

FEDERATED STATES OF MICRONESIA

REQUEST FOR EXPRESSIONS OF INTEREST

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	Human Resource Development and Change Management Advisor
Selection Method	Open International
Contract Type	Time Based
Reference No.	FM-DOFA-563818-CS-INDV
Credit/Grant No.	IDA-E4120
Date of Issue	September 15, 2026
Deadline for Submission	October 2, 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”) include providing full-time technical advisory support to the implementation of **Component 3 Enhanced Human Resource Capacity, Communications and Change Management** of the PFM II Project, including:

- **Subcomponent 3.1: Human Resource Capacity Development**, focusing on competency development, skills and training needs assessments, professional development and certification programmes, training partnerships, workforce development, knowledge retention, and institutional capacity strengthening; and
- **Subcomponent 3.2: Communications and Change Management**, focusing on FMIS change management, organizational readiness, stakeholder communication, citizen engagement, communication of PFM reforms, and coordination of related transparency activities.

The Human Resource Development and Change Management Advisor will support the Government of FSM in operationalizing existing human resource development, capacity development, training, change management, FMIS adoption, stakeholder communication and citizen engagement strategies and frameworks developed under the Project. 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 (**attach curriculum vitae with description of experience in similar assignments, similar conditions, etc.**).

The criteria for selecting the Consultant are:

Mandatory Requirements:

The Consultant shall possess:

1. Minimum Master's degree in Human Resource Management, Organizational Development, Public Administration, Change Management, Management, Education, or related field
2. Minimum ten (10) years of professional experience in human resource development, organizational development, institutional strengthening, workforce development, or capacity development, preferably in the public sector.
3. Minimum five (5) years of experience in change management, competency development, and capacity building/training in public financial management, public sector reform, or development projects;

Desirable :

1. Experience in developing and implementing competency frameworks, training programmes, professional development and certification programmes;
2. Experience in change management and organizational readiness for Financial Management Information Systems (FMIS) or other digital transformation initiatives;
3. Demonstrated experience working with government institutions and stakeholders in multidisciplinary and multicultural environments;
4. Experience working in Pacific island countries and/or similar remotely located Small Island Developing States (SIDS).

The attention of interested Consultants (including firms) 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 2, 2026.**

Expressions of Interest must be submitted **by email only** to the following addresses:

Attn: Osbert Atusaasiire

Project Manager PFM II

Department of Finance and Administration

Palikir, Federated States of Micronesia

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

And cc to : Arrio Abello, Project Officer, PFM II: **arrio.abello@dofa.gov.fm**

ANNEX 1: TERMS OF REFERENCE

TERMS OF REFERENCE

Position	Human Resource Development and Change Management Advisor (Individual Consultant)
Location:	Palikir, Pohnpei, Federated States of Micronesia (with travel to the four State Governments)
Duration:	Twenty-four (24) months (full-time)
Tentative Start Date:	As soon as possible

1. BACKGROUND

The Government of the Federated States of Micronesia (GoFSM), through the Department of Finance and Administration (DoFA), is implementing the World Bank-financed Strengthening Public Financial Management II Project (P181237).

The Project builds on achievements under the previous Public Financial Management Project and aims to strengthen fiscal management practices, improve transparency, expand digital financial management systems, and enhance institutional capacity across the National Government and the four State Governments.

The Project consists of four components:

- **Component 1: Improved Fiscal Management Practices and Controls**
- **Component 2: Expanded Core Financial Management Information Systems (FMIS)**
- **Component 3: Enhanced Human Resource Capacity, Communications and Change Management**
- **Component 4: Project Management**

Component 3 supports the development of the human and institutional capacity required to sustain PFM reforms, including professional development, organizational change, communication, knowledge transfer, and stakeholder engagement.

During the initial phase of implementation, the previous Human Resource Development (HRD) Advisor developed a number of strategic and institutional tools to guide Component 3 implementation, including:

- Gender-Informed Change Management Strategy;
- Transparency and Citizen Engagement Strategy;
- FMIS Strategy;
- FMIS Training Plan;
- DoFA Competency Framework;
- Capacity development frameworks; and
- Related implementation tools and progress reports.

The Project has now moved from the strategy development phase into implementation. The Human Resource Development and Change Management Advisor will therefore focus on completing

outstanding assessments, operationalizing the existing frameworks, coordinating implementation activities, and supporting measurable progress under Component 3.

The assignment requires a professional with demonstrated experience in human resource development, organizational change, institutional capacity building, training systems, and public sector reform.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to support implementation of Component 3 of the PFM II Project by translating existing strategies, frameworks, training plans, and institutional development tools into practical activities that strengthen government capacity to sustain PFM reforms.

The Advisor will support DoFA and State Government counterparts to:

- identify capacity gaps and priority development needs;
- implement professional development and certification programmes;
- support organizational change associated with FMIS and broader PFM reforms;
- establish sustainable training partnerships;
- strengthen workforce capability and knowledge retention; and
- support stakeholder communication and citizen engagement activities related to PFM reforms, and coordinate with relevant technical specialists on related transparency activities;

The Advisor will contribute directly to the achievement of the following Project Results Indicators:

IR-6: Number of individuals completing certifications in specialized technical areas and retained within GoFSM, of which at least 50 percent are women.

