Republic of Kiribati
**MINISTRY OF INTERNAL AFFAIRS**
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Bairiki, Tarawa, Kiribati

# KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)
**(P176702)**

# PROJECT OPERATIONS MANUAL

Version 5
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## Abbreviations and Acronyms

| | |
|---|---|
| CQS | Consultant Qualification Selection |
| DRM | Disaster Risk Management |
| ECD | Environment and Conservation Division (MELAD) |
| ESCP | Environmental and Social Commitment Plan |
| ESCOP | Environmental and Social Code of Practice |
| ESMF | Environmental and Social Management Framework |
| EHS | Environmental Health and Safety |
| FCA | Force Account |
| FM | Financial Management |
| FMM | Financial Management Manual |
| GDP | Gross Domestic Product |
| GIIP | Good International Industry Practice |
| GoK | Government of Kiribati |
| GRM | Grievance Redress Mechanism |
| GRS | Grievance Redress Service |
| IA | Implementing Agency |
| IC | Island Council |
| ICAS | Island Council Adaptation Subprojects |
| ICT | Information and Communications Technology |
| IDA | International Development Association |
| IFR | Interim Financial Report |
| IPF | Investment Project Financing |
| KAP | Kiribati Adaptation Program |
| KFSU | Kiribati Fiduciary Services Unit |
| KHC | Kiribati Housing Corporation |
| KIDSC | Kiribati Infrastructure Development Steering Committee |
| KOIRAP | Kiribati Outer Islands Resilience and Adaptation Project |
| LMD | Land Management Division (MELAD) |
| LTCSS | Long-term Coastal Security Strategy |
| M&E | Monitoring and Evaluation |
| MELAD | Ministry of Environment, Lands and Agriculture Development |
| MFED | Ministry of Finance and Economic Development |
| MHMS | Ministry of Health and Medical Services |
| MIA | Ministry of Internal Affairs |
| MISE | Ministry of Infrastructure and Sustainable Energy |
| MoA | Memorandum of Agreement |
| MTR | Mid-Term Review |
| MWYSSA | Ministry of Women, Youth, Sports and Social Affairs |
| NEPO | National Economic Planning Office |
| OB | Office of Te Beretitenti (Office of the President) |
| OHS | Occupational Health and Safety |
| PAD | Project Appraisal Document |
| PDO | Project Development Objective |

| | |
|---|---|
| PMU | Project Management Unit |
| POM | Project Operational Manual |
| PP | Procurement Plan |
| PPSD | Project Procurement Strategy for Development |
| RETF | Recipient Executed Trust Fund |
| RFQ | Request for Quotations |
| RWH | Rainwater Harvesting |
| SEA/SH | Sexual Exploitation & Abuse / Sexual Harassment |
| SEP | Stakeholder Engagement Plan |
| STEP | Systematic Tracking of Exchanges in Procurement |
| US$ | United States Dollar |
| WB | World Bank |
| | |

# 1. Introduction

## 1.1. Background

Kiribati's unique geography and remoteness of small islands means that there is a vast separation between islands. The remote outer islands are exposed to saltwater intrusion and coastal zone inundation, made more vulnerable through inappropriate new developments that do not consider the coastal exposure to hazards and climate change. The project shall finance resilient investments in climate adaptation and water security in the outer islands, as well as effective service delivery on outer islands, both of which remains equally critical to address key development challenge for the country.

The proposed project builds on several phases of the Kiribati Adaptation Program (KAP), which included a US$0.65 million first phase (P078290, Small RETF – closed 2006), a US$6.52 million second phase (P089326, Small RETF - closed 2011), and a US$11.56 million third phase (P112615, Small RETF – closed 2018) that supported access to fresh water supply and a grant scheme ('Resilience Fund') for community infrastructure.

## 1.2. Project Objectives

The Project Development Objectives of KOIRAP are: To (i) strengthen the capabilities of outer island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

## 1.3. Project Components

The Project has three components, namely:

**Component 1— Expansion of basic infrastructure and services on outer islands.**

Sub-component 1.1 Local government investments in water supply and drainage improvements. This sub-component will finance up to 75 basic subprojects of between US$10,000-US$30,000 each based on demonstrated needs and vulnerability of residents and the technical and financial viability of the Councils' proposals. The basic subprojects may be used for the specific purposes of : (i) improved access to reliable and potable water (for example, rainwater harvesting systems) including the use of renewable energy (for example, solar powered pumps), (ii) small-scale drainage measures, (iii) climate-resilient solutions to reduce localized flooding or inundation, for remote communities including people of all ages, abilities, and genders, and (iv) equipment to enable implementation of labor-intensive construction activities and routine and periodic maintenance of Island Council assets. The mode of construction will be based on lessons learned from KAP III, which implemented rainwater harvesting (RWH) systems using community building roofs to collect the water using a mix of contractor-built works (North Tarawa) and labor-intensive construction (Gilbert and Line Islands); and

Sub-component 1.2 Local government investments for resilient infrastructure and services. This sub-component will finance up to 10 performance-based subprojects of between US$100,000-US$120,000. The size of each subproject will be evaluated against the design and costings provided in the application submission. The performance-based subprojects may be used for medium-term investments in resilient infrastructure and services that have wider beneficiary impact and help to strengthen community resilience more broadly as compared to the basic subprojects. Specifically, the performance-based subprojects may be used for:

- Expanded coverage of basic subproject activities (priority small-scale water supply and drainage improvements)
- Raising ground levels of critical facilities (e.g., health centers, housing for government staff, primary schools)
- Risk reduction and climate adaptation of public buildings due for replacement or relocation to safer areas, incl. staff housing, health centers, schools, critical government administration buildings, to improved design and construction standards
- Construction/rehabilitation of public spaces including sanitation facilities
- Rehabilitation of grey/green drainage infrastructure (roads, bioswales, rain gardens, detention ponds for flood management) based on climate-resilient designs
- Equipment to enable implementation of labor-intensive construction activities and routine, periodic and reconstruction maintenance of Island Council assets, including solid waste collection

In addition, the sub-component will finance the recruitment of project consultants and technicians to support MIA and Island Councils with grant implementation and monitoring, e.g., fund manager, community engagement officers, technicians, and engineering technologist.

**Component 2: Strengthening risk-informed spatial planning and asset management.**

This component will strengthen the capabilities (human resources and systems) of all participating Island and Urban Councils in Kiribati for risk-informed spatial planning by preparing and implementing a carefully targeted program of technical support and knowledge transfer. It will provide technical assistance and training to all Councils and central Government staff (MIA, Ministry of Environment, Land and Agricultural Development [MELAD] and Ministry of Infrastructure and Sustainable Energy [MISE]) to:

- Prepare projects
- Identify appropriate avenues of financing (e.g., existing Island Council own-source revenues, revenue enhancement)
- Record, implement and continually evaluate and update the location of priority infrastructure and assets (including public buildings and housing) for incremental, long term adaptation measures based on the principles of the 2019 Long-term Coastal Security Strategy (LTCSS), and the delivery of sustainable basic infrastructure services.

The component may include technical assistance for:

- Studies to help inform, identify, and prioritize project-funded investments under Component 1 subprojects such as site-specific inundation and sea-level rise information and spot height surveys`
- Guidance on implementing practical adaptation measures for new investments at safer locations where these exist; or to identify practical and cost-effective site-specific risk reduction measures
- Climate and disaster risk-informed guided land development planning and preparation of by-laws to implement national development control policies (including use of hazard and risk information)
- Institutional strengthening activities for central government officers including Central Land Planning Board (MELAD), Kiribati Housing Corporation (KHC), and all

Island Local Planning Boards
- Strengthening local revenue collection and simple asset management systems, including use of risk information to develop a systematic regime of operations and maintenance to build resilience
- Training and capacity building on operations and long-term maintenance, including on planning, budgeting, and monitoring for MIA and Island Councils; and
- Capacity development in MISE to improve Outer Island water resource assessments, management of water assets, and improve functions and development of the Outer Island Water Technicians in supporting Island Council needs.

**Component 3: Project management and monitoring.**

The component will finance the establishment and operations of a Project Management Unit (PMU) within MIA to effectively manage key functions including planning, coordination, technical, and project monitoring throughout the project implementation period. More specifically, this component will enable MIA to carry out: (i) recruitment of consultants to support the overall project implementation (e.g., project manager, environmental and social risk specialist, and media and communications specialist), (ii) baseline and annual surveys, mid-term review, audit services; (iii) awareness raising and citizen engagement support (including monitoring of the Grievance Redress Mechanism); and (iv) incremental project operating costs (including travel, communications, ICT, office administration, etc.).

## 1.4. Purpose and Scope

This Project Operations Manual (POM) describes the guidelines and specific procedures for carrying out the Project. It includes, among other things: (i) the detailed description of all project activities supported under the Financing Agreement; (ii) the sequencing of activities, and a planned timetable for the activities; (iii) boundaries for scoping and a list of ineligible activities for funding; (iv) the Environmental and Social Management Framework; (v) the procurement and financial management arrangements for the Project; (vi) coordination arrangements governing the day-to-day execution of the project; and (vii) M&E data collection and reporting arrangements.

Under Schedule 2, Section I.B.2 of the Financing Agreement,

> "The Recipient shall thereafter ensure that the Project is carried out in accordance with the Project Operations Manual, and except as the Association may otherwise agree in writing, the Recipient shall not amend or waive, or permit to be amended or waived, any provision of the Project Operations Manual."

## 1.5. Project Beneficiaries

The estimated project beneficiaries are as follows:

a. Under Component 1, approximately a total of 13,035 community members and 158 employed workers will benefit from four rounds of basic subprojects that will cover 20 islands, and three rounds of competitive subprojects in eight selected islands during the five years of implementation of the project. Beneficiaries of basic subprojects will receive improved access to reliable potable water supplies, small-scale drainage measures and climate-resilient solutions to reduce localized flooding. Competitive subprojects will deliver expanded coverage of basic subprojects activities, along with

other additional measures and medium-term investments that help strengthen resilience and climate adaptation.

b. Under Component 2, direct beneficiaries include approximately 100 staff members of Island Councils who will participate in the capacity building and training activities. Under this component, MIA will support[1] Island Councils to prepare subprojects, identify appropriate avenues of financing (e.g., existing Island Council own-source revenues, revenue enhancement, or funding through Component 1 of this project), continually evaluate and update the location of priority infrastructure and assets (including public buildings and government housing) for incremental, long term risk reduction and climate change adaptation, and enhance the delivery of basic infrastructure and services.

## 1.6. Related Documents

The POM should be read in conjunction with the following documents, namely, the:

a. Financing Agreement (FA) Grant No. EO21-KI dated 28 May 2022

b. Disbursement and Financial Information Letter (DFIL) dated 26 May 2022

c. Project Appraisal Document (PAD) Report No. PAD4742 dated 22 April 2022

d. Environmental and Social Commitment Plan (ESCP) dated 23 March 2022

e. Environment and Social Management Framework (ESMF) dated 16 February 2022

f. Stakeholder Engagement Plan (SEP) in the ESMF dated __ February 2022

g. Labor Management Procedures (LMP), Annex 5 of ESMF dated 16 February 2022

h. Project Procurement Strategy for Development (PPSD), dated 07 April 2022

i. Procurement Plan, as updated on STEP

j. Island Council Adaptation Subprojects (ICAS) Manual dated 23 March 2022

k. KFSU Operational Procedures Manual (POM), dated May 2014 (or latest updated version)

l. WB Projects in Kiribati Financial Management Manual (FMM) dated April 2014[2] and

m. Other Project, MIA, and GoK manuals and operating procedures/instructions referred to elsewhere in this Manual.

## 1.7. Document Control

The PMU will maintain a document control system, including a schedule of all documents prepared or used, including this POM, reference documents, templates, TORs, Contract Documents (Contract General and Special Conditions, specifications, contract drawings, as-built drawings), cost estimates, bid evaluation reports (BERs), technical and financial reports, and other Project documents, instructions, manuals, guidelines. Documents must be uniquely referenced, dated, with preparation and issue status indicated. The PMU and other agency

[1] Training activities shall be undertaken through a series of TAs to be provided by a consultant firm engaged by MIA. It may be possible to arrange that MIA staff are likewise trained (OJT – Training of Trainers) as training is provided to the Island Councils.

[2] Ongoing revision/updating.

staff will refer to the document control system to ensure they are using the most up-to-date version of any documents. Originals or scanned copies of contracts, payment approval forms and supporting documents, must be provided to KFSU for filing.

# 2. Institutional and Implementation Arrangements

## 2.1. Preliminary

MIA will be the Implementing Agency for the project and will be responsible for all aspects of the project operations and delivery. An inter-ministerial Technical Working Group (TWG) will be established to ensure effective integration and coordination of the project across relevant agencies and make decisions as needed on operational issues. Through this TWG, the project will be informed by key stakeholders including MISE, MELAD, KHC, OB, MHMS, and MWYSSA. In keeping with Kiribati's local government legislation and procedures, the 20 Island Councils eligible for project activities under Components 1 and 2 and the three Urban Councils eligible for activities under Component 2 are subject to the oversight of MIA. MIA will be supported by a Project Management Unit (PMU) with a Project Manager and various technical specialists. The Kiribati Fiduciary Services Unit (KFSU) will provide financial management, procurement, and environmental/social management support to the project. Additionally, the project will fund several short- and long-term technical consultants through MIA, some of whom may be based in MIA, MISE and MELAD. Figure 2.1 below shows the overall institutional and implementation arrangement for the project.

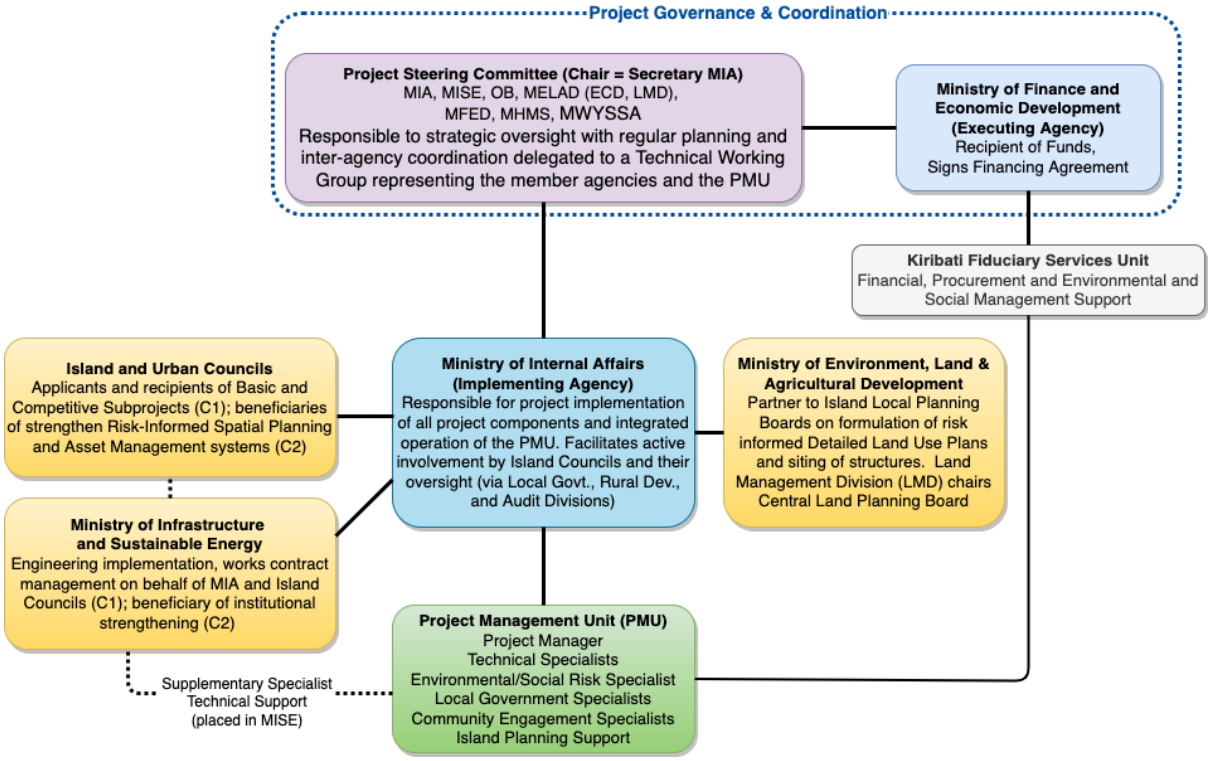


**Figure 2.1** Overall Institutional and Implementation Arrangement

## 2.2. Project Steering Committee

A Project Steering Committee (PSC) consisting of MIA, MISE, OB, MELAD (ECD, LMD), MFED, MHMS, MWYSSA will provide guidance on policy matters, strategic oversight on project implementation, and facilitate high level coordination with government agencies, institutions,

and other key stakeholders. The PSC will meet semi-annually, and part of the agenda will include latest progress on the KOIRAP and policy matters related to the project. The PSC may set separate meetings on the project if deemed necessary to review the project progress based on the semi-annual reports and to monitor achievement of key performance indicators of the project. Other policy and strategic oversight matters may also be brought to the PSC's attention. The Terms of Reference of the PSC is in Annex A-1.

## 2.3. Technical Working Group

The Technical Working Group (TWG) will provide guidance on the technical level of project implementation which may include issues on the priority ranking of Island Councils who will be supported under Component 1, preparation of Annual Work and Financial Plans including the phased rollout of the project, and issues in the conduct of capacity building activities and stakeholder consultations. The TWG will meet at least on a quarterly basis at the beginning of Project implementation, and at least semi-annually once operations are well established in the PMU, to review project implementation progress, provide advice in resolving project implementation issues, and review the Annual Work and Financial Plan prepared by the PMU. The Terms of Reference of the TWG is in Annex A-2.

