public financial management reforms with specific focus on the use of FMIS. With the support of the National Treasury team, the Consultant will drive the further adoption and expansion Financial Management Information System (FMIS) capabilities across core Treasury processes and support the decentralization of the system.

## C. SCOPE OF SERVICES

1. The scope of responsibility will cover:
    - Roll-out and deepen the use of FMIS, including roll out of modules such as fixed assets, payroll, budget and e-procurement.
    - Support for the PFM reforms in general, development and implementation of PFM policies and procedures, capacity building for staff, quality control for policy and general pronouncements and presentations/reports, monitoring and evaluation and other related matters
2. The FMIS Advisor's key activities relating above responsibilities will include the following:
    - Provide technical assistance to the Secretary Department of Finance and Administration (DoFA)and the Assistant Secretary Treasury Comptroller to coordinate and guide the implementation of public financial management reforms and in resolving issues pertaining to the FMIS roll-out. This coordination will involve various streams of activities necessary to make the roll out of the FMIS successful including but not limited to, Training, Acceptance Testing, data migration, Change Management, User authorizations/ security in FMIS and business process reengineering.

- Work with the PFMII ICT Advisor to ensure that the local area network and the wide area network supports the efficient and effective use of the FMIS system.
- In line with the FMIS rollout strategy, assess readiness for expansion of the FMIS system to Departments and Agencies in terms of institutional structures, staff availability, capacity and skills, financial management processes and systems (manual or otherwise) and controls, site infrastructure and power, implementation risks and make very specific recommendations to address gaps.
- Business Process Re-engineering: provide technical support to review PFM processes and Government-on-Line business requirements to determine any necessary validation or re-engineering.
- Implementation: prepare and update the Project Plan, the training content/materials and plan, and the change management plan to ensure that the weaknesses and recommendations in the original or modified form, are carried out and implemented.
- Quality Assurance and OAT (Operational Acceptance Testing): Carry out quality review and assurance to the FMIS Implementation phases including but not limited to the following:
    - Data collection, validation and conversion
    - Equipment and solution deployment
    - Site and infrastructure preparation
    - Testing scripts and User Acceptance testing
    - Training (including training materials) and change management
    - Handling of implementation issues
    - Participation in implementation teams/working groups/ steering committee meetings.

3. Coordinate with Budget Department to ensure an FMIS system supports the requirements of budgeting and payroll.
4. Provide the necessary support and guidance to the Assistant Secretary Treasury in order to ensure that all system documentation expected from the FMIS Supplier is delivered or developed including establishing criteria to be applied to review and evaluate all such documents.

5. Monitoring: the Advisor will draw-up a monitoring framework and periodically monitor and assess the state of implementation particularly focusing on qualitative improvements; the Advisor will review improvements in institutional capacity and training, overall adaptation and use of the FMIS, improvements in financial management processes and systems controls and reporting, and improvements in all aspects of the PFM necessary to meet the overall objectives. Resulting from this process, the Advisor will:
   - Determine areas that may lag or new areas that require attention and make recommendations for improvements
   - Raise issues (technical or otherwise) that may impede progress
6. The Advisor will develop a plan by which the Government-on-Line will gradually take over full support of its PFM Systems to reduce the Government-on-LIne dependency on external consultants, increase ownership and allow National and State Treasury Staff to manage with the limited resources. Suitable officers / employees should be identified and trained to make this happen. This plan shall be discussed with the Secretary DoFA and approved for implementation. In drawing up this plan, the Advisor will among others:
   - Assess the state of readiness of National and State Government to take over in terms of staff capacity.
   - Determine actions and time required to cover the gaps for example in terms of training, staff recruitment, etc.
   - Determine work plans and milestones to implement these actions. The work plan shall include monitoring meetings with the Steering Committee. The Advisor will help to monitor the implementation of the agreed plan.
7. Advise on suitable Governance structures required for the management of all the implementation phases of the FMIS.
8. Throughout the duration of the Project, assisting the Assistant Secretary Treasury to identify risks to the FMIS rollout activities and formulate strategies to mitigate such risks.
9. Where necessary, review for quality and alignment, technical specifications or Terms of reference to be used in the procurement of PFM related resources.
10. Provide technical inputs to the IFMIS implementation contracts, procurements and financial management teams

