



**Ministry of Finance, Banking & Postal Services
Republic of the Marshall Islands**

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

**Assignment Title: Project Manager – Strengthening Public Financial Management II
(PFMII) (P510280)**

Reference No.: MH-PFM PMO-504029-CS-INDV

The Government of the Republic of Marshall Islands (RMI) has received financing from the World Bank (WB) toward the cost of the Strengthening Public Financial Management II (P510280) and intends to apply part of the proceeds for consulting services. The Project Manager will perform all daily management tasks for the successful Project implementation, including: management of the activities, human resources, planning, contracts, finance, procurement, communication, reporting, and monitoring and evaluation (M&E) tasks.

The assignment involves directing RMI PFM II project, which includes 4 components of improving PFM practices in budget execution and financial reporting, increasing modernization of PFM systems, improving PFM Capacity, transparency and citizen engagement and project Management. It involves procurement reform and e-procurement implementation and financial management reform, upgrading FMIS system, training and certification of local staff in MOFBPS, and institutional strengthening activities.

The consulting services ("the Services") include managing the Project Implementation Unit (PIU) and taking responsibility for overall implementation and delivery of both the PFM II Project components and the completion of remaining PFM I activities. The Project Manager will perform all daily management tasks and provide technical guidance, coordination, implementation, delivery, monitoring, and supervision support. The initial contract duration is twenty-four (24) months and may be extended based on "satisfactory performance" i.e. satisfactory performance as determined through a performance evaluation against agreed key performance indicators and continued project funding through the PFMII implementation period.

The detailed Terms of Reference (TOR) for the assignment is attached to this Request for Expressions of Interest and forms an integral part of this request. Interested consultants are

advised to review the TOR carefully before submitting their expressions of interest.

The (MOFBPS) 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 (CV) with description of experience in similar assignments, similar conditions, etc.).

The criteria for selecting the consultant are:

Evaluation Criteria

CVs of all applicants will be evaluated as follows: all CVs will be scrutinized against the assignment's minimum requirements. The CVs of candidates that meet the minimum requirements will then be scored according to the set scoring criteria. The three candidates with the highest scores will be invited to an interview. The candidate then identified by the interview panel as the most suitable will be invited to negotiate the contract. Referees of the selected candidate may be contacted to verify prior experience, performance, and character traits.

Minimum Requirements

- A post graduate qualification in a PFM related discipline such as economics, finance, human resources management, operations management, project management or business administration or Certified Public Accountant (CPA) or other relevant disciplines;
- Minimum 10 years of experience with 5 years in organizations such as public sector, NGOs, development partners organizations or the private sector at the management level or with management responsibilities;
- Demonstrated project implementation/management experience in drafting annual workplan and budget and an understanding of project-cycle principles, monitoring and evaluation in line with the requirements of development partners;
- Relevant practical experience in procurement and overall financial management skills of program budgets funded by development partners;
- Excellent communication skills, including good oral and written English, report writing, and the ability to write for and to a variety of stakeholder hierarchies;
- Demonstrated skills in leadership, coordination, negotiation and conflict resolution skills and the mentoring of staff;
- Demonstrated ability to work effectively within teams with diverse cultural and multi-disciplinary background;
- Good computer skills in all Microsoft platforms, MS Office and MS Project.

Desirable Qualifications

- CPA or other professional accounting qualification is desirable, but not required;
- Experience with public financial management and public sector reform projects or programs;
- Familiarity and experience with World Bank procurement, and financial management and guidelines;
- Experience working in island or remote/developing country contexts (e.g. Pacific islands states) is desirable, but not required;
- Experience of in-country level engagement with a variety of multi-level stakeholders.

The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the WB's *Procurement Regulations for IPF Borrowers* under Investment Project Financing dated **February 2025** ("the Regulations"), setting forth the WB's policy on conflict of interest. A Consultant will be selected in accordance with the Individual Consultant Selection method set out in the Procurement Regulations.

Applications should include the following documents and be submitted before **5:00 pm Majuro Time, August 15th, 2025**. The email subject line should state: "(PFM II) Project Manager Position- full name of the candidate."