## 2.4. Project Management Unit

A dedicated PMU will be established by the MIA to perform the day-to-day implementation activities including contract management, island planning support, close collaboration and coordination with KFSU on fiduciary functions (i.e., procurement, financial management, social and environmental risk management), training, citizen engagement and communications, and monitoring and evaluation. Whilst the PMU will be responsible for the overall environmental and social risk management as defined in the ESCP, KFSU Safeguards will provide oversight, technical assistance and capacity building. The PMU will be reporting to the office of the MIA Secretary or the latter's designated official if any. The PMU will be staffed mostly by national consultants but may engage external specialists, as needed. The Terms of Reference for the PMU staff are in Annexes A-3 to A-12.

The PMU will initiate the project activities and engage the support of MISE in terms of their technical expertise or knowledge on the actual implementation of civil works.

The following will be the matrix of responsibilities in project implementation based on the implementation procedures set out in Section 3.

**Table 2.1** Matrix of Responsibilities in Project Implementation

| Component/Sub-component/Activity | Lead/Overall Supervision | Support | Advisory |
|---|---|---|---|
| Component 1 | | | |
| Sub-component 1.1 | MIA-PMU | MISE – technical requirements & implementation through Force Account | TWG, MELAD |

| | | | |
|---|---|---|---|
| | | KFSU – procurement, FM and E&S risk mgt<br><br>Island Council – Focal Point, supports PMU E&S Specialist on implementation of E&S risk mgt instruments | |
| Sub-component 1.2 | MIA-PMU | MISE – technical requirements & implementation through Force Account<br><br>KFSU – procurement, FM and E&S risk mgt<br><br>Island Council – Focal Point, supports PMU E&S Specialist on implementation of E&S risk mgt instruments | TWG, MELAD |
| Component 2 | MIA-PMU | MISE – training of water technicians; water resource investigation<br><br>KFSU – procurement, FM and E&S risk mgt | TWG |

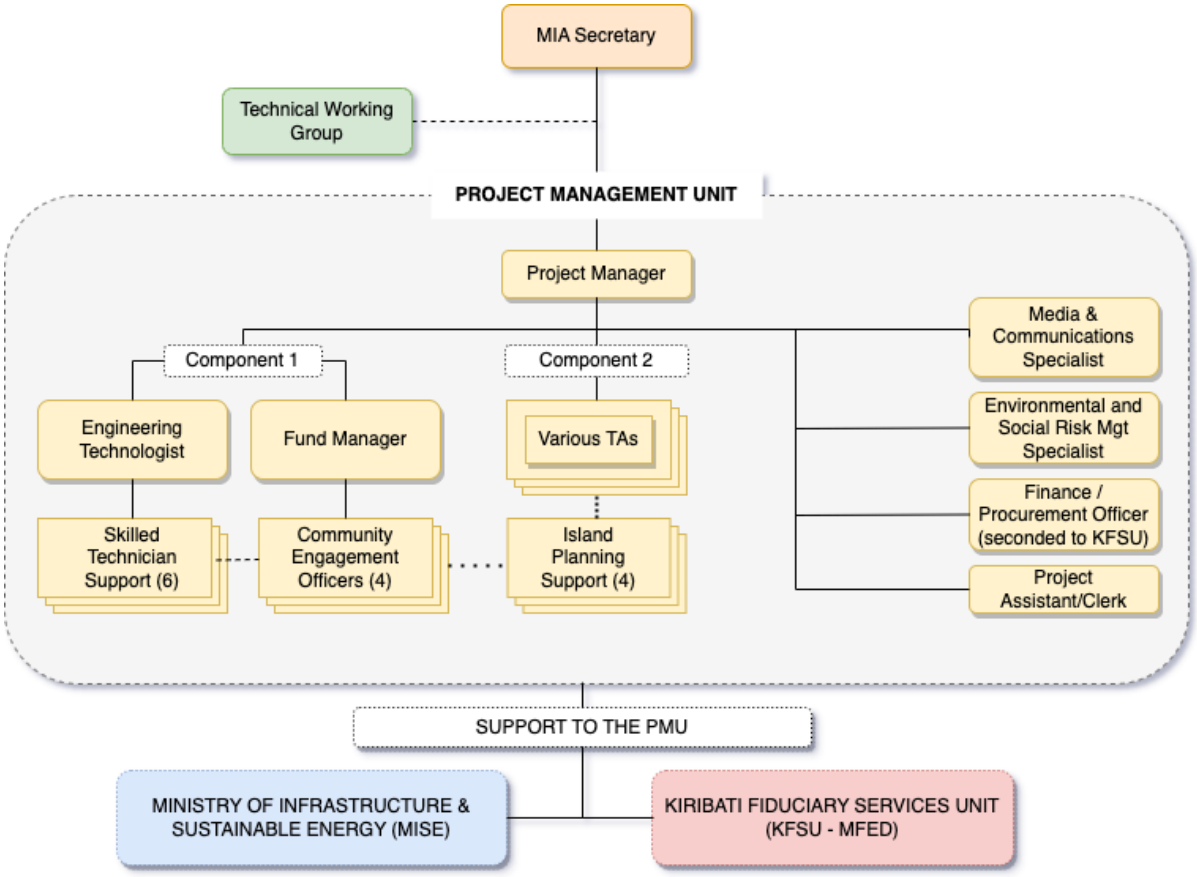


**Figure 2.2**. Project Management Unit Organizational Chart

# 3. Implementation Procedures by Component

## 3.1. Component 1: Expansion of basic infrastructure and services on outer islands

The component will be implemented by the MIA. MIA will provide centralized support for technical design, procurement, construction oversight and quality control, fiduciary, and environmental and social management, as well as operations and maintenance training. Detailed steps including the use of forms and templates are found in a separate reference document, the Island Council Adaptation Subprojects Manual (hereinafter referred to as "ICAS Manual" or "Subprojects Manual"). Some of the functions will be in collaboration[3] with other key units such as MISE, MELAD and KFSU, as described in the following sections of this POM.

Procedures for Sub-component 1.1: Local government investments in water supply and drainage improvements, are shown diagrammatically in Fig. 3.1 and tabulated below.

[3] On a day-to-day operational basis — bilaterally with these agencies; while occasionally, will look to the TWG for guidance and advice on critical technical aspects of the project.

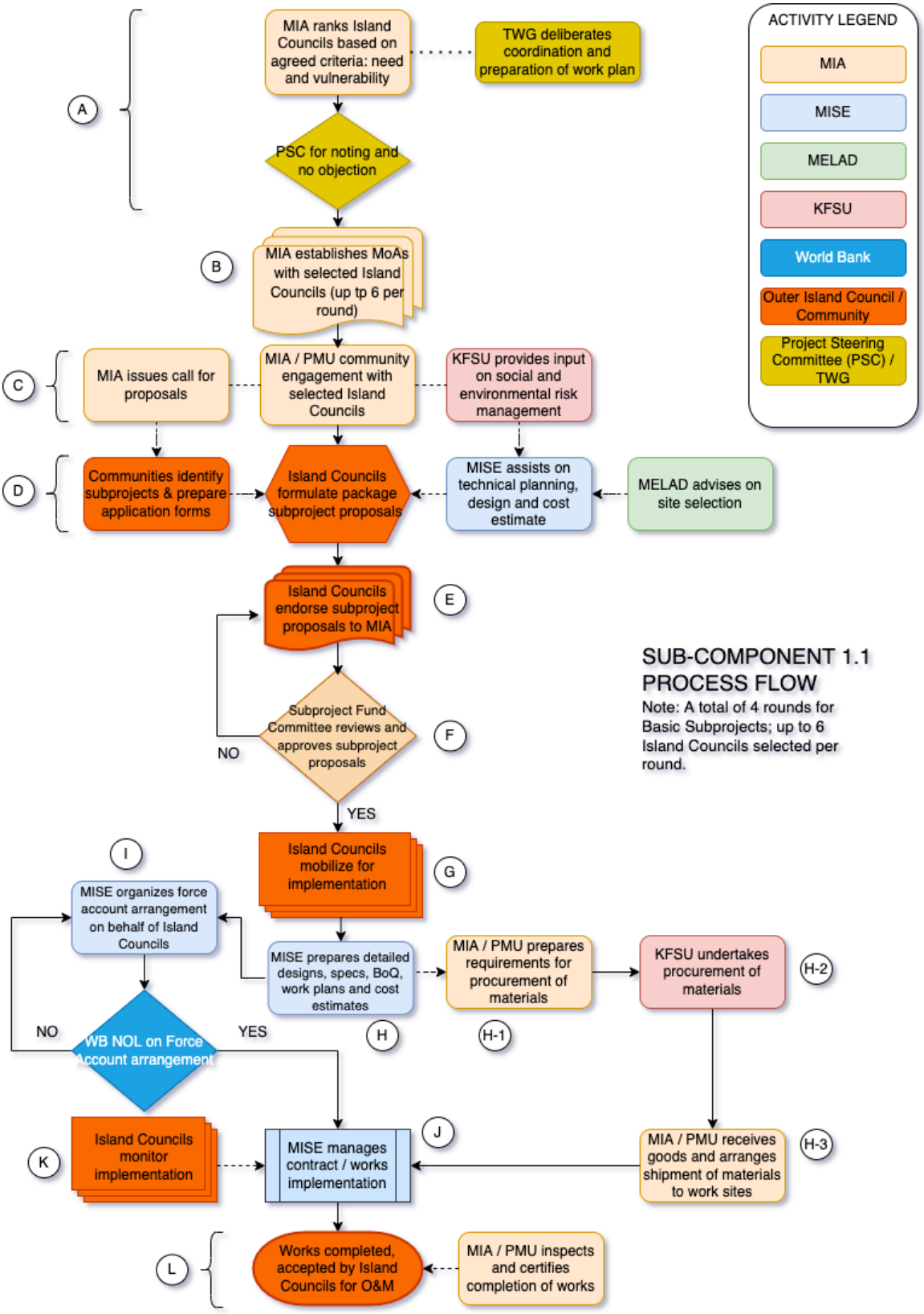


**Figure 3.1**. Implementation process for Sub-component 1.1 Local government investments in water supply and drainage.

Referring to steps A to L in Fig. 3.1, details of the implementation cycle are tabulated below. Step A establishes the ranking of all Island Councils based on the agreed criteria which are elaborated in detail in the Subprojects Manual (see Sections 31-32: Selection Criteria for Island Council Adaptation Subprojects). Steps B to L repeat on an annual basis. The Councils selected for Year 1 (six Councils) and Year 2 (four Councils) will be ranked by MIA based on existing water supply coverage (need), vulnerable groups among the island population, and have a stable or increasing population (all using 2020 Population and Housing Census data). In Years, 2, 3 and 4, facilitation support to the Island Councils will be provided by MIA staff supplemented by project-funded consultants attached to MIA and its PMU. In order to provide adequate facilitation support to applying Councils and to appropriately monitor the implementation of the funds, the number of subprojects per year would be capped as follows:

**Year 1:** Up to 6 Island Councils.

**Year 2:** Up to 10 Island Councils (the 6 Councils with basic subprojects from Year 1 would be eligible to apply for a new basic subproject if they have substantially completed their Year 1 subproject, plus 4 or more additional Island Councils could apply).

**Year 3:** Up to 16 Island Councils (the 10 Councils with basic subprojects from Year 2 would be eligible to apply for a new basic subproject if they have substantially completed their Year 2 subproject, plus 6 or more additional Island Councils could apply).

**Year 4:** Up to 20 Island Councils (the 16 Councils with basic subprojects from Year 3 would be eligible to apply for a new basic subproject if they have substantially completed their Year 3 subproject, plus 4 or more additional/remaining Island Councils could apply).

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| A | • MIA ranks Island Councils based on agreed criteria that include demonstrated needs, vulnerability, and the technical and financial viability of the ICs' proposals, described in detail in Subprojects Manual, outlined as follows:<br>1. *Needs-based measure:*<br>• Percentage of population using unprotected well as main source of drinking water (2020).<br>2. *Vulnerable population-targeted measure:*<br>• Percentage of population 0-4 years (OI average 12.4 percent, 2020)<br>• Percentage of population 65+ years (WHO: 7 percent + = 'ageing')<br>• Average household size (OI average 4.7 people/hhd, 2020).<br>• Ranking exercise is deliberated with participation of the TWG who provides advice related to coordination among agencies, and preparation of work plan / rollout<br>• Final ranking is presented to PSC for their noting and no objection. |
| B | • IC conducts Self-test Eligibility Check (ICAS Manual, Annex 1).<br>• MIA establishes Memoranda of Agreement (MoA) with selected ICs who will participate in the first round (up to 6 ICs) of implementation.<br>• MoA template can be found in Subproject Manual (ICAS Manual, Annex 4). |
| C | • MIA issues call for proposals for basic subprojects, through ICs.<br>• At about the same time call of proposals is made, MIA through PMU Community Engagement Officers commences with community engagement with support of the selected ICs.<br>• E&S Risk Mgt Specialist with support of KFSU Safeguards provides input on E&S requirements; commences training of IC Focal Points (refer to POM Section 5 for E&S Risk Mgt procedures). |
| D | • Communities identify subprojects and prepare application forms (ICAS Manual, Annex 2). |

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| | • Island Councils formulate package of subproject proposals, assisting communities with their proposals (refer to ICAS Manual, Sections 24-27, Examples of Eligible and Ineligible Activities; also see ESMF, Table 8: Exclusion List).<br>• MISE assists ICs in technical planning, design and preliminary cost estimates; advises on overall technical viability of proposed subproject (refer to Form/Technical Appraisal checklist: TBD).<br>• MELAD provides advice on site planning to ensure suitability of location and land ownership. |
| E | • Island Councils submit/endorse subproject proposals to MIA, on or before deadline. |
| F | • Subproject Fund Committee reviews and approves subproject proposals, and notifies ICs on approval. |
| G | • Island Councils mobilize for implementation. |
| H | • MISE prepares detailed design, specifications, bill of quantities, work plans and cost estimates; with advice/support from Engineering Technologist hired by MIA-PMU.<br>• MISE sends list of materials required, to MIA-PMU for centralized bulk procurement. |
| H-1 | • MIA-PMU prepares list of materials for bulk procurement.<br>• MIA-PMU seeks assistance from KFSU for the conduct of procurement of construction materials. |
| H-2 | • KFSU undertakes procurement of materials (local and international sources) on behalf of MIA (refer to POM Section 7 on Procurement). |
| H-3 | • MIA-PMU receives construction materials and arranges shipment of materials to respective work sites. |
| I | • MISE organizes Force Account arrangement on behalf of Island Councils for the implementation of the subprojects. (refer to POM Section 7.2, Figure 7.1, Table 7.1 regarding Force Account). |
| J | • MISE manages the works implementation, with assistance of Skilled Technician Support staff hired by MIA-PMU. |
| K | • Island Councils monitor the works implementation on a day-to-day basis, submit periodic reports (refer to ICAS Manual, Annex 3 Progress Report Form).<br>• IS Focal Points to undertake E&S monitoring, apply training provided by the PMU/KFSU Safeguards on E&S risk management. |
| L | • Works are completed and accepted by ICs for O&M (refer to Certificate of Completion Form – TBD).<br>• MIA-PMU inspects and certifies completion of works, arranges formal handover to IC for O&M (refer to Handover Form - TBD). |

Procedures for Sub-component 1.2: Local government investments for resilient infrastructure and services, are shown diagrammatically in Fig. 3.1 and tabulated below.

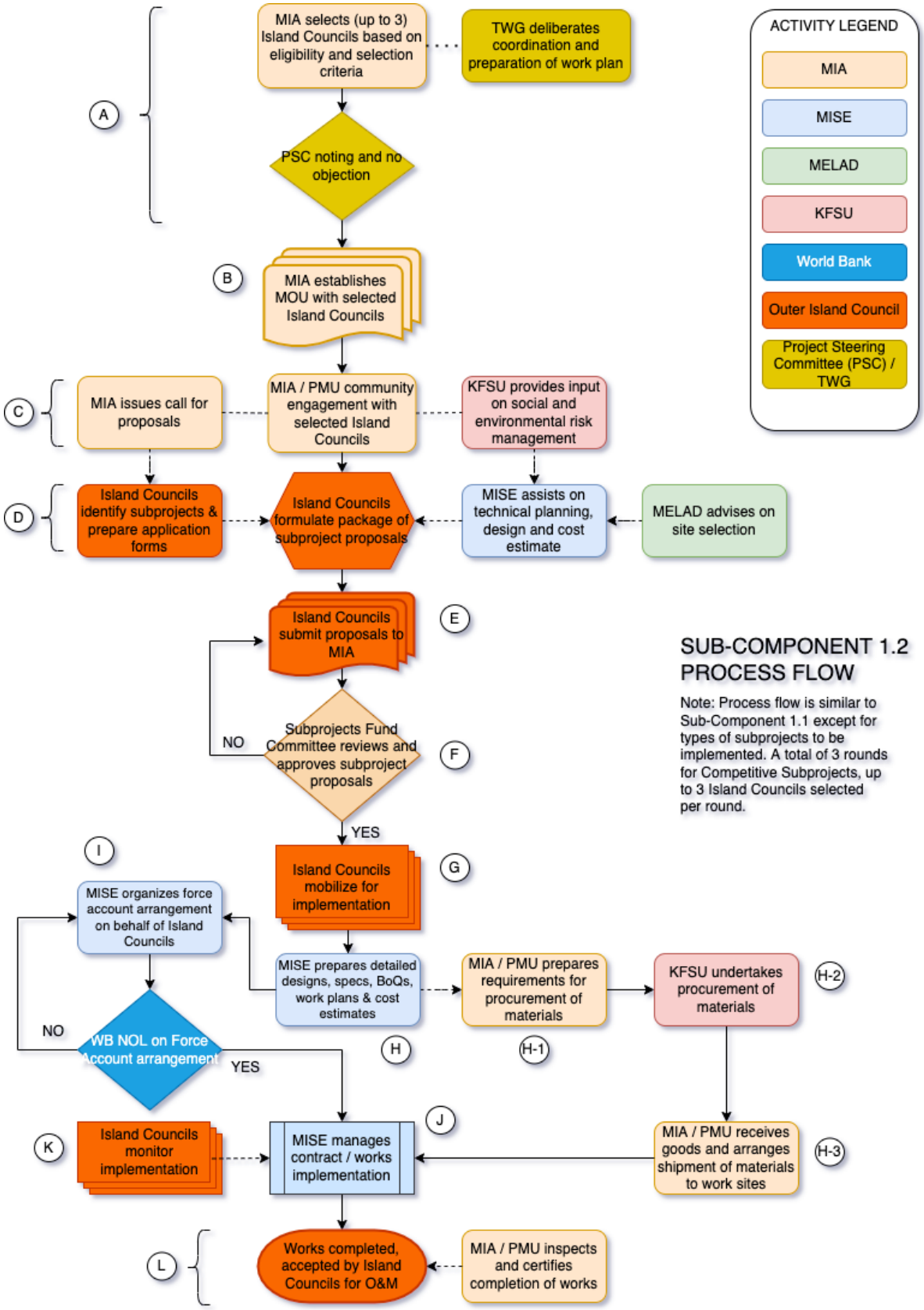


**Figure 3.1**. Implementation process for Sub-component 1.2 Local government investments for resilient infrastructure and services.