Priority areas include:

- US GASB Financial Reporting;
- Internal Audit;
- Procurement;
- Budget Management;
- Treasury;
- FMIS-related skills; and
- Other agreed PFM disciplines.

IR-7: Increased engagement with citizens on public finances and the role of DoFA.

IR-8: Training partnerships established for qualification programmes in specialized public financial management disciplines.

In carrying out these responsibilities, the Advisor will coordinate with the relevant technical specialists, including the Budget Adviser and Procurement Reform Adviser, on transparency and publication activities. The technical preparation, validation, clearance, and publication of fiscal and procurement information will remain the responsibility of the relevant technical specialists and responsible government offices. The Advisor's role will be to facilitate coordination, stakeholder communication and citizen engagement and to monitor and report relevant progress under Component 3

3. SCOPE OF SERVICES

The Advisor will undertake the following workstreams.

Workstream 1: Professional Capacity Development, Competency Assessment and Certification (IR-6)

The Advisor will:

- Review and refine the existing DoFA Competency Framework and related capacity development tools prepared under the Project.
- Undertake a Competency Gap Analysis and Skills Audit of key PFM personnel within DoFA and State Treasury functions to identify current capability levels against required competencies.
- Conduct a Training Needs Assessment (TNA) to identify priority technical skills gaps and inform annual professional development programmes.
- Develop competency profiles for selected priority PFM positions, including:
 - FMIS-related roles;
 - accounting functions;
 - budgeting functions;
 - treasury functions;
 - procurement functions; and
 - internal audit functions.
- Support implementation of the approved PFM Training Plan based on identified competency gaps and institutional priorities.
- Coordinate delivery of professional certification programmes in priority areas including:
 - US GASB Financial Reporting;
 - Internal Audit;
 - Procurement;
 - Budget Management;
 - Treasury;
 - FMIS-related skills; and
 - other agreed PFM disciplines.
- Support participant selection and training coordination, ensuring equitable access including participation of female staff.
- Monitor completion, retention, and application of acquired skills.
- Maintain certification and training records.
- Report progress against IR-6.

Workstream 2: Training Partnerships and Institutional Sustainability (IR-8)

The Advisor will:

- Establish and strengthen partnerships with relevant institutions including:
 - College of Micronesia–FSM (COM-FSM);
 - CTEC;
 - Office of the National Public Auditor (ONPA);
 - professional bodies;
 - universities; and
 - regional training institutions.

- Support development of qualification pathways for public financial management professionals.
- Coordinate partnership arrangements and supporting documentation where required.
- Support delivery of sustainable training programmes that can continue beyond the Project period.
- Monitor and report progress against IR-8.

Workstream 3: FMIS Change Management, Workforce Planning and Organizational Development

The Advisor will:

- Implement the approved Gender-Informed Change Management Strategy and related FMIS change management activities.
- Support organizational readiness for continued FMIS implementation and stabilization across the National Government and State Governments.
- Undertake workforce assessments for selected PFM functions to identify staffing, role, competency, and organizational requirements arising from FMIS and broader PFM reforms.
- Review existing job descriptions and responsibilities affected by FMIS implementation and recommend updates where required.
- Support DoFA and State Treasuries to align roles, responsibilities, and competency requirements with evolving PFM processes.
- Support application of the DoFA Competency Framework through:
 - recruitment processes;
 - staff development;
 - performance discussions;
 - career development; and
 - succession planning.
- Support FMIS user adoption through:
 - stakeholder engagement;
 - change champion networks;
 - communication activities; and
 - coordination with technical advisors.
- Develop knowledge retention, mentoring, and knowledge transfer approaches to reduce dependence on individual staff members and external consultants.
- Support institutionalization of capacity developed through the Project.

Workstream 4: Citizen Engagement, Stakeholder Communication and Coordination of Transparency Activities (IR-7)

The Advisor will:

- Support implementation of the Transparency and Citizen Engagement Strategy, with a primary focus on citizen engagement, stakeholder communication and coordination of related activities.
- Coordinate annual citizen engagement activities related to public financial management reforms, including consultations and engagement activities at the National and State Government levels.
- Coordinate with relevant technical specialists, including the Budget Adviser and Procurement Reform Adviser, to support the timely publication of fiscal and procurement documents and information required under the Project Results Framework.
- Support communication activities that improve stakeholder understanding of PFM reforms, public financial information, and the role of DoFA.
- Document stakeholder feedback and coordinate preparation of an annual report summarizing key stakeholder feedback, GoFSM responses, actions taken, lessons learned and recommendations, in accordance with the annual IR-7 targets.

- Facilitate coordination among relevant technical specialists and government offices to ensure that transparency, citizen engagement and communication activities are implemented in a timely and coordinated manner.
- Maintain records of citizen engagement, stakeholder communication and related transparency activities and outputs.
- Monitor and report progress against IR-7 and related annual transparency and citizen engagement targets under the Project Results Framework.