- Cover Letter
- CV

The submission must be addressed to:

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CIU Program Manager

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And cc the following:

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Republic of the Marshall Islands
Ministry of Finance
Terms of Reference
Individual Consultant

Title:	Project Manager – PFM II
Location:	Ministry of Finance, Republic of the Marshall Islands
Duration:	24 months, subject to extension
Tentative Start Date:	September 2025

1. BACKGROUND

The Republic of the Marshall Islands (RMI) is a Pacific Island country facing significant inherent structural challenges to developing an economy that can sustain government functions and effective service delivery. The country is heavily reliant on external assistance and particularly vulnerable to natural disasters. The Government of RMI is currently facing a challenging socioeconomic and fiscal situation. Addressing this situation partially through strengthening public financial management, will be a priority for the RMI in the coming years.

A key priority is to enhance the underlying Financial Management Information System (FMIS) and the capacity to use it. The FMIS is the primary tool used for recording, monitoring and reporting budget execution.

The Government of RMI has partnered with the World Bank (WB) to prepare a project for the modernization of public financial management and the implementation of a new FMIS. Institutional strengthening and capacity building will be a critical project component to ensure the sustainability of the change process. The proposed project is titled as the Strengthening Public Financial Management II (PFM II). The objective of the PFMII Project is to build the capacity of the Government to improve reliability and timeliness of public financial reporting in RMI. To this end the Government of RMI is seeking to engage an experienced project manager within the Ministry of Finance (MOFBPS).

A number of development partners are engaging in the PFM space in RMI, in particular the Asian Development Bank (ADB) which is commencing a four-year PFM project to enhance the institutional capacity of MOFBPS to effectively implement PFM and State-Owned Enterprise reform.

2. Objectives

The proposed **PFM II project (P510280)** consists of the following four components:

- Component 1: Improving PFM practices in budget execution and financial reporting
- Component 2: Increasing modernization of PFM systems
- Component 3: Improving PFM Capacity, Transparency and Citizen Engagement
- Component 4: Project Management.

3. Implementation Arrangements

The PFM II Project Manager will liaise with the Secretary of Finance, Deputy Secretary for Core Financial Services, Assistant Secretaries of Finance, the Chief Accountant, and others as may be identified throughout the course of the consultancy. The Central Implementation Unit (CIU), established in DIDA, MOFBPS, will provide centralized support services to the PFM II project. The CIU is a unit within MOFBPS that provides support to implementing agencies in the preparation, implementation, and reporting of donor-financed projects. The CIU was established with the objective of strengthening financial management and coordination of projects funded by development partners, such as the World Bank and the Asian Development Bank. The CIU consists of a program manager, a procurement specialist, a finance director, a social and environmental safeguards specialist, and other support staff. The CIU will provide support to the Project Implementation Unit (PIU) in undertaking procurement activities.

2. SCOPE OF SERVICES

The Project Manager will perform all daily management tasks for project implementation, including: management of the activities, human resources, planning, contracts, finance, procurement, communication, reporting, and monitoring and evaluation (M&E).

The Project Manager will ensure project activities are consistent with the Legal Agreements, approved Procurement Plan and other approved project documents.

The Project Manager will work closely with the CIU which maintains the shared resources for the project including a Financial Management Specialist and Procurement Specialist, as well as the Reform Coordination Unit for the ADB PFM Project based in Majuro, RMI.

Under the overall coordination and supervision of the Secretary of Finance, the Project Manager will have duties and responsibilities including the following:

- Develop, revise and update project workplans and budgets, including procurement plan, for all activities related to the Project implementation and obtain the requisite approvals from the relevant stakeholders within Government of RMI and with the WB, as required;
- Prepare project progress reports, and supervise the preparation of financial management and procurement reports; ensuring all project reports, evidence documents of achieved result indicators and files are kept up to date;
- Supervise and monitor the procurement and financial management activities in accordance with the procurement and budget plans and the relevant procedures and guidelines of the Government of RMI and the WB;
 - Work with the Financial Management Specialist in the CIU to maintain up-to-date financial forecasts reports, cost to complete, and contingency/unallocated provisions;
 - Work with the Procurement Specialist in the CIU for procurement of contracts under the Project;
 - Work with other specialists within the CIU including the Safeguards Specialist to ensure all appropriate requirements are met;