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| A | • MIA selects Island Councils (up to 3 per round) based on agreed eligibility and selection criteria governing competitive, performance-based subprojects described in detail in Subprojects Manual. All of the following criteria need to be met for an Island Council to be eligible for a competitive subproject:<br>o Outer Island Council has successfully completed activities approved under at least one Basic Subproject.<br>o Island population has increased over past 25 years (1995-2020).<br>o Council has four key staff positions filled (Island Clerk, Financial Officer, Island Planning Officer, and E&S Focal Point[4]).<br>o Council's annual financial audits are up to date, with no outstanding management issues.<br>o Climate and disaster risk-informed land development plan adopted by Island Land Planning Board, based on Island Vulnerability Assessment completed in the last five years (for example, under KAP III or LCDF).<br>• Selection exercise is deliberated with participation of the TWG who provides advice related to coordination among agencies, and preparation of work plan / rollout.<br>• Final selection is presented to PSC for their noting and no objection. |
| B | • IC conducts Self-test Eligibility Check (ICAS Manual, Annex 1).<br>• MIA establishes Memorandum of Agreement (MoA) with selected ICs who will participate in the first round (up to 3 ICs) of implementation.<br>• MoA template can be found in Subprojects Manual (ICAS Manual, Annex 4). |
| C | • MIA issues call for proposals for competitive subprojects, through ICs.<br>• At about the same time call of proposals is made, MIA through PMU Community Engagement Officers commences with community engagement with support of the selected ICs.<br>• E&S Risk Mgt Specialist with support of KFSU Safeguards provides input on E&S requirements; commences training of IC Focal Points (refer to POM Section 5 for E&S Risk Mgt procedures). |
| D | • Communities identify subprojects and prepare application forms (ICAS Manual, Annex 2).<br>• Island Councils formulate package of subproject proposals, assisting communities with their proposals (refer to ICAS Manual, Sections 24-27, Examples of Eligible and Ineligible Activities; also see ESMF, Table 8: Exclusion List).<br>• MISE assists ICs in technical planning, design and preliminary cost estimates; advises on overall technical viability of proposed subproject (refer to Form/Technical Appraisal checklist - TBD).<br>• MELAD provides advice on site planning to ensure suitability of location and land ownership. |
| E | • Island Councils submit/endorse subproject proposals to MIA, on or before deadline. |
| F | • Subproject Fund Committee reviews and approves subproject proposals, and notifies ICs on approval. |
| G | • Island Councils mobilize for implementation. |
| H | • MISE prepares detailed design, specifications, bill of quantities, work plans and cost estimates; with advice/support from Engineering Technologist hired by MIA-PMU.<br>• MISE sends list of materials required, to MIA-PMU for centralized bulk procurement. |
| H-1 | • MIA-PMU prepares list of materials for bulk procurement.<br>• MIA-PMU seeks assistance from KFSU for the conduct of procurement of construction materials. |
| H-2 | • KFSU undertakes procurement of materials (local and international sources) on behalf of MIA (refer to POM Section 7 on Procurement). |
| H-3 | • MIA-PMU receives construction materials and arranges shipment of materials to respective work sites. |

[4] E&S Focal Point may be assigned to an existing IC key staff.

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| I | • MISE organizes Force Account arrangement on behalf of Island Councils for the implementation of the subprojects (refer to POM Section 7.2, Figure 7.1, Table 7.1 regarding Force Account). |
| J | • MISE manages the works implementation, with assistance of Skilled Technician Support staff hired by MIA-PMU. |
| K | • Island Councils monitor the works implementation on a day-to-day basis, submit periodic reports (refer to ICAS Manual, Annex 3 Progress Report Form).<br>• IS Focal Points to undertake E&S monitoring, apply training provided by the PMU/KFSU Safeguards on E&S risk management. |
| L | • Works are completed and accepted by ICs for O&M (refer to Certificate of Completion Form – TBD).<br>• MIA-PMU inspects and certifies completion of works, arranges formal handover to IC for O&M (refer to Handover Form – TBD). |

## 3.2. Component 2: Strengthening risk-informed spatial planning and asset management.

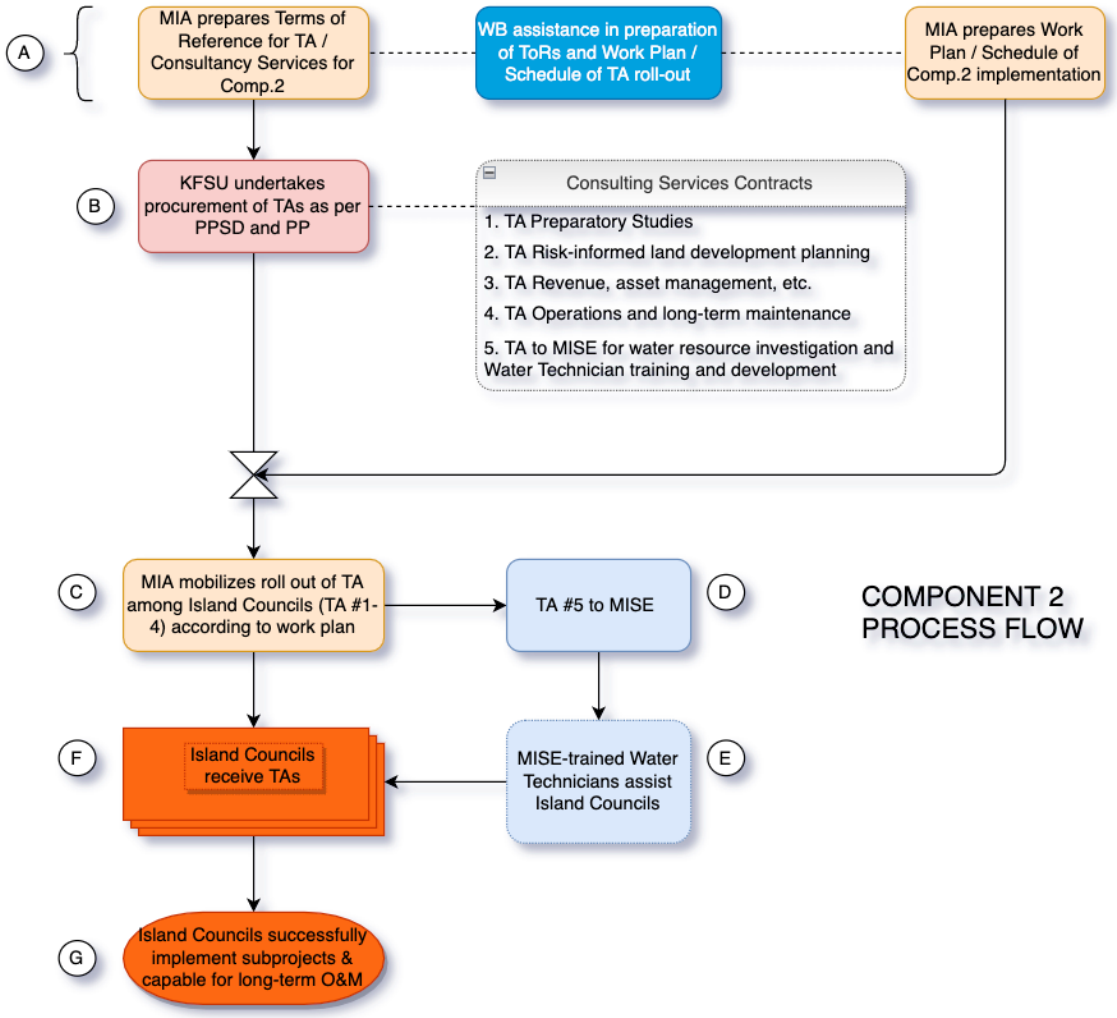


**Figure 3.2**. Implementation process for Component 2: Strengthening risk-informed spatial planning and asset management.

This component will strengthen the capabilities (human resources and systems) of all participating Island and Urban Councils in Kiribati for risk-informed spatial planning by preparing and implementing a carefully targeted program of technical assistance, knowledge transfer, and training to all Councils and central Government staff (MIA, MELAD and MISE). Full description of the component is found in the PAD Annex 2, para.11-12.

Referring to steps A to G in Fig. 3.2, details of the implementation cycle to strengthening risk-informed spatial planning and asset management are tabulated below.

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| A | • MIA, with WB assistance prepares Terms of References for Technical Assistance / Consulting Services for Comp.2 (various TA TORs – TBD). |

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| | • Simultaneously, MIA with WB assistance prepares / finalizes workplan and schedule for roll out of Comp.2 implementation.<br>Initial list included in the PP are the following TA:<br>1. TA Preparatory Studies.<br>2. TA Risk-informed land development planning.<br>3. TA Revenue, asset management, etc.<br>4. TA Operations and long-term maintenance.<br>5. TA to MISE for water resource investigation and Water Technician training and development. |
| B | • KFSU undertakes procurement of TA as per PPSD and PP, on behalf of MIA. |
| C | • MIA-PMU mobilizes roll out of TA among Island Councils (TA #1-4) according to workplan (refer to workplan Comp.2). |
| D | • MIA-PMU mobilizes TA #5 to MISE (target trainees: Water Technicians hired by MIA-PMU). |
| E | • MISE-trained Water Technicians assist Island Councils (IC selected for implementation of approved subprojects). |
| F | • Island Councils receive / benefit from TA provided by MIA-PMU and MISE; IC to apply training during implementation of their respective subprojects. |
| G | • Island Councils successfully implement subprojects (evidenced by verified subprojects completed according to plan and standards (refer to Certificate of Completion form: TBD) and are capable for long-term O&M (refer to Handover Form: TBD). |
| | |

## 3.3. Component 3: Project management and monitoring

The Project will be managed by a Project Management Unit (PMU) housed at the MIA. The PMU takes the lead in coordinating with MISE, MELAD, Kiribati Housing Corporation, along with the Office of Te Beretitenti (OB), the Ministry of Health and Medical Services (MHMS), the Ministry of Women, Youth, Sports, and Social Affairs (MWYSSA), participating Island Councils, the TWG and the PSC. The PMU will be headed by a Project Manager, which will be reporting to the Secretary MIA. The Project Manager will be supported by various technical specialists. The overall responsibilities of the PMU include:

i. To implement the Project according to its design, including any changes that may be agreed from time to time under the guidance of the Project Steering Committee and TWG, and support from KFSU.
ii. To ensure efficient, effective, and transparent execution of project operations.
iii. To represent the Project and effectively communicate its purpose, activities and concepts to stakeholders, donors, and other external agencies.
iv. Coordinate activities through the appropriate MIA units.

The PMU will also perform the following tasks:

- Prepare annual work plans, procurement plans, and budgets. An annual work plan and budget shall be prepared and furnished to the WB, by not later than 90 days after the Effective Date and September 30 of each subsequent year during implementation of the Project (or such later interval or date as the WB may agree) for WB's review and no-objection.
- PMU shall provide a copy of the approved annual work plan and budget to KFSU for monitoring of expenditure against budget and for safeguard support.

- Prepare, implement, and monitor detailed operational plans to ensure that the project meets its targets and timelines.
- Prepare and submit periodic progress reports as agreed with the respective agencies and stakeholders.
- Administer financial management according to WB regulations and guidelines.
- Administer procurement according to WB regulations and guidelines.
- Authorizes and arranges payments for work done by all consultants and contractors based on certification by technical/implementing units.
- Implement monitoring and evaluation activities.
- Ensure adherence to social and environmental risk management requirements as outlined in the ESCP, SEP, LMP and ESMF including preparation of environmental and social compliance monitoring report and the establishment of a feedback and complaints handling mechanism.
- Provide training on procurement, financial management, environmental and social risk management including citizen engagement and grievance redress mechanisms as needed.
- Coordinate with the Project stakeholders.
- Prepare and submit all progress and financial reporting.

Further functions or tasks to be carried out by the PMU are described under the relevant sections of this Manual.

## 4. Work Planning

The PMU shall prepare and maintain a detailed workplan[5] (project plan) under the various Components. The workplan shall show the start/finish timing, duration, and dependencies of each activity (typically a works, goods, or consulting services contract), including the procurement stages. The workplan may include or be linked to more detailed sub-workplans where warranted (e.g., training activities, work sites within an overall works contract, environmental/social risk management activity plans, etc.).

When the workplan is updated, the corresponding budget (see initial project budget in Annex C-1), procurement, and environmental/social risk management plans must also be updated so all interrelated details are consistent. The workplan shall also be aligned or integrated with Project Procurement Strategy for Development (PPSD), and Procurement Plans (PP) prepared by MIA-PMU as part of the project requirements.

The workplan shall cover the whole project but may be more detailed over the upcoming twelve (12) months period. The initial workplan shall be submitted to the WB for no objection within three (3) months of Effectiveness Date. The workplan shall be updated at least annually and submitted to the WB for no objection no later than September 30 of each year. However, the workplan should be reviewed and updated before any WB implementation support missions (ISMs), and at any stage where there is a material change to circumstances (e.g.,

[5] This is the Annual Work Plan and Budget required to be submitted to the World Bank as provisioned in the Financing Agreement.

contingent events, or there are significant changes in the timing or scope of activities). A copy of the initial project workplan is available through this link: _____[6].

## 5. Environmental and Social Risk Management

### 5.1. Applicable Guidelines

The World Bank's Environmental and Social Framework (ESF) applies to this project. The Environmental and Social risk is classified as 'Substantial' for the Project. Eight of the ten Environmental and Social Standards (ESSs) of the WB's Environmental and Social Framework (ESF) have been screened as relevant.

The relevant environment and social standards (ESS) are:

(i) ESS1 on Assessment and Management of Environmental and Social Risks and Impacts,
(ii) ESS2 on Labor and Working Conditions,
(iii) ESS3 on Resource Efficiency and Pollution Prevention and Management,
(iv) ESS4 on Community Health and Safety,
(v) ESS5 on Land Acquisition, Restrictions on Land use and Involuntary Resettlement,
(vi) ESS6 on Biodiversity Conservation and Sustainable Management of Living Natural Resources,
(vii) ESS8 on Cultural Heritage, and
(viii) ESS10 on Stakeholder Engagement and Information Disclosure.

### 5.2. WBG EHS Guidelines and GIIP

All activities financed through the Project are subject to the World Bank Group Environmental, Health and Safety (EHS) Guidelines including:

(i) Environmental,
(ii) Occupational Health and Safety,
(iii) Community Health and Safety, and
(iv) Construction and Decommissioning.

These guidelines are technical reference documents with general and industry-specific examples of Good International Industry Practice (GIIP). Two examples of GIIP that are relevant to the Project: Water quality standards, World Health Organization (WHO – 2011 edition) and the Australian Drinking Water Guidelines (2011 edition) will be adopted; depending on parameter concerned, whichever guideline is stricter, shall be used.

### 5.3. Environmental and Social Management Framework

An Environment and Social Management Framework (ESMF) has been prepared to identify and address the project's environment and social risks. It includes risk management considerations for project implementation during the COVID-19 pandemic (e.g., for consultations, civil works, and contingency planning for an outbreak) and a standardized Environmental and Social Code of Practice (ESCOP). ESCOPs are basic technical guidelines that inform implementers (i.e., contractors and Island Councils) about practical mitigation actions and measures to be used during activity implementation to avoid, minimize, and

[6] (Preferably on a local server for use of authorized project staff, instead of public website, since the workplan will potentially go out of date very quickly causing confusion or misinformation).

mitigate negative environmental and social impacts. The ESCOPs are designed to be embedded into the Project technical manual and relevant standard operating procedure for civil works.

For each subproject, site-specific Environment and Social Management Plans (ESMPs) will be prepared as required by the Environmental and Social risk management screening process included in the ESMF. Environmental and social screening will be conducted to determine the nature, scale and range of risks and impacts so that using the mitigation hierarchy, the development and implementation of the ESMPs should materially satisfy the ESS. Screening will also inform the prioritization, selection, design and implementation of the subprojects implemented under Component 1 (Refer to ESMF in the Document Control System).

The following Figure 5.1 presents the overall E&S risk management procedure that is streamlined into the project's mechanism and process to address environmental and social issues.