The Advisor will coordinate and facilitate citizen engagement, stakeholder communication and related transparency activities but will not be responsible for the technical preparation, validation, clearance or substantive content of fiscal or procurement information. Responsibility for the preparation and publication of such information will remain with the relevant technical specialists and responsible government offices.

Workstream 5: Component 3 Coordination, Monitoring and Reporting

The Advisor will:

- Prepare annual Component 3 implementation plans.
- Coordinate implementation of Component 3 activities.
- Maintain Component 3 activity trackers.
- Monitor progress against Project indicators and annual work plans.
- Coordinate with relevant technical specialists to ensure that cross-cutting transparency, citizen engagement and communication activities are aligned with Component 3 priorities and support achievement of the relevant Project Results Framework targets.
- Facilitate coordination between technical specialists responsible for fiscal and procurement information and the relevant communication and citizen engagement activities, as required.
- Prepare monthly and quarterly Component 3 progress reports.
- Participate in PFM II coordination meetings.
- Coordinate closely with:
 - Project Manager;
 - FMIS Advisor;
 - Budget Advisor;
 - Internal Audit Advisor;
 - Procurement specialists;
 - Finance Consultants; and
 - State Government counterparts.
- Undertake other related activities assigned by the Secretary of Finance and Administration or Project Manager.

4. REPORTING ARRANGEMENTS

The Advisor will work under the overall supervision of the Secretary of Finance and Administration through the Project Manager, PFM II.

The Advisor will work closely with:

- DoFA Management;
- Project Implementation Unit;
- National Government agencies;
- State Governments;
- PFM II consultants and relevant technical specialists, including the Budget Adviser and Procurement Reform Adviser;;
- Training institutions; and

- Development partners.

5. DELIVERABLES AND TIMELINES

Deliverable	Timing
Component 3 Implementation Work Plan	Within 30 days
Competency Gap Analysis and Skills Audit Report	Within 90 days
Training Needs Assessment Report and Updated Training Priorities	Within 120 days
Priority PFM Position Competency Profiles	Within 6 months
Training and Professional Development Programme	Annually
Workforce Assessment and Job Description Review Report	Within 9 months
Training Partnership Implementation Plan	Within 90 days
Training and Certification Progress Reports	Quarterly
FMIS Change Management Implementation Updates	Quarterly
Annual Citizen Engagement, Stakeholder Feedback and Communication Report, documenting engagement activities, stakeholder feedback, GoFSM responses and actions taken, communications activities, lessons learned and recommendations	Annually
Component 3 Progress Reports	Quarterly
Final Sustainability and Handover Report	Final month

6. PERFORMANCE MEASURES

Performance will be assessed based on:

- achievement of agreed Component 3 activities;
- quality and timeliness of deliverables;
- completion of competency assessments and training needs analysis;
- progress toward IR-6, IR-7 and IR-8 indicators;
- effectiveness of stakeholder coordination;
- successful implementation of training and capacity development activities;
- contribution to FMIS adoption and organizational change;
- effective coordination with relevant technical specialists to support the timely publication of fiscal and procurement information required under the Project Results Framework;
- successful implementation and documentation of annual citizen engagement and stakeholder communication activities;
- quality and completeness of documentation of stakeholder feedback, GoFSM responses, actions taken, lessons learned and recommendations;
- contribution to achievement of the annual IR-7 targets, including citizen engagement and related communication activities; and
- quality of reporting and documentation.

7. QUALIFICATIONS AND EXPERIENCE

The Consultant shall possess:

1. A Master's Degree in Human Resource Management, Organizational Development, Public Administration, Change Management, Education, Management, or related discipline.

2. Minimum ten (10) years of professional experience in:
 - human resource development;
 - organizational development;
 - institutional strengthening;
 - workforce development;
 - change management; or
 - capacity development.

The Consultant shall demonstrate experience in:

1. competency gap analysis and skills assessments;
2. training needs assessments;
3. competency-based HR systems;
4. workforce planning;
5. professional certification programmes;
6. institutional capacity development;
7. public sector reform programmes; and
8. donor-funded governance or PFM projects.

The Consultant should have experience working with multiple government institutions and stakeholders.

Strong facilitation, communication, analytical, and report-writing skills are required.

Fluency in English is required.

Desirable experience includes:

- FMIS or digital transformation programmes;
- World Bank or other donor-funded projects;
- Small Island Developing States;
- federal or decentralized government systems; and
- gender-responsive workforce development.
- Change management experience in similar settings

8. LOCATION AND DURATION

The assignment will be a full-time position based in Palikir, Pohnpei, Federated States of Micronesia, with travel to the four State Governments as required.

The Government will provide:

- office accommodation;
- office facilities;
- internet access; and
- access to counterpart staff.

Official travel required for Project implementation will be funded in accordance with applicable Government and Project procedures.

The initial contract duration will be twenty-four (24) months, subject to satisfactory performance, Project requirements, and availability of financing.