- Develop the Project Implementation Manual, including operational procedures for procurement and financial management;
- Supervise the deliverables of the consultants and manage contracts, identify bottlenecks and constraints, and provide recommendations to address them;
- Monitor, receive feedback, and review performance of the consultants recruited for the project preparation and implementation;
- Ensure that all consultation and training activities are mobilized and implemented in a timely manner;
- Ensure good communication and information flows among agencies involved in the Project implementation;
- Support the Project Steering Committee and the Change Management Team – the project working group in the implementation of the project including facilitating meetings, preparing necessary updates and other documents for meetings etc.;
- Ensure good communication and coordination with other development partners and institutions, who are providing related assistance to the PFM Roadmap implementation, including the ADB, National Training Council, the Office of the Auditor-General's, the Attorney General's Office, the Public Service Commission, and various agencies and educational institutions, among others;
- Attend meetings with the WB, sector agencies or as requested;
- Assist the WB technical and implementation support missions and follow-up actions resulting from the missions;
- Other duties applicable to the proposed project as delegated by the Secretary of Finance.

Procurement Tasks

- Procurement Plan Preparation, execution and Project Procurement Strategy for Development (PPSD).
- Provide guidance to MOFBPS to review and update the procurement plan in the STEP (*Systematic Tracking of Exchanges in Procurement*) system as required.
- Work with MOFBPS to prepare the TOR for the recruitment of consultants, both individuals and firms, for technical assistance / advisors and design / supervision assignments.
- Oversee all MOFBPS procurement activities for the project, with technical support from the DIDA/CIU procurement specialist as established in the project implementation arrangements.
- Assist MOFBPS in fulfilling its contract administration and technical roles in works

contracts.

- Closely coordinate with the CIU (Procurement Specialists) to ensure that appropriately qualified technical evaluation committees (TECs) are in place in advance of the receipt of expressions of interest and/or bids, and that the individuals comprising the TECs are familiar with, and understand, the WB-compliant evaluation process to avoid any unnecessary delays in award of pre-and post-review contracts.
- Oversee the procurement process to ensure that the TEC meets as planned and evaluation processes are not delayed.
- Check that Bid Evaluation Reports are fully compliant with the Project Procurement Strategy for Development requirements, and WB Procurement Regulations.
- Monitor and oversee the management of all consultants employed on the project to ensure full adherence to contract conditions.

Financial Management Tasks

- Draft the annual workplan and budget for GoRMI approval and WB no-objection in compliance with the legal agreement timelines.
- Oversee the preparation of the interim unaudited financial reports (IFRs)
- Oversee the preparation of the draft annual financial statements for audit
- Monitor the maintenance of the asset and commitment registers
- Oversee the project's financial performance to ensure compliances with legal agreement requirements and reporting timelines.

Environmental and Social Tasks

- Ensure that all occupation health and safety (OHS) requirements are complied with at all times for PIU staff.
- Ensure compliance with the WB Environmental and Social policies, including project related documents (e.g., Environmental and Social Management Framework) and coordinate with the CIU (Environmental and Social Specialists) as necessary.

3. DURATION, LOCATION and CONDITIONS of ASSIGNMENT

The position is a full-time position to be located in Majuro, RMI. Domestic and international travel will be required from time to time.

The duration will be for 24 months with the opportunity to extend based on performance. The planned implementation period for the Project is five years, with effectiveness expected to be October 2025 and completion by October, 2030.

Government of RMI will provide office space, general office supplies and office equipment including computer, laser printer, and photocopier including administrative support.

The consultant is subject to income tax as per the applicable RMI tax law. The Project Manager is fully responsible for the cost of local transportation (to/from local housing to the MOFBPS office). Travel to the States, other Pacific Countries or local travel away from the base office shall be supported from the budget for operating costs under the project as per applicable MOFBPS policies for airfare, accommodation and per diem. Working hours would be consistent with the Government of RMI hours.