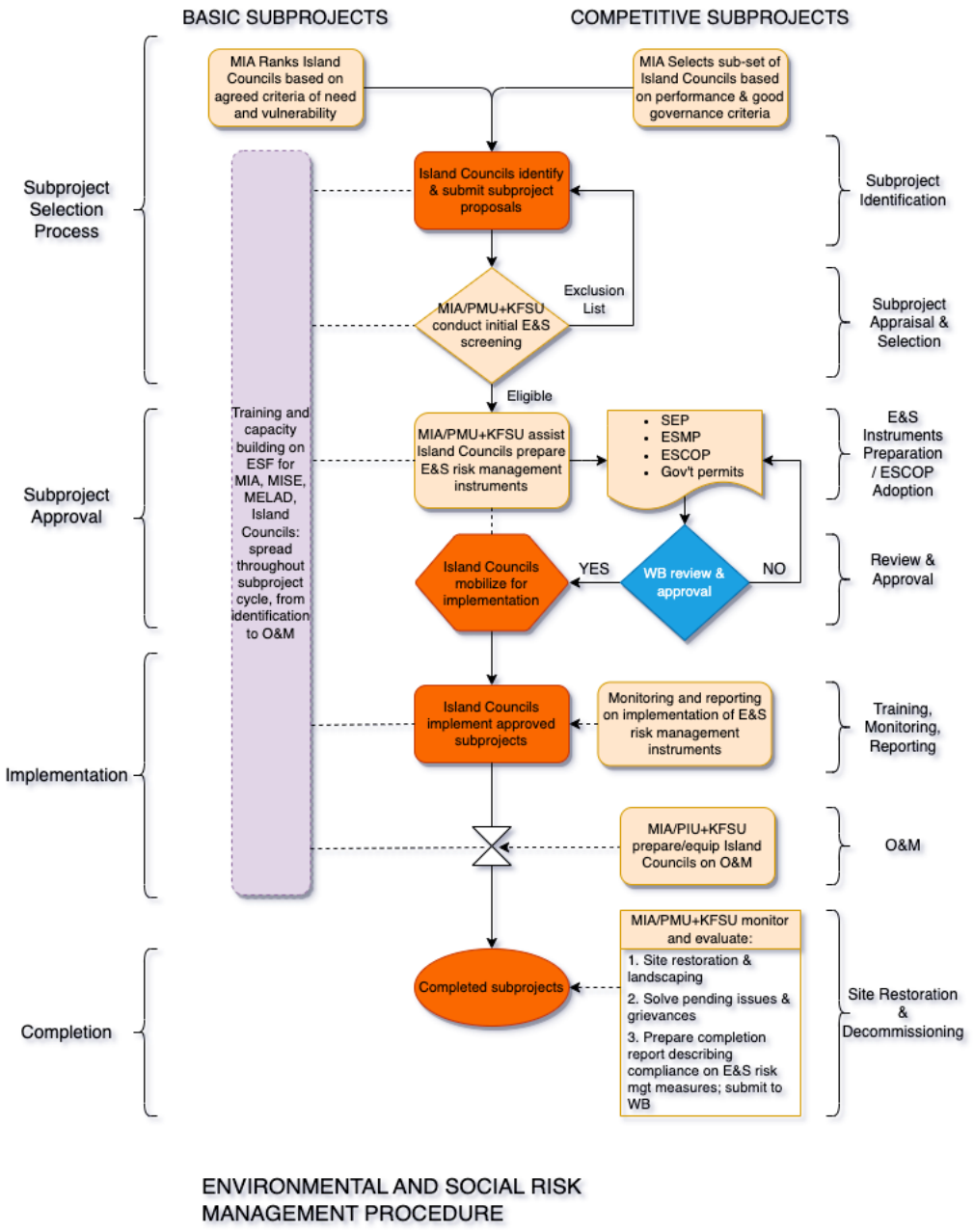


**Figure 5.1** Environmental and Social Risk Management Procedure

A summary of the tasks for implementation of the Environmental and Social Risk Management Procedure is given below in Table 5.1.

**Table 5.1**. Tasks and Responsibilities in Implementing the E&S Risk Management Procedure

| Risk Management Activities | Task Description | Form/ Document | Responsible | Supervision |
|---|---|---|---|---|
| Subprojects Identification | • Identify activities and investments that will improve access to basic services such as reliable potable water supplies, small scale water sensitive urban design solutions<br>• Select Island Councils E&S Focal Points (a readiness criteria) | • IC Self-test Eligibility Check (**ICAS Manual, Annex 1**)<br>• Application Form (**ICAS Manual, Annex 2**) | Island Councils<br>MIA (supported by PMU) | PMU Project Manager |
| Environmental and Social (ES) Risk Management Screening | • Conduct initial E&S screening to ensure that proposed activities are within boundaries of the project's eligible activities and are not listed on the E&S Exclusion List.<br>• Assess and describe any potential ES risk management issues before final selection and early in the design stage. | • ES Screening Checklist (**ESMF, Annex 1**)<br>• Exclusion List (**ESMF, Table 8**)<br>• Documentation of consultation with local communities | PMU E&S Risk Mgt Specialist<br>Supported by KFSU Safeguards<br>Active participation of Island Councils (Focal Point) | PMU Project Manager |
| E&S Risk Management Instruments Preparation / ESCOP Adoption | • Select appropriate risk management instruments that would be required to assess and manage the potential impacts.<br>• Prepare relevant documents to comply with government's permits.<br>• Undertake risk management preparation plans as required, such as consultations with local communities and/or collection of data as required under the SEP. | • SEP (localized application of the consultation plan, see below **Table 5.2**)<br>• ESMP (use template in **ESMF, Annex 2**)<br>• ESCOP (**ESMF, Annex 3** for construction)<br>• LMP (**ESMF, Annex 5**)<br>• Government permits | PMU E&S Risk Mgt Specialist<br>Supported by KFSU Safeguards<br>Island Councils (E&S Focal Point) | PMU Project Manager |
| Review and Approval | • Bank to review and approve ESMPs<br>• National contractors shall incorporate E&S impact mitigation measures described in approved ESMP into their subproject | • ESMP prepared by PMU E&S Risk Mgt Specialist<br>• ESCOP prepared by PMU E&S Risk Mgt Specialist | WB E&S Specialist<br>MIA-PMU E&S Risk Mgt Specialist | PMU Project Manager |

| Risk Management Activities | Task Description | Form/ Document | Responsible | Supervision |
|---|---|---|---|---|
| | documents and/or technical standard operating procedure for civil works<br>• Island contractors shall incorporate and adopt relevant ESCOP into their subproject documents<br>• Prior to work commences MIA-PMU will review ESMP and ESCOP and ensure mitigation measures are incorporated | | | |
| Training and capacity building | • Provide series of training and workshop to participating stakeholders: MIA, MISE, MELAD and Island Councils<br>• Training needs assessment during first year of project implementation | • Initial list of training, in **Chapter 8, Table 11, of ESMF**<br>• Final list with budget | MIA-PMU<br>KFSU<br>WB | PMU Project Manager |
| Monitoring and reporting | • Monitor and record implementation of ESMP / ESCOP<br>• Recommend modification if necessary | • Regular report on ESMP / ESCOP implementation using template in **ESMF, Annex 7** | MIA-PMU E&S Risk Mgt Specialist<br>Island Councils (E&S Focal Point) | PMU Project Manager |
| Operation and maintenance (O&M) | • Develop a picture book or manual on O&M<br>• Provide series of trainings in E&S management plan<br>• Water governance for water supply systems built under the project<br>• Water quality testing<br>• MTR environmental review | • Practical picture book or manual specific for types of infrastructure built under KOIRAP | MIA consultant to develop the manual<br>KFSU provides technical support in the development of the manual<br>Island Councils (E&S Focal Point) | PMU Project Manager |
| Site restoration and decommissioning | • Monitor and evaluate the results before closing the contract<br>• Monitor all activities regarding site restoration and landscaping in the affected areas<br>• Any pending issues and/or grievance must be solved before subproject is considered fully completed<br>• Prepare completion report describing compliance | • Completion report<br>• ESCOP (use template in **ESMF, Annex 4** for O&M) | MIA-PMU E&S Risk Mgt Specialist<br>Island Councils (E&S Focal Point) | PMU Project Manager |

| Risk Management Activities | Task Description | Form/ Document | Responsible | Supervision |
|---|---|---|---|---|
| | of E&S risk management measures and submit to WB | | | |
| Training and capacity building on ESF | • This activity is spread throughout subproject cycle, from subproject identification to O&M | • Initial Training and Capacity Building List (see **Table 5.3** below) | MIA-PMU E&S Risk Mgt Specialist, assisted by KFSU Safeguards | PMU Project Manager |

## 5.4. Risk Management Monitoring

An Environmental and Social Risk Management Specialist at the PMU shall be tasked to ensure proper implementation of the ESMF, SEP and LMP from pre-construction activities to acceptance throughout the project cycle. The designated Environmental and Social Risk Management Specialist will lead all environmental and social risk management activities in monitoring subproject activities to verify progress of works and that the works are in accordance with plans and specifications, including compliance with the World Bank's E&S risk management policies. The KFSU Safeguards will provide oversight, assistance and assurance verification services.

## 5.5. Stakeholder Engagement Plan

The Stakeholder Engagement Plan (SEP) has been developed to ensure that stakeholders are informed about the project, its risks and impacts, and the mitigation measures to address any adverse effects to stakeholders and communities. The participatory approach in engaging stakeholders is described in the SEP in Chapter 7 of the ESMF. The SEP can be accessed through the following link:

http://documents1.worldbank.org/curated/en/099715103232236864/pdf/P176702021b5ce0d0a39c0b3126952b22b.pdf

## 5.6. Consultation and Disclosure During Project Implementation

Stakeholder engagement will comprise consultations with stakeholders throughout the life of the Project to disclose information to project stakeholders and to solicit their concerns, feedback and complaints about any activities related to the Project and consultations to improve Project design and implementation. Dedicated channels for information dissemination will be established to ensure consistent communication at national and local levels throughout the Project. Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the SEP and the GM. The Project consultation and disclosure program is summarized below.

**Table 5.2**. Stakeholder Engagement Program

| Target Stakeholder | Engagement Methods | Topic of engagement | Information to disclose |
|---|---|---|---|
| **Project Preparation Stage** | | | |
| Project affected parties | South Tarawa:<br>▪ Small gatherings and focus groups<br>▪ Internet based meeting platforms<br>▪ Online newspapers | ▪ Consultations on project scope and rationale<br>▪ Project E&S principles | ▪ Environmental and Social Management Framework (ESMF)<br>▪ Stakeholder Engagement Plan (SEP) |

| | | | |
|---|---|---|---|
| | ▪ Surveys<br>▪ Mass and social media | ▪ Grievance redress mechanism (GRM) process<br>▪ Consultations on project scope and rationale<br>▪ Project E&S principles | ▪ Draft GRM<br>▪ Environmental and Social Commitment Plan<br>▪ Draft project scope and rationale. |
| | Outer Islands:<br>▪ Small gatherings and focus groups<br>▪ E-mail<br>▪ Radio | | |
| Vulnerable groups | South Tarawa:<br>▪ Small gatherings and segregated focus groups<br>▪ E-mail<br>▪ Written Communication<br>▪ Surveys<br>▪ Online Newspapers<br>▪ Mass and social media | | |
| | Outer Islands:<br>▪ Targeted and segregated focus groups<br>▪ Written communication via MIA, Island Councils, and/or local community partners<br>▪ Via local community and NGO partners working with vulnerable groups<br>▪ Radio | | |
| Project interested Parties | South Tarawa:<br>▪ Internet based meeting platforms<br>▪ Surveys<br>▪ Mass and social media | | ▪ Regular updates on project development<br>▪ Environmental and Social Management Framework (ESMF)<br>▪ Stakeholder Engagement Plan (SEP)<br>▪ Draft GRM<br>▪ Environmental and Social Commitment Plan |
| | Outer Islands:<br>▪ Small gatherings and focus groups<br>▪ Written communication via MIA and Island Councils<br>▪ Email<br>▪ Radio | | |
| **Project Implementation Stage** | | | |
| Project Affected parties | South Tarawa:<br>▪ Small gatherings<br>▪ Email<br>▪ Internet based meeting platforms<br>▪ Mass and social media<br>▪ Written material | ▪ Project scope<br>▪ How to participate (depending on component – capacity strengthening, construction employment, procurement)<br>▪ Project E&S principles<br>▪ GRM process<br>▪ Health and safety impacts<br>▪ Environmental concerns<br>▪ Satisfaction with engagement activities | ▪ Updated Project's ESF instruments<br>▪ Feedback of project consultations<br>▪ Information about the project's activities |
| Vulnerable groups | Outer Islands:<br>▪ Small gatherings in-island<br>▪ Indirect communications through Island Councils, MIA<br>▪ Via local community and NGO partners working with vulnerable groups<br>▪ Radio | | |
| Project interested Parties | South Tarawa:<br>▪ Email<br>▪ Mass and social media<br>▪ Written material<br>▪ Indirect communications through Island Councils, MIA<br>▪ Radio | ▪ Project information-scope and rationale and E&S principles<br>▪ Coordination activities<br>▪ GRM<br>▪ Health and safety impacts<br>▪ Employment opportunities<br>▪ Environmental concerns | ▪ Updated Project's ESF instruments<br>▪ Feedback of project consultations<br>▪ Information about the project's activities |
| | Outer Islands:<br>▪ Email<br>▪ Mass and social media<br>▪ Written communications<br>▪ Indirect communications through Island Councils, MIA<br>▪ Radio | | |

## 5.7. Training and Capacity Building

Successful implementation of the Project will depend among others on the effective implementation of the environmental and social risk management measures outlined in the ESCOPs and ESMPs. Training and capacity building will be necessary for the key stakeholders in order to ensure effective implementation of the ESMF, SEP and LMP.

Initial training and capacity building activities are listed below. The E&S Risk Management Specialist (PMU) will finalize the list after conducting a training needs assessment.

**Table 5.3**. Initial Training and Capacity Building

| **Training Topics / Themes** | **Trainees** | **Trainer / Resources** |
|---|---|---|
| The World Bank Environmental and Social Framework (ESF) policy – with focus on the E&S Standards that are relevant to KOIRAP | MIA-PMU (E&S Specialist)<br><br>KFSU Safeguards | WB E&S Specialists and KFSU Safeguards |
| KOIRAP ESMF Approach:<br>a) Basic principles and tools of E&S risk management for activities under KOIRAP<br>b) Identification of E&S risks and apply risk management measures, and<br>c) E&S monitoring and reporting | MIA-PMU (E&S Specialist)<br><br>KFSU Safeguards<br><br>Community Engagement Officers (MIA)<br><br>KiLGA | WB E&S Specialists and KFSU Safeguards |
| Application of LMP including: Code of Conduct, incident investigation, PPE, SEA/SH | MIA-PMU (E&S Specialist)<br><br>KFSU Safeguards<br><br>Island Councils (E&S Focal Point)<br><br>Community Engagement Officers (MIA)<br><br>AMAK<br><br>Contractors | WB E&S Specialists (initially to PMU and KFSU Safeguards);<br><br>Then PMU (E&S Specialist) will train Contractors, Community Engagement Officers, AMAK and Island Councils |
| Application of tools and methods for stakeholder engagement | Island Councils (E&S Focal Point)<br><br>Community Engagement Officers (MIA) | MIA-PMU (E&S Specialist)<br><br>Kiribati Local Government Association (KiLGA) |
| Operationalization of Grievance Redress Mechanism (GRM) | Island Councils (E&S Focal Point)<br><br>Community Engagement Officers (MIA) | MIA-PMU (E&S Specialist)<br><br>Kiribati Local Government Association (KiLGA) |

| | | |
|---|---|---|
| a) Health and safety related to construction conducted by community<br>b) Basic operation and maintenance of infrastructure built under KOIRAP<br>c) Application of picture book / manual | Island Councils (E&S Focal Point) | MIA-PMU (E&S Specialist)<br><br>Kiribati Local Government Association (KiLGA) |
| Health and safety related to handling and removal of Asbestos Containing Materials (ACM) for building renovation subprojects | Contractors | MIA-PMU (E&S Specialist) |

## 5.8. Reporting

All risk management related reports accomplished by the IC E&S Focal Points will be submitted to the PMU-E&S Risk Management Specialist and reviewed by the KFSU Safeguards. The E&S Risk Management Specialist will collect, review and finalize these to be incorporated in the project reports prepared by the M&E section, which will be provided to management, TWG/PSC, GoK oversight agencies and the WB.

In consultation with WB and KFSU Safeguards, the MIA-PIU will establish a system for preparing a safeguard monitoring report (SMR) on a semi-annual basis on safeguards performance monitoring, issues resolution, and corrective action plans in accordance with the project ESCP. The 6 monthly SMR will include a summary of the contractor's monthly reports. The MIA - PIU will submit the SMR for KFSU Safeguards and WB review.

Contractors will prepare monthly reports, which will describe the implementation of the Contractors Environmental and Social Management Plan (CESMP) including any non-compliances and corrective actions. The report will be reviewed and approved by the MIA-PIU for submission to KFSU and WB safeguards teams.

## 5.9. Incident Management, Reporting and Investigations

All environmental and social incidents and accidents whether minor or major must be reported to the MIA-PIU who will assess the extent of incidents/accidents with support of Supervising Engineer who will then alert the KFSU Safeguards and the Environmental Conservation Division of MELAD for further investigation if the incident/accident is considered to have a significant adverse effect on the environment, communities, public and workers.

Incidents refer to unplanned events that happen in a project or because of a project which have, or could have, negative environment, health and safety and / or social impacts. Examples of environmental incidents are: pollution of water sources; hazardous chemical spills; destruction of forests or habitats for animals. Examples of occupational health and safety incidents are: events such as falls from heights; vehicle/pedestrian collisions; armed robbery; etc. leading to injuries or fatalities. Examples of social incidents are: child labor; discrimination among project workers; unequal access to resources for women and marginalized groups; increased GBV or VAC in project area. An example incident reporting procedure is included in Annex D-1.