**Key Deliverables**

| No. | Key Deliverable | Timing/Frequency |
|---|---|---|
| 1 | **FMIS Technical Advisory and Rollout Support:** Provide technical advice and planning support for FMIS rollout to Departments, Agencies, and National and State Governments, including rollout plans, readiness assessments, technical support submissions and recommendations. Support progress towards **IR-4 – FMIS rolled out to sectoral Departments**. | Throughout the assignment; plans and technical submissions updated or provided as required. |
| 2 | **FMIS Enhancement and Quality Assurance Support:** Provide technical support and quality assurance for FMIS enhancements, interfaces and additional modules, including fixed assets, payroll, budget and e-procurement, as applicable. Support business process review, data migration, testing and review of vendor deliverables. The Advisor shall provide technical advice, oversight and quality assurance and shall not be responsible for system development, configuration or delivery, which remains the responsibility of the FMIS vendor. | Throughout the assignment, in accordance with the approved implementation plan. |
| 3 | **FMIS Monitoring and Reporting:** Prepare technical progress reports covering FMIS rollout, implementation, issues, risks and recommendations, including technical inputs supporting **IR-4** and **PDO-2 – Number of key fiscal documents made publicly available by DoFA within the timeline specified in PEFA Indicator PI-9.1**. | Monthly; annually; and final report before completion of the assignment. |
| 4 | Capacity Building, Risk Management and Sustainability: Support FMIS training and knowledge transfer; prepare and update the FMIS Risk Management Plan; and prepare and update an FMIS Sustainability and Transition Plan. | Throughout the assignment; Risk Plan within 3 months and updated periodically; Sustainability Plan within 6 months, updated annually and finalized before completion. |

**D. QUALIFICATION AND EXPERIENCE**

The prospective consultant shall be a highly experienced practitioner with a proven record in FMIS Implementation in the public sector internationally. The position will require cross-cultural interpersonal skills to coordinate and negotiate resources across multiple stakeholders in order to achieve positive project outcomes.

**Mandatory**

1. Minimum Master's degree in public finance, financial management, accounting, information systems, business administration, economics, public administration or related field from a recognized university.
2. Functional hands-on experience with FreeBalance for at least one government FMIS project.
3. At least 7 years' experience in the area of public financial management, including experience with PFM reform processes at a senior level either with Government or large international organizations.
4. Experience in post conflict environments is desirable.

**Desirable Qualifications and Experience:**

1. Strong analytical, oral and written communication skills, report writing, and the ability to write for and present to a variety of stakeholder hierarchies;
2. A proven track record of successful management of application build, testing, implementation and quality assurance activities of large-scale ERP/IFMIS systems in developing countries is required.
3. Fluency in English.
4. Experience working in the Pacific.

**F. DURATION, LOCATION and CONDITIONS of ASSIGNMENT**

- The Consultant will report of the Assistant Secretary for Treasury.
- This is a full-time position for an initial period of Twenty Four (24) Months, based in Palikir, Pohnpei, and may be extended based on satisfactory performance and availability of funding.
- Domestic travel may be required from time to time, including overnight travel away from the home office.
- The Department of Finance and Administration will provide office space, general office supplies, and office equipment.

**ANNEX B: CONSULTANT'S REPORTING OBLIGATIONS**

The Advisor shall submit the following reports during the 24-month assignment:

1. **Monthly Progress Reports:** The FMIS Advisor shall prepare and submit a concise monthly progress report covering activities undertaken during the reporting period, progress against the approved FMIS implementation and rollout plan, progress toward relevant PFM II Results Framework indicators, particularly PDO-2 and IR-4, key achievements, emerging issues, risks, corrective actions and matters requiring clarification or decision by the Client.
2. **Annual Progress Reports:** The FMIS Advisor shall prepare and submit an annual progress report summarizing progress during each 12-month period of the assignment. The report shall highlight achievements against the approved FMIS implementation and rollout plan, progress toward relevant PFM II Results Framework targets, particularly PDO-2 – Number of key fiscal documents made publicly available by DoFA within the timeline specified in PEFA Indicator PI-9.1 and IR-4 – FMIS rolled out to sectoral Departments, emerging issues and risks, actions taken to address implementation constraints, and recommendations to support successful FMIS implementation and sustainability.
3. **Final Report:** Before the end of the 24-month assignment, the FMIS Advisor shall submit a final report documenting all major activities undertaken, achievements against the FMIS implementation and rollout plan, progress against relevant PFM II Results Framework indicators, particularly PDO-2 and IR-4, outstanding issues and risks, lessons learned, knowledge transfer and capacity-building outcomes, sustainability arrangements, and recommendations for the continued implementation and institutionalization of the FMIS.