Other benefits include public service leave conditions, accommodation and travel provisions as part of the overall package.

On-Site Presence Requirements:

The Project Manager must maintain a physical presence in RMI for a minimum of 75% of the contract duration. This requirement is non-negotiable and reflects the critical importance of hands-on, in-person management for the project. The Project Manager will be required to:

1. Maintain detailed records of time spent in-country as part of regular reporting
2. Obtain written approval from the MOFBPS for any extended absence (more than one week)
3. Ensure absence periods do not coincide with critical project milestones or activities
4. Establish clear delegation arrangements for any periods of absence
5. Conduct regular site visits to project locations across all islands where activities are being implemented
6. Attend all key meetings with government officials, development partners, and contractors in person
7. Be available for emergency in-person meetings with minimal notice during critical project phases
8. Schedule international travel and personal leave to minimize disruption to project implementation
9. Actively mentor and build capacity of local staff to ensure knowledge transfer and sustainable project management capabilities within MOFBPS.

Non-compliance with these on-site presence requirements may result in contract termination. The Project Manager should be prepared to demonstrate his or her commitment to maintaining substantial physical presence in RMI throughout the duration of the contract.

4. REPORTING OBLIGATIONS

The Project Manager will report directly to the Secretary of Finance and will provide updates to the PSC during scheduled PSC meetings. The deliverables of the Project Manager will include the following but not be limited to:

Deliverables	Schedule
Biweekly status updates to the WB with progress against agreed actions	Biweekly, by the 5 th and 20 th day of each month
Monthly progress reporting to the Secretary of Finance	Monthly, by the 5th day of each month
Monthly Timesheet and reimbursable documents	Monthly, by the 5th day of each month
Monthly on-site presence documentation	Monthly, by the 5th day of each month
Half yearly and annual progress reports	As requested by the Financing Agreements
Update of the POM	As Required
Updated PPSD and Workplan	3 months after start date
Financial Forecasts, Annual Financial Statement and project's interim unaudited financial reports (IFRs)	Quarterly
Annual Work Plans, PPSD and Budget Plans	Annual
Annual performance evaluation reports for PIU staff, Consultants, etc.	Annual
Mid-term review of the PFM II project	Date to be determined by WB
PFMII Implementation Status Reports	6 monthly.

5. QUALIFICATION AND EXPERIENCE REQUIREMENTS

The prospective candidate shall be an experienced manager with a proven record in the implementation of programs or projects in the public sector. The position will require good management and cross-cultural interpersonal skills to coordinate and negotiate resources across multiple stakeholders in order to achieve positive project outcomes.

Minimum Requirements:

- A post graduate qualification in a PFM related discipline such as economics, project management, business administration, CPA or other relevant disciplines;
- Minimum 10 years of experience with 5 years in organizations such as public sector, NGOs, development partners organizations or the private sector at the management level or with management responsibilities;
- Demonstrated project implementation/management experience and an understanding of project-cycle principles, monitoring and evaluation in line with the requirements of development partners;
- Demonstrated experience on implementation of projects with significant IT components, especially with Financial Management Information Systems;

- Relevant practical experience in procurement and overall financial management skills of program budgets funded by development partners;
- Excellent communication skills, including good oral and written English, report writing, and the ability to write for and to a variety of stakeholder hierarchies;
- Demonstrated skills in leadership, coordination, negotiation and conflict resolution skills and the mentoring of staff;
- Demonstrated ability to work effectively within teams with diverse cultural and multi-disciplinary background;
- Good computer skills in all Microsoft platforms, MS Office and MS Project.

Desirable:

- CPA or other professional accounting qualification is desirable, but not required;
- Experience with public financial management and public sector reform projects or programs;
- Familiarity and experience with procurement, financial management, and operational guidelines of international development partners (e.g., World Bank, ADB, etc.).
- Experience working in island or remote/developing country contexts (e.g. Pacific islands states) is desirable, but not required;
- Experience of country level engagement with a variety of multi-level stakeholders.