The Contractor and Supervising Engineer will prepare a report highlighting immediate measures taken or that are planned to be taken to address or prevent its recurrence. The report will be provided to the WB and the KFSU Safeguards as requested.

Minor incidents will be reflected in the six-monthly report, while major incidents will be reported to the WB and the KFSU Safeguards within 48 hours (the definition of minor and major incident is provided in the ESMF).

Complaints received will be recorded, monitored, resolved and reported in accordance with GRM.

### 5.10. Implementation Support

The KFSU Safeguards and World Bank's social and environmental risk management specialists will provide technical support and oversight throughout project implementation. Semi-annual assessments on risk management compliance from the environmental and social specialists will be conducted through the implementation support missions and field visits. PMU will receive support from the KFSU and the Bank to prepare relevant environmental and social documents and instruments, conduct due diligence processes, and monitor the timely preparation of environmental and social assessments and management instruments, which must be completed before any physical activity can commence. During project implementation the KFSU and the Bank will monitor the project's risk management performance, provide timely advice and work closely with the PMU on areas for improvement on a continuing basis. The KFSU and the Bank will also provide capacity building support to the PMU, recipient institutions and partner agencies.

## 6. Financial Management

### 6.1. Preliminary

Financial Management in all WB funded projects in Kiribati, including KOIRAP which is funded under the WB-IDA Financing Agreement (FA) Grant No. EO21-KI shall be covered by the **Financial Management Manual (FMM)**, version 1, dated April 2014 (or latest updated version as applicable). The FMM will serve as a reference point and an operational guideline, to assist those involved in FM. It may be used as a training tool for FM staff new to the Projects as well as assisting Managers in carrying out the FM aspects of their work. A Finance Officer recruited by the PMU shall be seconded to the KFSU where he/she shall be physically stationed, reporting to the KFSU Manager, and performing all the FM tasks for the project

Overall responsibility for the project rests with the Ministry of Finance and Economic Development (MFED), through the Minister, who is the country's representative and signs the FA. However, responsibility for implementing KOIRAP is delegated to MIA as the Implementing Agency (IA).

Day-to-day management rests with MIA, supported by the PMU with positions paid by the project as agreed with WB. Fiduciary matters (FM, procurement, environmental and social risks management), as well as general project management support, are handled for all WB projects by a centralized unit – the Kiribati Fiduciary Services Unit (KFSU) based at MFED.

### 6.2. Framework Documents and Procedures

Additional framework documents and procedures are as per the following:

- PAD and supporting documents
- Project Operations Manual (POM)

- Annual Work Plans, Financing Plans (and associated Budgets/Fund Flow Forecasts), Procurement Plans, which may be agreed from time to time and will supersede the Cost Table
- WB Procurement Regulations (4th edition, November 2020)
- Making Procurement Work for Fragile and Small States in the Pacific under World Bank Investment Project Financing following the Procurement Regulations for IPF Borrowers [July 2016, revised in November 2017]
- Disbursement Guidelines for Investment Project Financing (Feb 2017), together with the Loan Handbook for World Bank Borrowers (Feb 2017)
- Other Program operating guidelines, for example relating to environmental and social aspects, as per the POM and ESF
- WB operating policies and guidelines in respect of fraud and corruption, equal opportunities (including gender equality), child protection etc
- Government procedural requirements
- Agreements with IAs, and other Service Agreements

### 6.3. Project Funding and Fund Management

Refer to Section 2, page 8 of the FMM[7]. Introduces the Grant Account, WB Client Connection, Designated Account, and Disbursement Letter.

### 6.4. Planning and Budgeting

Refer to Section 3, pages 8-10 of the FMM. A copy of the project budget at startup, covering 72 months or for the period 2022-2028 is presented in Annex C-1 of this POM.

### 6.5. Disbursements from Grant Accounts

Refer to Section 4, pages 10-17. Describes procedures for drawing down the grant proceeds (further detailed in "The WB Disbursement Guidelines for Projects, May 2006"), types of disbursements, designated accounts, local currency petty cash account, e-processing of grant account disbursements, and special commitments.

### 6.6. Accounting and Recording

Refer to Section 5, pages 17-24 of the FMM. Details on books of accounts to be maintained, data entry and bookkeeping, foreign exchange management, receivables and payables, cost sharing, close-off of books, supporting documents and payment operating guidelines, record keeping and operating guidelines, payment processing (withdrawal applications), and procurement procedures.

### 6.7. Financial Reporting

Refer to Section 6, pages 25-27 of the FMM. Describes monthly reporting, interim financial reports (IFR), annual financial statements (FS) required for external audit, and reporting to government.

### 6.8. Other FM Matters

Refer to Section 7, pages 27-32 of the FMM. Describes procedures in contract financial management; use of force account; policies on sitting fees, workshops and meetings;

[7] Specific sections and pages may change when using updated latest version of the FMM, when it becomes available.

recording of fixed assets; contracting project staff and consultants; taxation; records management; and access to Client Connection.

### 6.9. FM Monitoring and Auditing

Refer to Section 8, pages 32-33 of the FMM. The main basis of financial monitoring for KOIRAP will be through the monthly financial reports and the IFRs prepared by the KFSU FM unit. External audits are required for KOIRAP on Annual FS prepared up to 31 December. The first and last external audits for the project may cover a reporting period of less or more than one year, while the intervening audits will cover a project period of one year. The audits will be carried out through the Kiribati National Audit Office (KNAO).

### 6.10. Client Connection

The WB has an online banking portal called 'Client Connection', which the MIA-PMU and KFSU can use to check the status of the Grant Account and submit Withdrawal Applications. The Client Connection website is a window to the WB loan account system. It provides real-time information on financial, procurement, and membership resources, in a central location as well as documentation on WB policies and procedures on procurement, financial management and disbursements. MIA will be given organization access to Client Connection. Specific and key members of the project management team will be given user access so that they can create Withdrawal Applications and those people listed as Authorized Signatories in the Authorized Signatories Letter will be given 'approver' access so they can approve Withdrawal Applications created by the Finance Officer electronically.

### 6.11. Implementation Support

FM implementation support missions will be conducted twice a year focusing on the adequacy of the FM system to ensure that funds are used for the intended purposes with due regard to economy and efficiency. Based on the level of FM risks at time of FM supervision, the reviews may include any or all the following: (i) review and verification of specific transactions; (ii) review of bank reconciliations; (iii) analysis of the financial statements in relation to the funds disbursed by the Bank; and (iv) physical verification of structures as to existence. Desk reviews will also be conducted on a regular basis and upon submission of the annual external audit of the project and the IFR. Issues arising from these reports will be used to review and adjust the scope of the planned FM implementation support.

## 7. Procurement

### 7.1. Preliminary

The MIA is responsible for all Project procurement activities, through the PMU (in terms of work, budget and procurement planning) and with the close support of the KFSU (in terms of actual implementation of the procurement plan). A Procurement Officer recruited by the PMU shall be seconded to the KFSU where he/she shall be physically stationed, reporting to the KFSU Manager, and performing all the tasks required for implementing project procurement. The Procurement Officer is responsible for the technical quality, accuracy, completeness and timeliness of each procurement task, including compliance with the relevant legal and administrative requirements in general and specific to the project.

### 7.2. Applicable Procurement Regulations

All procurement of goods, works, non-consulting services and consulting services under the project shall be carried out in accordance with and governed by the World Bank Procurement

Regulations for IPF Borrowers (4th edition, November 2020) and the provisions stipulated on the Financing Agreement and in the Procurement Plan. The Project will be subject to the World Bank's Anticorruption Guidelines, dated October 15, 2006, revised in January 2011, and July 1, 2016. The Project will use the Systematic Tracking of Exchanges in Procurement (STEP) to plan, record, and track procurement transactions. The general description of various items under different expenditure categories, as assessed in the Project Procurement Strategy for Development (PPSD), and to be financed by the Bank are described below.

**Works**. Civil works that are mainly small scale in nature and to be implemented at the community level are planned under Sub-component 1.1 ("basic subprojects" for water supply and drainage improvements) and 1.2 ("competitive subprojects" for resilient infrastructure and services). Learning from lessons under KAP-III, the IA shall undertake the works contracts using the Force Account arrangement. This shall be justified under prevailing conditions where local as well as international contractors are still unlikely to participate in bidding for the works, due to remoteness and dispersed location of the subproject sites. MISE shall provide skilled labor while additional casual labor may be recruited and paid for under the subprojects budget. Provisions shall also be made available for rental of plant (equipment such as construction machinery, transport vehicles, excavator/tractor loader, tipper trucks, crane trucks, etc.). Samples of quantity take-offs, unit rates, and cost estimates for similar works anticipated for KOIRAP are available from KAP-III records on file. Payments relating to Force Account works shall be for actual expenditures incurred (against payrolls, and purchase receipts). Remuneration of IA permanent staff involved in Force Account works shall not be financed under KOIRAP. Fig.7.1 below shows the process flow in implementation of Force Account for works.

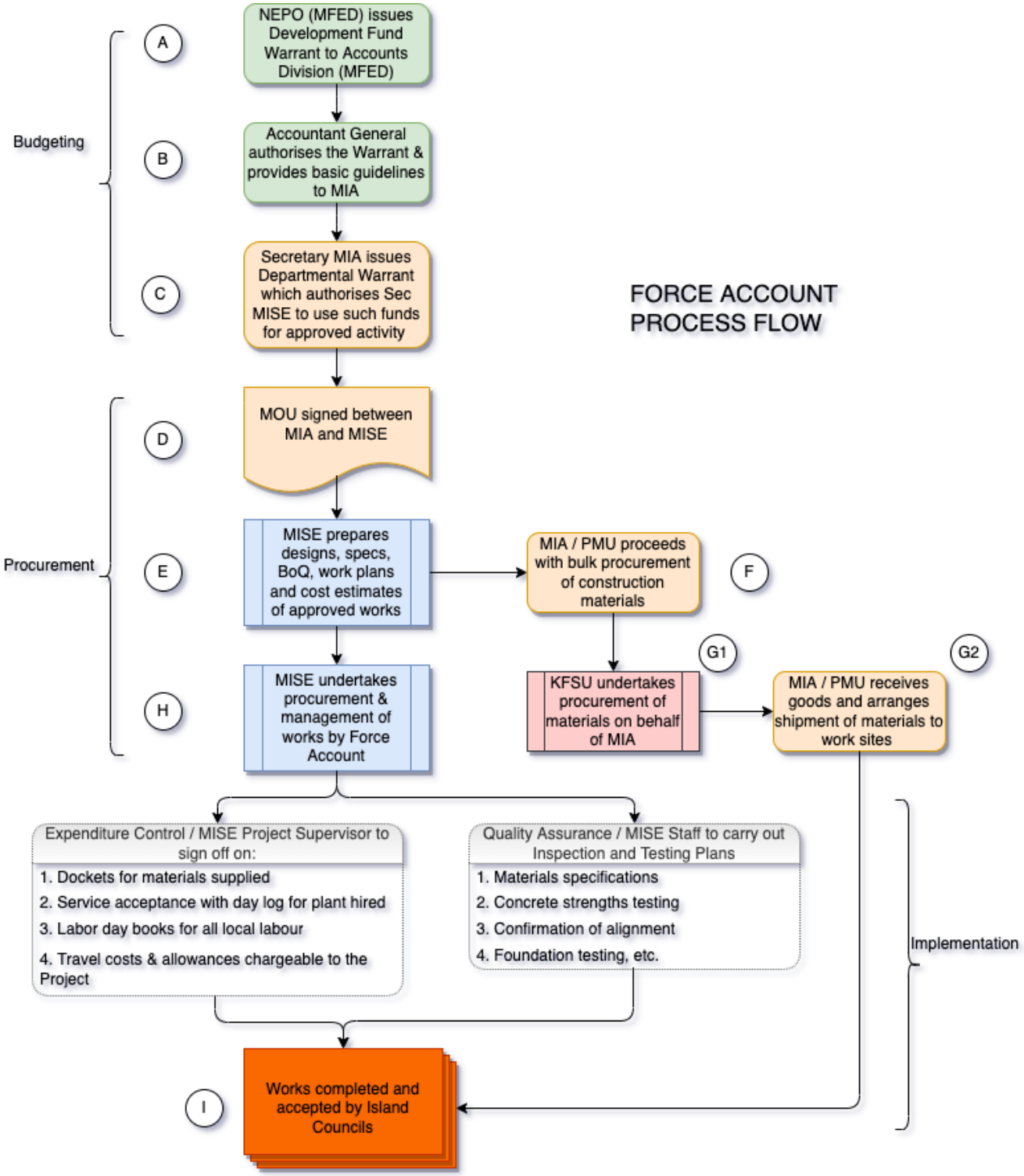


**Figure 7.1**. Process Flow for Force Account

Referring to steps A to I in Fig. 7.1, details of the procurement of works by Force Account arrangement are tabulated below in Table 7.1.

**Table 7.1** Steps in Force Account Arrangement

| Step | Procedures, Templates, Standards, and Manuals |
|---|---|
| A | National Economic Planning Office (NEPO) within MFED issues a Development Fund Warrant to Accounts Division in MFED (Template on file for updating) |
| B | Accountant General authorizes the warrant to MIA and provides guidelines for MIA to follow (Template on file for updating) |
| C | Secretary MIA authorizes Secretary MISE to use such funds for approved activity. |
| D | MIA and MISE sign an MOU describing the scope of works, tasks and outputs, and overall budget and timeframe (Template on file for updating) |
| E | MISE finalizes designs, specifications, BoQ, workplans, and cost estimates of approved works; passes on list of required materials to MIA for procurement (goods) |
| F | MIA proceeds with bulk procurement of construction materials, seeks assistance from KFSU |
| G1 | KFSU undertakes procurement of materials on behalf of MIA; uses RFQ (national and/or international depending on availability in the local market) |
| G2 | MIA-PMU receives goods and arranges shipment of materials to work sites |
| H | MISE undertakes procurement and management of works by Force Account |
| | a) expenditure control: MISE project supervisor shall sign off on<br>• Dockets for materials supplied<br>• Service acceptance with day log for plant hired<br>• Labor day books for all local labor<br>• Travel costs and allowances chargeable to the project |
| | b) quality assurance: MISE staff to carry out inspection and testing plans<br>• Materials specifications<br>• Concrete strength testing<br>• Confirmation of alignment<br>• Foundation testing, etc. |
| I | Works completed and accepted by Island Councils |

**Goods**. The IA shall use the Request for Quotation (RFQ) method for procurement of construction materials, undertaken centrally by PMU with direct assistance by KFSU. Where available, certain materials shall be procured from the local market (e.g., timber, cement, roofing, PE tanks, tools, etc.), while specialized materials (e.g., pumps and accessories, PE pipes, valves, and fittings) shall be procured from suppliers overseas. The supply of other specialized goods will require domestic firms with access to reliable partners overseas. This is expected to be the case for most office equipment, office furniture, safety equipment, and ICT facilities, which may be locally distributed but sourced by local retailers and wholesalers from the international market. Planning for procurement of goods should carefully consider the timing of delivery, as some items could take anywhere from three to four months delivery period due to importation and given the logistics and transport restrictions brought about by the pandemic. The time it takes to ship goods to the outer islands shall also be considered, due to the unreliability and scarcity of the means of transport. Table 7.2 below presents the steps in procurement of goods through RFQ.

**Table 7.2** Steps in Procurement of Goods through RFQ

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| A | Prepare the list of required items of goods (including quantities); group the same type of or similar goods into specific lots under a procurement package, particularly when multiple items of similar goods are procured concurrently. | MISE Engineer (works)<br><br>Proc. Officer (other goods) |
| B | Prepare technical specifications without using brand names, or copy-pasting from technical specifications of proprietary goods. Use performance based rather than prescriptive specifications (for example, specify a range: "displacement within a range of 1000 to 1200 cc" instead of "displacement of 1000 cc"). | Engineering Technologist (construction materials)<br><br>Procurement Officer (other goods) |
| C | Prepare the advertisement and RFQ using the samples in *Attachment 1 of Part III for Goods (Procurement Implementation Guidance / Pacific).* | Procurement Officer |
| D | Publish the advertisement on a national newspaper or website, if more than three reputable and reliable suppliers are not available to generate good competition. If available, the RFQ can be issued directly to the reputable bidders. The list of reputable and reliable suppliers may be prepared based on past experience, consultation with chambers of commerce, internet, or direct market research, as well as already available lists of "pre-selected suppliers". | Procurement Officer |
| E | Issue the RFQ to the interested bidders. Allow a minimum of 7 days for submission of quotations (a shorter period – 3 days – may be allowed for very small contracts, or in case of emergencies). If national suppliers need to source prices from international markets, allow more time for submission. | Procurement Officer |
| F | Receive quotations by the deadline and evaluate them (quotations can be received by hand, e-mail, fax, or other methods, as applicable, not requiring sealed envelopes). | Procurement Officer / Selection Committee |
| G | Prepare an evaluation report, using *Attachment 2 of Part III for Goods (Procurement Implementation Guidance / Pacific)*, making a recommendation for award of the contract. | Selection Committee |
| H | Ensure that the recommended supplier meets eligibility requirements including the Bank's Sanction Policy by checking the related website of the Bank. | Selection Committee |
| I | Obtain the necessary approval for contract award/notification from the relevant authorized approver and maintain the original signed evaluation report in the procurement files in STEP. | Procurement Officer |
| J | Issue contract (signed by the Purchaser) for the selected supplier to sign and request the signed contract to be returned to the Purchaser within 7 days. | Procurement Officer |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| K | Maintain the signed contract in STEP. Keep the process confidential until the contract has been awarded | Procurement Officer |
| L | Publish contract award information (description of contract, names of bidders, prices of quotations, name of the selected supplier, the contract price) in a national newspaper, or in an appropriate website, or on a widely used electronic portal with free access. | Procurement Officer |
| M | Receive and inspect goods and make payments as per the provisions of contract; and | PIU Project Manager / Beneficiary<br><br>Finance Officer |
| N | Keep all related documents on file (including copies of all original quotations, invoices and payments, and technical certifications) in STEP. | Procurement Officer (upload copies to STEP)<br><br>Finance Officer (keeps original copies) |

**Consulting Services**. A pool of national consultants (individuals) shall be hired in areas of financial management, procurement, environmental and social risk management, local government program planning and coordination, and administrative support. On the other hand, high level specialists for the conduct of specialized technical assistance (e.g., Engineering Technologist, Mid-Term Reviewer) would at this stage still benefit from international expertise.

The form of contract to be used will depend on whether (i) the selected individual is international or national; (ii) the payment is time-based or lump-sum; and (iii) the inputs are full-time or part-time. International individual consultants are normally paid remuneration for days worked on a 'per day' basis (time-based), whether part-time or full-time, while per diem and accommodation cover actual days spent in-country. The daily rate is negotiated based on the rate in previous or current contracts for similar assignments. Depending on the nature of the tasks, national individual consultants can be contracted under either time-based or lump-sum contracts.

Selection of individual consultants is governed by paragraphs 7.36 to 7.39 of the Regulations. Steps to be followed in recruiting individual consultants are listed in Table 7.3 as follows:

**Table 7.3**. Selection of Individual Consultants

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| A | Prepare the terms of reference, and the cost estimate based on the estimated person/days (weeks, months, whatever is applicable), assignment duration, reimbursables, etc. | Project Manager<br><br>WB task team to assist |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| B | Establish selection criteria, based on the nature of the tasks in the TOR (e.g., relevant experience in the field of the assignment, familiarity with the region etc.). | Project Manager with input from the Procurement Officer<br><br>WB task team to assist |
| C | Submit to the Bank for review, the TOR and estimated cost. | Procurement Officer |
| D | Seek expressions of interest (*samples in Attachment 13 of Part III, Procurement Implementation Guidance / Pacific*) through advertisement (REOI) or by direct invitation (LOI) to potential candidates listed in the register/archive of the PMU compiled from previous advertisements (including responses to the General Procurement Notice), and personal applications. The TOR should be attached to the REOI. Expressions of interest should include a detailed CV and references, to help the evaluation committee assess the qualifications of each candidate. The REOI/LOI/EOI can be issued/submitted electronically and/or by hand or postal delivery. If potential candidates are not readily available, an advertisement should be published in *UNDB* (if an individual with international experience is required), a national newspaper and/or in an appropriate website, and, if feasible, disseminate information to professional associations, etc | Procurement Officer |
| E | Evaluate the EOIs (using the form in *Attachment 14 of Part III, Procurement Implementation Guidance / Pacific)* based on the pre-decided selection criteria, verify qualification or performance with references, if necessary, prepare a shortlist of qualified candidates, and rank the candidates. The shortlist should comprise only individuals who meet the pre-decided minimum selection criteria. Ranking is based on experience and qualifications over and above the minimum requirements. The Client may opt to interview the first one to three ranked candidates following evaluation of the EOIs, and the interview should be based on the same selection criteria as specified in the TOR. The results of the interview should be properly documented in the evaluation report (i.e., how many candidates were interviewed, what were the results, etc). | Selection Committee |
| F | Verify if each of the shortlisted candidates meets the specific requirements in the Regulations for Eligibility [paragraphs 3.21 and 3.23 (a)], Hiring of State-owned Enterprises, Universities, Research Institutes and Government officials [paragraphs 3.23 (b), (c), and (d)], and Bank's Sanction Policies [paragraph 3.23 (d)]. | Selection Committee<br><br>Procurement Officer |
| G | If subject to the Bank's prior review, submit the evaluation report and recommendations to the Bank. | Procurement Officer |
| H | After the Bank's 'no objection' (if prior reviewed), negotiate the contract with the selected individual | Project Manager |
| I | In case the negotiations with the selected individual fail, obtain the Bank's 'no objection' before proceeding to negotiate with the next | Project Manager |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| | best qualified individual, for contracts subject to the Bank's prior review. | |
| J | If subject to prior review, submit the draft negotiated contract to the Bank for 'no objection' *(see Attachments 15 to 19 of Part III, Procurement Implementation Guidance / Pacific) for sample forms of contract* | Project Manager |
| K | Sign the Contract. | Sec. MIA<br>Consultant |
| L | Keep the process confidential until the contract is awarded. | Project Manager<br>Procurement Officer |
| M | Publish the contract award information in a national newspaper and/or on a widely used electronic portal of the agency with free access. | Procurement Officer |
| N | Inform all candidates of the outcome of the selection process. | Procurement Officer |
| O | File all records appropriately on STEP. | Procurement Officer |
| P | Supervise the consultant's performance. | Project Manager |
| Q | Ensure that payments are made in accordance with the provisions of the contract. | Project Manager |

The project will require the services of consulting firms in 6 assignments: (1) TA (Competitive Subprojects Assessment/Design + Preparatory Studies + Risk-informed Land Development Planning), (2) TA to MISE (Water Resources Investigation and Water Technician Training and Development), (3) TA (Revenue and Asset Management, etc.), (4) TA (Operations and Long-Term Maintenance), (5) Baseline and Annual Surveys, and (6) Audit Services. The first five assignments are expected to be tapping into the international market (international firms may enter into sub-consultancy association with local firms) due to the limited number of suitably qualified local firms to undertake such tasks. The first assignment shall be procured through Quality and Cost Based Selection (QCBS) method, while the rest of the consultant firms to be engaged by the project shall be procured through Consultant's Qualification Based Selection (CQS) method.

CQS is governed by Section VII - 7.11 and 7.12 of the Regulations. The steps to be followed in CQS are listed in Table 7.4 below (selection process to be completed within 90 days):

**Table 7.4.** Consultant's Qualifications Based Selection (CQS)

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| A | Establish a Selection Committee of at least three members, but not more than five members | Sec. MIA |
| B | Prepare the terms of reference (TOR), and the cost estimate based on estimated person/days (weeks, months, whatever is applicable), assignment duration, etc. | Project Manager<br><br>WB task team to assist |
| C | Establish selection criteria for preparing a longlist of qualified firms, including parameters such as specific experience relating to the assignment, experience in situations similar to the project location, availability of key expertise (not specific experts) and financial capacity. | Project Manager<br><br>WB task team to assist |
| D | Request electronically, expressions of interest *(Attachment 8 of Part III, Procurement Implementation Guidance / Pacific*) from at least 3 firms, which should include qualification information on the firm's experience and competence relevant to the assignment. Public advertisement is not mandatory. In case of expected limited interest, EOIs can be sought through advertisement in *UNDB*, a national newspaper and/or in an appropriate website, and through dissemination of information about the assignment to professional associations and sending the advertised REOI to relevant consulting firms already available in the PMU register. | Procurement Officer |
| E | Evaluate the received expressions of interest and prepare a longlist and ranking of the firms based on the pre-decided selection criteria, using the form in *Attachment 9 of Part III, Procurement Implementation Guidance / Pacific* (the longlist should comprise only those firms which have the relevant experience and fulfil all minimum requirements as per the pre-decided selection criteria; ranking is based on experience and qualifications over and above the minimum requirements). If necessary, seek via email additional information/clarifications from interested firms. | Selection Committee |
| F | Select the top-ranking firm from the longlist, with the best qualifications and references | Selection Committee |
| G | Verify if the selected firm meets the specific requirements in the Regulations for Eligibility [paragraphs 3.21 and 3.23 (a)], Hiring of State-owned Enterprises, Universities, Research Institutes and Government officials [paragraphs 3.23 (b), (c), and (d)], and Bank's Sanction Policies [paragraph 3.23 (d)]. | Selection Committee<br><br>Procurement Officer |
| H | Prepare the Request for Proposals (RFP) using the sample in *Attachment 10 of Part III, Procurement Implementation Guidance / Pacific.* | Procurement Officer |
| I | Send the RFP only to the selected highest-ranked firm and request this firm to submit technical and financial proposals for the assignment, in accordance with the terms of reference. Allow not | Procurement Officer |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| | less than two weeks for submission, depending on the type of assignment | |
| J | Evaluate the proposal (technical and financial), with reference to the TOR and the cost estimate, and prepare an evaluation report | Selection Committee<br><br>Procurement Officer |
| K | Negotiate the contract (between the Client's representative team and the selected firm) and prepare minutes of negotiations. | Procurement Officer<br><br>Consultant Firm |
| L | Prepare and sign the contract *(sample forms of contract in Attachments 11 and 12 of Part III, Procurement Implementation Guidance / Pacific.* | Project Manager<br><br>Sec. MIA<br><br>Consultant Firm |
| M | Keep the process confidential until contract signature | Procurement Officer |
| N | Publish contract award information (name of the selected firm, description of services, and contract amount) in a national newspaper or in an appropriate website or on a widely used electronic portal of the agency with free access; and | Procurement Officer |
| O | Keep all documents on file in STEP. | Procurement Officer |
| P | Supervise the consultant's performance | Project Manager |
| Q | Ensure that payments are made in accordance with the provisions of the contract | Project Manager |

QCBS is governed by paragraphs Section VII - 7.3 and Annex XII - 7.2 of the Regulations. The steps to be followed in QCBS are listed in Table 7.5 below (selection process to be completed within __ days):

**Table 7.5 Quality and Cost Based Selection**

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| **Preparation of Shortlist** | | |
| A | Terms of reference: prepare the complete TOR for the assignment. The TOR shall define clearly the objectives, goals, and scope of the assignment, provide background information to facilitate preparation of Proposals, and be compatible with the budget; | Project Manager<br><br>WB task team to assist |
| B | Request for Expressions of Interest: prepare the Request for Expressions of Interests (REoI) in accordance with the template provided on the Bank's external website, according to Paragraph 5.25 (Standard Procurement Documents). The REoI includes the complete TOR; | Procurement Officer |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| C | Publication of the REoI: after the complete TOR have been prepared and are ready for distribution, make the TOR available to interested firms by publishing the REoI according to Paragraphs 5.22 to 5.24 (Publication of Procurement Opportunities); | Procurement Officer |
| D | Clarifications and addenda to the REoI: shall be In Writing; | Procurement Officer |
| E | Submission of Expressions of Interests: give firms sufficient time to respond to the REoI, normally no less than 10 Business Days. Late submission of an expression of interest (EoI) is not a cause for its rejection unless the Borrower has already prepared a Shortlist of qualified firms based on EoIs received; and | Consultant Firms |
| F | Shortlisting: assess the expressions of interest to determine the Shortlist. The criteria to be used for short listing may normally include: core business and years in business, relevant experience, technical and managerial capability of the firm. Key personnel are not evaluated at this stage. The final Shortlist is communicated to all firms that expressed interest, as well as any other firm or entity that requests this information. The invitation to Shortlisted firms to submit Proposals includes the names of all Shortlisted firms. Once the Bank has issued its no-objection to the Shortlist, the Borrower does not modify it without the Bank's no-objection. | Selection Committee<br><br>Procurement Officer |
| **Procedure for QCBS** | | |
| A | Request for Proposals Document: prepare the request for proposals document using the Bank's applicable Standard Request for Proposals document. | Project Manager<br><br>Procurement Officer |
| B | Letter of invitation to submit Proposals: the Borrower's shall issue the letter of invitation to submit Proposals along with the request for proposals document to all the Shortlisted firms. | Procurement Officer |
| C | Proposal preparation period: the Borrower shall allow sufficient time for the firms to prepare their Proposals depending on the nature and complexity of the assignment. | Shortlisted Consultant Firms |
| D | Clarifications and addenda: shall meet the requirements of Paragraphs 5.31 and 5.32 (Clarification of Procurement Documents). | Project Manager<br><br>Procurement Officer |
| E | Proposal Submission:<br>i. the technical and financial Proposals shall be submitted at the same time in two (2) separate and sealed envelopes<br>ii. shall meet the requirements of Paragraphs 5.36 and 5.37 (Bid/Proposal Preparation Period and Submission). | Shortlisted Consultant Firms |
| F | Technical Proposal Opening:<br>i. the Borrower shall conduct the opening of only the technical Proposals received by the deadline for the submission of Proposals.<br>ii. shall meet the requirements of Paragraphs 5.40 to 5.48 (Bid/Proposal Opening) as applicable. | Selection Committee |

| Step | Procedures, Templates, Standards, and Manuals | Responsible |
|---|---|---|
| G | Evaluation of Technical Proposals: the evaluation of the technical Proposals shall be in accordance with the evaluation criteria specified in the request for proposals document. | Selection Committee |
| H | Communications of results:<br>i. once the evaluation of technical Proposals is complete, the Borrower shall inform all firms that submitted Proposal of their score and whether they met the minimum qualifying technical score specified in the request for proposals document. The Borrower shall simultaneously notify the firms that have met the technical Proposal requirements of when the financial Proposal shall be opened. | Procurement Officer |
| I | Financial Proposals Opening:<br>i. the Borrower shall conduct the opening of the financial Proposals in accordance with Paragraphs 5.40 to 5.48 (Bid/Proposal Opening), as applicable. | Selection Committee |
| J | Evaluation of Financial Proposals: shall meet the requirements indicated in the request for proposals document | Selection Committee |
| K | Combined Quality and Cost Evaluation: shall meet the requirements set out in the request for proposals document | Selection Committee |
| L | Negotiations: Negotiations shall include discussions of the TOR, the methodology, Borrower's inputs, and special conditions of the contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract. | Selection Committee<br><br>Selected Consultant Firm |
| M | Notification of Intention to Award and Standstill Period: as per Paragraphs 5.75 to 5.77 (Notification of Intention to Award), and Paragraphs 5.78 to 5.80 (Standstill Period). | Project Manager<br><br>Procurement Officer |
| N | Award of Contract and publication of contract award: shall meet the requirements of Paragraphs 5.88 to 5.92 (Conclusion of Standstill Period and Contract Award), and Paragraphs 5.93 to 5.95 (Contract Award Notice); and | Selection Committee<br><br>Sec. MIA<br><br>Procurement Officer |
| O | Debriefing: as per Paragraphs 5.81 to 5.87 (Debriefing by the Borrower). | Procurement Officer |

## 7.3. Procurement Plan and PPSD

Works, goods and consulting services eligible for financing shall be procured in accordance with the Procurement Plan, which defines the applicable procurement methods, estimated costs, prior review requirements, and time frame. A Procurement Plan has been prepared by MIA for the first 18 months of the project, approved by the WB, and published through the STEP system. The Procurement Plan will be updated annually, or as may be required, to reflect project implementation needs and improvements in institutional capacity and procurement risk. The updated PP and PPSD (if revised) will be subject to the Bank's prior review and no objection. The PPSD includes detailed assessments of the markets for goods,

works, and services required for project implementation, procurement approaches, and procurement risks analysis along with corresponding proposed risk mitigation measures.

The applicable method of procurement for each specific contract and the Bank's review requirements (prior or post review) will depend on the nature, value, and risk of each contract and are specified in the Procurement Plan (PP) approved by the Bank.

## 7.4. Procurement Activities, Approving Authority, and Processing Timelines

The PMU will prepare the Technical Specifications, Drawings, Terms of Reference and Bidding Documents with close support from MISE and KFSU, depending on the Project activity. The Procurement Committee (see composition and sample TOR, Section 8 of the PPSD) shall review the annual procurement plan, ensure that proposed procurement activities are executed according to the procurement plan, review the procurement strategy as required, and recommend procurement activities for approval by the Secretary MIA serving as Project Director. A Selection Committee shall also be appointed by the Secretary MIA, to assist in the evaluation process and in recommending award of contract during each procurement activity. Processing timelines shall be as indicated on STEP (procurement "road map") for each activity, as prepared with due consideration for market conditions in the country and other challenges including transport and logistics as described in the PPSD.

## 7.5. Thresholds for Procurement

The thresholds for procurement approaches and methods are given in Table 7.5. The World Bank prior review thresholds are given in Table 7.6 in which a risk rating of 'Substantial' will apply for this Project.

**Table 7.5**. Thresholds for procurement approaches and methods (amounts in US$ million)

| **Works** | | | **Goods, IT, and Non-Consulting Services** | | | **National Consultants** | |
|---|---|---|---|---|---|---|---|
| Open International ≥ 5.0 | Open National < 5.0 | RfQ ≤ 1.0 | Open International ≥ 1.0 | Open National < 1.0 | RfQ ≤ 0.5 | Consulting Services < N/A | Engineering & Construction Supervision N/A |

Currently, the project procurement risk is rated as "Substantial". However, depending on the implementation and review by the Bank during supervision missions, the risk assessment may be updated. Hence presently the Prior review thresholds in Table 7.5 are those under the "substantial risk" column.

**Table 7.6**. Mandatory Pacific Procurement Prior Review Thresholds (US$ million)

| **Type of Procurement** | **High Risk** | **Substantial Risk** | **Moderate Risk** | **Low Risk** |
|---|---|---|---|---|
| Works | 1.0 | 2.0 | 3.0 | 5.0 |
| Goods, IT, Non-Consulting Services | 0.5 | 0.5 | 1.0 | 2.0 |
| Consulting Services (Firms) | 0.5 | 0.5 | 1.0 | 2.0 |

| | | | | |
|---|---|---|---|---|
| Consulting Services (Individuals) | 0.2 | 0.3 | 0.4 | 0.5 |

## 7.6. Processing Timelines

The following are the estimated processing timelines in the procurement of Goods, Civil Works, and Consulting Services, based on WB and government procurement regulations.

**Table 7.7**. Procurement Processing Times

| **Goods/Civil Works** | **Estimated No. of Days** |
|---|---|
| Submission of Procurement Plan thru STEP | Initiate (Bank's review and no objection) |
| Submission of technical specifications or TORs and bidding documents | 7 (Bank's review for NO) |
| Pre-procurement conference | 1 |
| Advertisement of invitation to bid | 15 |
| Pre-qualification of bidders | Not required (if WB Standard Procurement Documents are used) |
| Issue bidding documents and bidding period[8] | 30 (NCB); 42 (ICB) |
| Pre-bid conference | 1 |
| Bid opening | 1 |
| Evaluation of bids | 7–14 |
| Post-qualification | 12 but not exceed 45<br>+7 for Bank's review (only applicable if WB No objection is required) |
| Award of contract | 10 |
| Perfection and signing of contract | 10 |
| Issuance of notice to proceed | 7 |

## 7.7. Contracted PMU Support Staff

Individuals may be contracted to support MIA in carrying out its project management functions (described further in the PPSD). Such support personnel may be selected according to GoK personnel hiring procedures. (However, all other Consultant recruitment is subject to the WB Procurement Regulations). These project implementation support staff are not deemed Consultants as defined in the Bank's Procurement Regulations, and their selection and contracts are not governed by the consultant selection procedures under the WB's Procurement Regulations, but by the GoK's own rules. Such personnel should not be included in the Procurement Plan in STEP but identified in the project implementation/staffing plan. They are eligible expenses under the project under the IOC category.

[8] For ICB procurement, based on WB regulations, advertising should be 15 days and bid preparation should be a minimum of 42 days. For NCB, based on WB regulations, advertising should be 15 days and bid preparation should be min. of 30 days.

### 7.8. Procurement Implementation Support

The following activities will be carried out by World Bank procurement staff: (i) training as needed (i.e., application of the Procurement Regulations, use of STEP, etc.) for staff of the PMU prior to grant financing effectiveness and during project implementation; (ii) review of procurement documents prepared by the MIA; and (iii) monitoring of progress against the Procurement Plan. In addition to the prior review of procurement transactions, the World Bank's procurement specialist will join implementation support missions to assess the progress of the procurement activities under the project. Procurement post reviews will be conducted during these missions. The post review sample size will be at least 20% of the contracts that were not subject to the Bank's prior review. Additional support will include clarification and advice on procurement related matters as requested by the Borrower.

## 8. Grievance Redress Mechanism

### 8.1. Project Level – Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) is the Project's system or arrangement where affected parties, community members, and other interest groups may raise feedbacks, concerns or grievances regarding the implementation of the Project in general, and the subprojects in particular.

The project's GRM will address stakeholders' concerns and complaints promptly, using a transparent process that is responsive, culturally appropriate, and readily accessible to all segments of the affected communities at no cost and without retribution. In the project briefings/stakeholder consultations prior to start of construction, the PMU E&S Risk Management Specialist with support from the KFSU E&S Specialist will explain the project to the stakeholders, its impact and mitigating measures as well as describe the GRM. Information material about the GRM will be provided to stakeholders and will be designed with the support of the communications specialist (see ESMF Chapter 7 Stakeholders Engagement and Consultation, Section 7.3 Grievance Procedures). A separate GRM for the workers is established to address their complaints and is described in the Labor Management Procedures (see ESMF Annex 5 LMP, Section 7 Workers Grievance Management).

Grievances may be submitted through means or methods preferred and accessible by the complainant, such as verbally or through writing a note, an email, or via a drop box, and including through photos or video clips if needed. Drop boxes for complaints should be in easily accessible places and without the possibility of identifying person(s) who put in the complaint. The process will ensure privacy and confidentiality of the complainant.

The process for filing and handling of grievances is outlined in Figure 8.1 and Table 8.1 below.

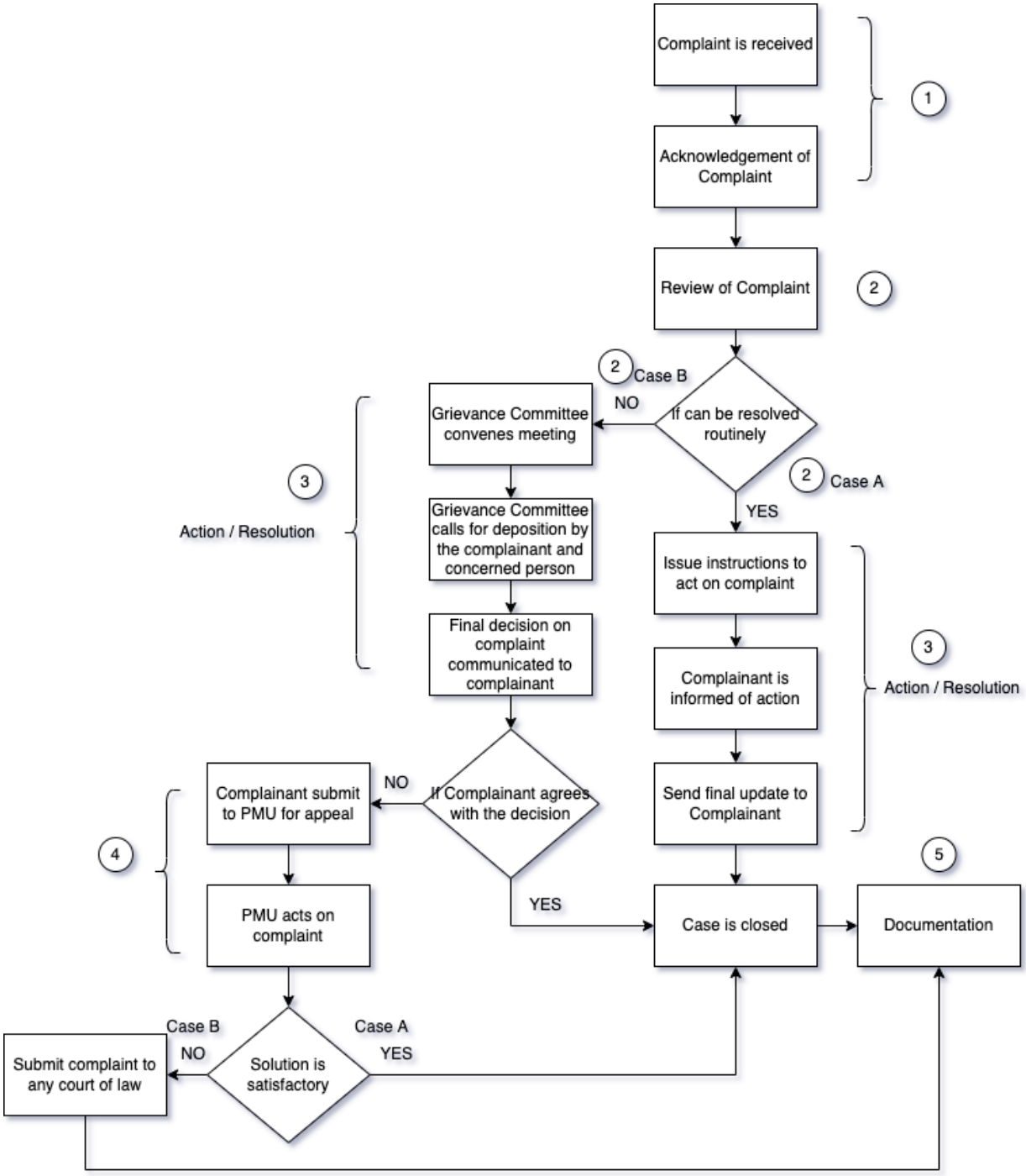


**Figure 8.1** Grievance Redress Mechanism Diagram

**Table 8.1.** Grievance Redress Mechanism Process

| Step | Process | Timing | Responsible |
|---|---|---|---|
| 1. Grievance/ Complaint is received | E&S Focal Point informs E&S Specialist at PMU, and acknowledges receipt of complaint in writing | Respond within 48 hours upon receipt of complaint | E&S Focal Point |
| 2. Complaint is reviewed | E&S Focal Point reviews nature of complaint | | E&S Focal Point |

| Step | Process | Timing | Responsible |
|---|---|---|---|
| Nature of complaint | | | |
| Case A: If complaint can be solved routinely | | | |
| 3. Action/Resolution | Issue instructions to IO (MISE or IC) and contractor to act on complaint | | |
| | Complainant is informed of action | Within 15 days upon receipt of complaint | |
| | Send final update to complainant | | |
| Go to Step 5 | Case closed | | |
| Case B: If complaint is a serious case | | | |
| 3. Action/Resolution | E&S Focal Point escalates the complaint to PMU E&S Specialist<br><br>Grievance Committee (GC) convenes meeting | | GC |
| | GC as required may call for a deposition by the complainant and the person involved in the complaint | | GC |
| | Final decision on complaint communicated to complainant | Within 21 days upon receipt of complaint | GC |
| Go to Step 5 | If complainant agrees, case closed. | | |
| 4. If no amicable solution is reached | Complainant submits appeal to PMU Project Manager | | PMU Project Manager |
| | Act on complaint | Within 15 days of filing of appeal | PMU Project Manager |
| Case A: If solution is satisfactory to complainant | Complainant is informed of resolution and case is closed | | PMU Project Manager |
| Go to Step 5 | | | |
| Case B: If solution is unsatisfactory to complainant or if the complainant does not receive the response from the GC within 15 days of registry of the complaint | Submit complaint to any court of law | | |
| 5. Documentation | Document the process and keep records in a database | After every step in the process | GC focal person |

### 8.2. World Bank – Grievance Redress Service (GRS)

The Communities and individuals who believe that they are adversely affected by a World Bank-supported project may submit complaints to existing project-level GRM or to the World Bank's Grievance Redress Service (GRS). Once the concerns have been brought directly to the World Bank's attention, and Bank management has been given an opportunity to respond, complaints may be submitted to the World Bank's independent Inspection Panel which determines whether harm occurred, or could occur, because of World Bank non-compliance with its policies and procedures. Information on the World Bank's corporate Grievance Redress Service is provided at: www.worldbank.org/en/Projects-operations/products-and-services/grievance-redress-service. The information on how to submit complaints to the World Bank Inspection Panel is provided at: www.inspectionpanel.org.

### 8.3. Documentation and Periodic Review

The GC focal person (Name, Designation and Contact details - mobile and email will be made available to the stakeholders) in each subproject will prepare the acknowledgment of complaint, letter of action or resolution of complaint, document all complaints filed, reviewed, resolved, or elevated to any court of law. All documentation will be submitted to the PMU-E&S Risk Management Specialist on a quarterly basis. The PMU-E&S Risk Management Specialist which will manage the Grievance Redress Mechanism, will maintain a database and activity file detailing all grievances collected throughout project implementation. This information will be available for public review on request. The PMU-E&S Risk Management Specialist will periodically evaluate the efficiency and effectiveness and of the grievance redress mechanism. The Project Manager will review the records monthly and report on the grievances, response time and resolution status in a quarterly report to the WB.

## 9. Monitoring and Evaluation

### 9.1. Results Framework (RF) and M&E Arrangements

The Results Framework (RF, refer to Section VII of the PAD) and Monitoring and Evaluation (M&E) arrangements as set out in the PAD together provide the basis for monitoring implementation progress towards the PDO. The PMU will be responsible to MIA for M&E and will include M&E consultants as needed, to work collaboratively with Island Council staff to collect field data (on a semester basis) for result indicators. The M&E staff will prepare a monitoring and evaluation plan (see Section VII of the PAD) that will contain the following: (i) baseline data for the result indicators; (ii) a description of MIA's current system for data collection, including disaggregating data by gender and other beneficiary groups; (iii) various reporting formats for MIA management, the Project Steering Committee, and the World Bank; (iv) project performance monitoring against achievement of targets; (v) reporting intervals and inputs expected from different agencies, and (vi) protocols for informing MIA management and the World Bank regarding potential implementation issues, and seeking management guidance on adjustments and corrective actions.

To evaluate Component 1, a comprehensive beneficiary impact survey will be conducted six to twelve months before the project closing date in a sample of the outer islands that have benefitted from the basic and competitive subprojects. It is envisaged that the impacts may be measured through complementary instruments:

(a) Longitudinal survey of the ICs that have benefited directly from the subprojects, documenting the socio-economic profiles of current residents and their coastal adaptation and resilience needs and priorities, as compared to pre-project conditions.

(b) Focus group discussions with vulnerable and marginalized groups (e.g., women, unemployed youth, elderly, people living with disability).

To evaluate Component 2, MIA will engage an independent evaluation firm to assess the learning effectiveness of activities and their impact on the performance and application of training by participating ICs. This could be measured by:

(a) independent observation and assessment of the training and workshops (the level of success could be an aggregation of the expected pass/fail threshold of different elements of the training courses), and

(b) independent psychometric surveys for participating Ministry staff on their: (i) *reaction* to the learning (was the learning valuable); (ii) *learning* (what have they learned / not learned), and (iii) *behavioral change* (how well people have applied their training and their capacity to carry out assigned roles).

A mid-term review (MTR) of the project will take place at the mid-point of project implementation.

## 9.2. Baseline Data and Collection

The baseline data in the Results Framework will be verified by the M&E staff once the project becomes effective. As stated in the M&E plan in Part VII of the PAD, the M&E staff will collect field data (on a semi-annual basis) from the Island Councils and other units/agencies involved in project implementation. Collection of data will be through regular reports prepared by the M&E staff (or various existing PMU staff assigned specific reporting duties), site visits, phone call, radio, email or any other official channels used by MIA.

## 9.3. Implementation Issues

Potential project implementation issues (e.g., on procurement, financial management, E&S risk management) identified if cannot be resolved at the PMU level will be brought to the attention of the relevant authority. The PMU may seek the advice of the WB Task Team or elevate the issue to the TWG or PSC for guidance on adjustments or corrective actions. These issues and their corresponding resolutions will be documented to assist MIA management, oversight agencies and the World Bank in the mid-term review of the project for mid-course corrections and adjustments to the implementation process and work plan if necessary. The lessons learned about project design and implementation will also assist in the design of potential future programs.

## 9.4. Reporting

The M&E section will collate, evaluate, and process the data collected into reports for MIA management use, the World Bank and other GoK oversight agencies. Table 9.2 lists the reports required by the WB as specified in the Financing Agreement, DFIL and PAD.

**Table 9.2**. Required M&E reports

| Reports | Frequency | Unit Responsible |
|---|---|---|
| 1. Annual Work and Financial Plan | Annual (no later than Sept 30 each year) | PMU (all units) |
| 2. Project Reports:<br>a) Project Progress Report and<br>b) RF Indicators Progress Report | Semi-annual | PMU M&E unit / staff assigned |
| 3. Interim Financial Report (IFR) (including financial, physical and procurement reports) | 45 days after the end of each calendar semester | PMU M&E, PMU Procurement, and PMU FM in coordination with KFSU Finance Service |
| 4. Mid-term Review | 30 months after effective date | PMU (all units); with input from external MTR consultant |

## 9.5. Implementation Support

To ensure the quality of data, the M&E section will review, validate, and evaluate results before reporting these to MIA management, oversight agencies and the World Bank. If necessary, the PMU will engage external M&E specialists or staff for additional support and to ensure high-quality monitoring and reporting. The incremental costs for monitoring and evaluation arrangements including capacity building, hiring of external specialists, equipment and software may be covered under Component 3. The M&E reports (see reporting templates in Annex B-1 Project Progress Report and Annex B-2 RF Indicators Progress Report) will systematically track implementation and outputs and measure the effectiveness of the project per the agreed indicators. The Project Steering Committee, MIA management and the World Bank will be updated on the implementation progress and achievement of project outcomes by means of six-monthly progress reports and will collectively take any necessary corrective action when changes may be needed to improve the effectiveness and efficiency of interventions.

## ANNEXES

*Annex A—Terms of Reference for the PSC, TWG and PMU*

### ANNEX A

### TERMS OF REFERENCE FOR THE PSC, TWG & PROJECT MANAGEMENT UNIT

**A-1. Project Steering Committee**

**A-2. Technical Working Group**

**A-3. Project Manager**

**A-4. Procurement Officer**

**A-5. Financial Management Officer**

**A-6. Environmental & Social Risk Management Specialist**

**A-7. Monitoring and Evaluation Specialist**

**A-8. Media and Communication Specialist**

**A-9. Engineering Technologist**

**A-10. Fund Manager**

**A-11. Community Engagement Officer**

**A-12. Project Assistant/Clerk**

ANNEX A-1—Project Steering Committee

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

## Objectives of the KOIRAP Project Steering Committee (PSC)

These Terms of Reference set out the responsibilities, composition and workings of the Kiribati Outer Islands Resilience and Adaptation Project Steering Committee (the KOIRAP PSC).

The KOIRAP Project Steering Committee will give guidance to the Project's overall performance, provide policy guidance particularly on issues related to aligning works and processes, facilitate the coordination of various stakeholders involved in the Project, and review and endorse the annual work plans and budgets.

## Responsibilities of the KOIRAP Project Steering Committee

The KOIRAP Project Steering Committee's responsibilities are to initiate, promote and provide overall direction and decision-making authority to the three components of the KOIRAP.

- ⇒ Provide guidance to the KOIRAP on relevant policy issues;
- ⇒ Review and endorse the project's Annual Work Plan, Annual Budget and Updated Procurement Plan;
- ⇒ Review and comment on the Project's quarterly progress reports;
- ⇒ Discuss and facilitate critical decisions for the implementation of various components;
- ⇒ Review and where necessary act on annual audit reports and audit recommendations;
- ⇒ Review and act on World Bank supervision reports;
- ⇒ Support media and other communication events as necessary; and
- ⇒ Facilitate relevant inter-institutional linkages and coordination.

The PSC does not have the authority to direct the project to undertake activities or finance expenditures that are not consistent with and supportive of the objectives of the project nor the legal obligations of the Government of Kiribati and implementing agencies with the World Bank for this project.

## Composition of the KOIRAP Project Steering Committee

A Project Steering Committee (PSC), chaired by the MIA Secretary, will be established no later than three months after the project's effective date to deliver overall policy and strategic oversight for the project. Members of the PSC will include senior-level officials in MIA (Secretary as Chair), Ministry of Finance and Economic Development (MFED), Office of Te Beretitenti (OB), Ministry of Infrastructure and Sustainable Energy (MISE), Ministry of Lands, Environment and Agriculture Development (MELAD), Ministry of Health and Medical Services

(MHMS) and Ministry of Women, Youth and Social Affairs (MWYSSA). The PSC will provide regular reporting to the Kiribati Infrastructure Development Steering Committee (KIDSC).

**Workings of the KOIRAP Project Steering Committee**

The PSC will meet quarterly for the first 2 years of the project, on a twice-yearly basis thereafter and additionally if deemed necessary and called for by the chair. If it is found that this level of oversight is not required, the PSC could decide to move to twice per year meetings.

A minimum of four members will constitute a quorum for the PSC and be required for any binding Committee decisions.

The PMU Project Manager will determine (in consultation with the PSC Chair) how secretariat support will be provided to the PSC by the PMU - how PSC meetings are arranged, where located and how proceedings are recorded.

Prior to each PSC meeting, the PMU Project Manager will prepare an agenda for the forthcoming meeting in consultation with the Chair and, at least seven working days prior to the meeting, shall circulate by hand or email a copy of the agenda to all members of the PSC.

If a PSC Member wishes to have a matter placed on the agenda, s/he shall notify the PMU Project Manager of the matter in writing (by hand delivery or email to the Chair) at least eight working days prior to the scheduled meeting.

Decisions of the PSC shall be agreed, to the extent possible, by consensus of all members. In the event of consensus not being reached, the matter shall be put to the vote and shall be decided by simple majority. In the event of a hung vote on any matter, the Chair shall have an additional deciding vote.

The PMU Project Manager shall be responsible for keeping the Minutes of all KOIRAP PSC Meetings in accordance with generally accepted standard of minutes (minutes will identify actions and responsibility of individuals for each action). A full set of minutes of each meeting will be circulated to all Members at least 7 working days prior to the next meeting.

The Project Steering Committee shall establish such other committees, task forces and working groups as are required for the proper implementation of specific KOIRAP projects and activities.

ANNEX A-2—Technical Working Group

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

## BACKGROUND

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## OBJECTIVE

An inter-ministerial Technical Working Group (TWG) will be established no later than three months after the project's effective date to guide effective integration and coordination of the project across relevant agencies and make day-to-day decisions as needed on operational and technical issues. Through this TWG, the project will be informed by technical-level officials in MISE, MELAD, OB, MHMS, and MWYSSA.

This Terms of Reference sets out the responsibilities, composition, and operation of the Technical Working Group (TWG) for the KOIRAP.

## RESPONSIBILITIES

The TWG will:

1. Meet quarterly to discuss and review annual works plans, budgets, procurement plans, and coordinate all Project activities;

2. Meet quarterly to review progress of project activities and provide guidance to improve processes and resolve implementation issues;

3. Review and where necessary act on annual audit reports and audit recommendations;

4. Review and work with the PMU to act on World Bank supervision reports if needed;

5. Review, discuss and help the PMU facilitate critical decisions on issues related to the various project components, capacity building activities and other issues that will affect project implementation;

6. Provide assistance on personnel resources, operation of centralized systems and processes, communications, PMU training and support, as well as share methodologies, training and communication materials, experiences and lessons; and

7. Ensure that:
    i. All stakeholders involved or affected are properly consulted and briefed;
    ii. Project activities proceed smoothly and are implemented in accordance with the Project Operations Manual; and
    iii. Project outputs and outcomes are on track to achieve targets.

**COMPOSITION**

Standing members of the TWG will be:

1. The Project Director/Secretary-MIA will Chair the TWG
2. The Project Manager or PMU senior staff assigned by the Project Manager will be alternate Chairs of the TWG if the Project Director is not available
3. Representative of the Ministry of Infrastructure and Sustainable Energy (MISE)
4. Representative of the Ministry of Environment, Lands, and Agriculture Development (MELAD)
5. Representative of the Office of Te Beretitenti (OB)
6. Representative of the Ministry of Health and Medical Services (MHMS), and
7. Representative of the Ministry of Women, Youth, Sports and Social Affairs (MWYSSA)

**OPERATION**

The Project Manager will set out the meeting agenda and schedules, scope of meetings, and arrangements for the TWG. If a TWG Member wishes to have a matter placed on the agenda, s/he shall notify the Project Manager of the matter in writing (by hand delivery or email to the Secretariat) at least eight (8) working days prior to the scheduled meeting.

In case the representative is not able to attend the meeting, he/she will notify in writing the reason for non-attendance and will agree that his absence will be recorded as Absence of No objection on matters to be decided upon. A minimum of 2/3 of committee members will constitute a quorum for the TWG and be required for any binding TWG decisions. Decisions of the TWG shall be agreed and decided by simple majority. All matters requiring TWG decision should be finalized at the end of 10 working days since date of scheduled meeting.

The MIA-PMU under the supervision of the Project Manager, shall be responsible for keeping the Minutes of all KOIRAP TWG Meetings in accordance with generally accepted standard of minutes identifying actions and responsibilities of individuals for each action. A full set of minutes of each meeting will be circulated to all Members at least seven (7) working days prior to the next meeting.

The TWG members will communicate at least on a quarterly basis at the beginning of Project implementation, and at least semi-annually once operations are well established in the PMU.

ANNEX A-3—Project Manager

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. ___

| | |
|---|---|
| **Position Title:** | Project Manager (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | Secretary, MIA |
| **Duration:** | Twenty-four (24) months; may be extended based on Project needs and performance of the Consultant |
| **Expected Start Date:** | May 2022 |
| **Contract type:** | Time-based |

## 1. BACKGROUND

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialist. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Services Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Management Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

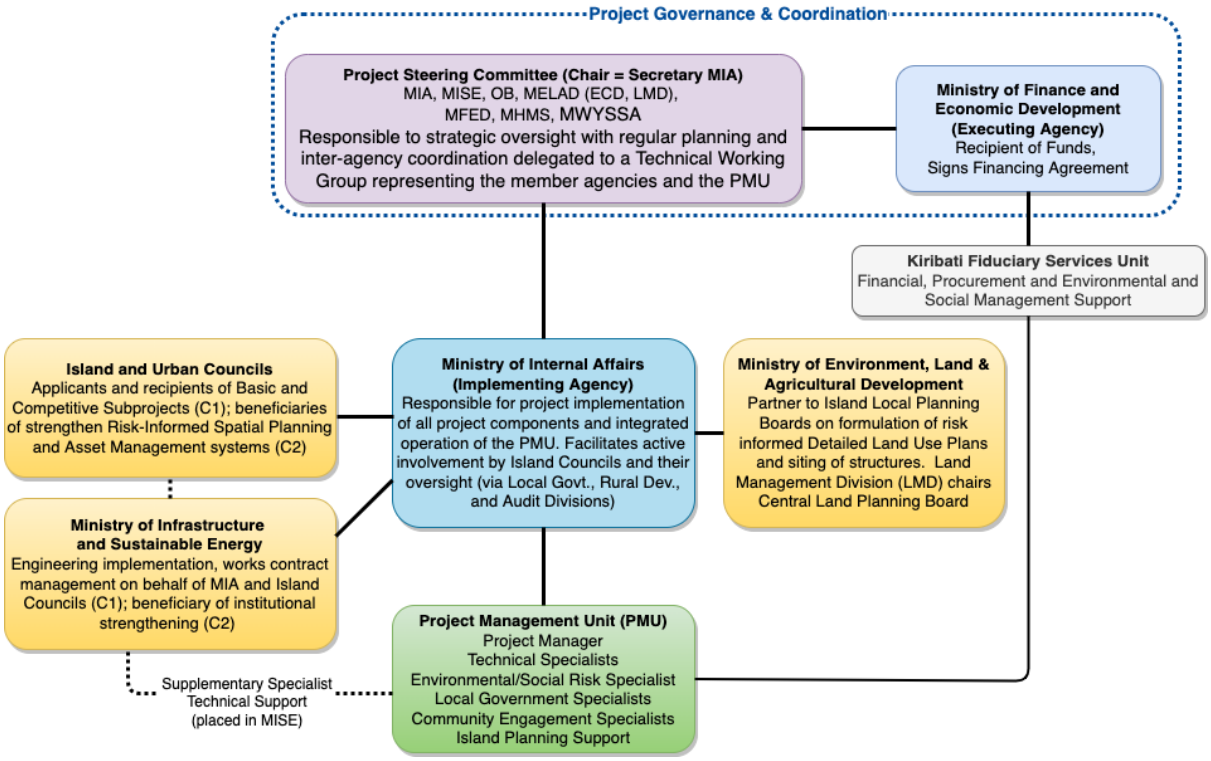


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to provide over-arching project management and oversight of the Project. Working closely with all project stakeholders, the Consultant is responsible for ensuring coordination between MIA, MISE, MELAD, Island and Urban Councils, KFSU, other project consultants, other relevant government stakeholders, and the World Bank Task Team. The Consultant will be responsible for leading and managing all team members in the PMU.

## 4. Objectives of the Assignment

The main objectives of this assignment are for the Consultant to be responsible and accountable to the Secretary of MIA in the management and coordination of the Project activities so that the:

a. PMU collaborates with the MIA and World Bank, MFED, and other agencies (MISE, MELAD, OB, MHMS, KHC, MWYSSA) on the planning, design, and implementation of project sub-project activities (including development of Project strategic documents);

b. Project is implemented in accordance with the various Legal and Financing Agreements, as well as World Bank operational guidelines such as the Procurement Regulations and the Environmental and Social Framework (ESMF), Project Environmental and Social Commitment Plan (ESCP), the Labor Management Procedures (LMP), and the Stakeholder Engagement Plan (SEP);

c. Objectives of the Project, procurement plans, workplans, and action plans and the provisions of other relevant strategic, and legal documents are implemented in a timely manner; and

d. Expected Project outputs and deadlines contribute to mutually agreed milestones and key performance indicators.

## 5. Scope of Services

The Project Manager will perform all daily management tasks for the PMU, including the management of the implementation of project activities, human resources, work and strategic planning, technical coordination, management of contracts, finance, procurement, communication, reporting and M&E tasks.

**Duties and Responsibilities**:

(1) During the project preparation phase:

i. Participate in regular meetings with the IDA task team;
ii. Carry out local consultations and oversee finalizing key E&S risk management documents and standards under the Bank's new Environmental and Social Framework (ESF);
iii. Update an 18-month Work Plan and Project Budget;
iv. Update and finalise a Project Procurement Strategy Document (PPSD) and Procurement Plan (PP).
v. Help develop Terms of Reference for key technical and fiduciary positions; and
vi. Update or oversee finalization of the Project Operations Manual (POM) and Subproject Funds Manual (SFM).

(2) Guide the project counterparts and manage the planning and implementation of project activities to ensure that all activities are consistent with the Financing Agreement, Project Appraisal Document (PAD), approved Procurement Plan (PP), Project Operations Manual (POM), World Bank Environmental and Social Framework (ESF), requirements, the Project Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), and M&E frameworks, as applicable;

(3) Collaborate with the MIA, KFSU, World Bank, and other agencies as and when necessary, on the development, updating and revision of Project documents including the Procurement Plan, Implementation Plans, POM, Work Schedules, Budget, Guidelines and other relevant Project documents including (but not limited to):

a. Prepare the Annual Work Plans and Budget and update the procurement plan for the project including all components, in consultation with the relevant stakeholders as needed; and
b. Prepare the POM and update the Manual as required to ensure updated procedures, protocols, and policies are incorporated. Ensure Project is implemented in accordance with the POM.

(4) Overall responsibility for Project reporting functions including (but not limited to):

a. Preparation and submission of status reports, progress report, updates on the most recent aide-memoire action plan, six monthly reports and any other relevant reports including financial reports to the Secretary, MIA, the World Bank and the MFED on the performance and progress of the Project and its implementation;
b. Delivery, supervision and oversight of the preparation of financial management and procurement reports (with technical support as needed from the KFSU);
c. Oversight of reporting of all M&E and environmental and social management activities including regular reporting on implementation of the Environmental and Social Commitment Plan and Stakeholder Engagement Plan (with support from the CIU);
d. Overall responsibility for ensuring all project reports and files is kept up to date;
e. Ensuring accurate recording of project inventories etc., made under the Project; and
f. Delivery and oversight of Mid Term Review and Completion reporting.

(5) Ensure overall quality control and timely implementation of Project activities in accordance with operational procedures including procurement, financial management, social and environment management, and contract management including (but not limited to):

a. Ensure that an appropriate standard of Governance is applied at all times on all activities generated by or related to the Project;
b. Lead preparation of different project documents for the various project activities and ensure these are undertaken in a timely manner, with input from relevant stakeholders in PMU, KFSU, and/or others in government as needed;
c. Supervise the procurement and financial management activities in accordance with the Procurement and Budget Plans and the relevant procedures and guidelines of the GOK and the World Bank;
d. Ensure the routine financial and disbursement monitoring reports are prepared in accordance with the country requirements acceptable to the World Bank, to facilitate the submission of financial withdrawal applications to the World Bank;
e. Monitor and report on the project progress and performance against the project timeline using a project Gantt chart to comprehensively track planned vs. actual progress for all project activities, highlighting and explaining delays if any, and taking corrective measures as needed;
f. Oversight, monitoring, and the management of contracts under the Project ensuring the due diligence checks are undertaken, and that payments are correctly made in a timely manner; and
g. Coordinate the handling of grievances according to the approved project guidelines and Grievance Redress Mechanism.

(6) Lead the PMU and all consultants (including firm and individual) recruited by the Project and provide them with guidance as needed on project procedures and policies. This includes (among other aspects):

a. Oversight, coordination, and monitoring of sub-project activity preparation and implementation, including coordination of strategic and technical directions to enhance the coherence, accuracy and synergy of all sub project activities with

the project development objective; review and coordination of technical inputs to terms of references and technical specifications; regular monitoring of activity implementation to ensure adherence to relevant project guidelines and documentation;

b. Supervise the deliverables of the PMU and consultants or other consultants to be engaged under the Project, identify bottlenecks and constraints and provide recommendations to address them;
c. Oversight and monitoring of the preparation of the Procurement Plan prepared with support from the KFSU with regard to thresholds, and component activities and monitor the use of STEP and execution of the procurement process, ensuring that the World Bank regulations and guidelines are complied with;
d. Oversight and monitoring of the financial management of the Project ensuring compliance with the World Bank regulations and guidelines and the relevant GOK laws are complied with;
e. Oversight and monitoring of the management of contracts under the Project throughout the duration of the contracts ensuring the due diligence checks are undertaken and that payments are correctly made;
f. Oversight and monitoring of environmental and social management under the project and the implementation of appropriate project environmental and social instruments; and
g. Administration & management of PMU consultant time inputs, ensuring including leave entitlements/days off etc are appropriately managed and documented.

(7) Coordinate with the KFSU regularly to:

a. Ensure that project stakeholders and team members seek on-demand support from the KFSU as required;
b. Meet regularly with the Programme Manager of the KFSU to agree upon levels of support required in the coming period including participation in formal training / workshops organised by the KFSU or the World Bank; and
c. Manage communication between MIA, the World Bank, KFSU regarding project documents and decisions for agreement, clearance, approval, endorsement and seek the views of the KFSU before submitting requests for no objection to the World Bank on complex E&S risk management and procurement-related matters.

(8) Ensure good communications and information flow between stakeholders/agencies involved in Project implementation including (but not limited to):

a. Liaising with other development partner agencies, Ministries and with other relevant Projects within GOK and report to MIA and the World Bank; and
b. Advocacy related to the Project, especially the development and maintenance of partnerships with related projects and programmes and institutions engaged in KOIRAP.

(9) Prepare and coordinate implementation completion report activities (if applicable/required);

(10) Assist with the implementation of follow up actions resulting from World Bank technical and implementation support missions, regular teleconferences and progress reports,

including the preparation of briefing materials, technical presentations, action plans, minutes, etc., as needed to assist with the follow-up;

(11) Other duties applicable to the Project Manager as delegated by the Secretary for MIA.

## 6. Reporting Obligations

The Project Manager will report to the Secretary for MIA. The deliverables will include, but are not limited, to:

- Annual Workplans and Budgets;
- Six monthly progress reports (as required under the Financing Agreement);
- Quarterly Financial management and procurement reports on behalf of the PMU;
- Monthly Work Progress Reporting to the Secretary for MIA and the World Bank;
- Inputs to Implementation Status and Results reports and Mid-Term Review and implementation completion reports.

## 7. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 8. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 9. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- Tertiary qualification from a recognized institution in a relevant discipline.

**Minimum experience and capability**:

- At least five (5) years of work experience in project management and/or contract management in projects like KOIRAP in the Pacific Region or equivalent context
- At least 3 years in donor funded projects experience
- Demonstrated and hands-on experience implementing and managing contracts
- Demonstrated high-level project management skills on multi-sectoral or multi-disciplinary projects
- Demonstrated skills in leadership, coordination, and the mentoring of staff
- Demonstrated ability to meet competing and multiple deadlines
- Proven experience in managing projects with diverse stakeholders and meeting deadlines
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Language skills: (a) Fluency in English and the ability to communicate effectively verbally and in writing; and (b) working knowledge of the I-Kiribati language
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Analytical skills: Understanding of financial and economic concepts and ability (or willingness) to analyse issues related to public sector planning and the climate change / disaster risk management sector
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook, MS Project)
- Reporting skill: Demonstrated high-quality reporting skills
- Leadership skill: Demonstrated skills in leadership, coordination and mentoring of staff
- Site visit and project monitoring skill: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Demonstrated familiarity with World Bank procurement, financial management and E&S risk management policies and guidelines
- Experience of working in central or local government in Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-4 —Procurement Officer

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Procurement Officer (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | KFSU Manager, Ministry of Finance and Economic Development (MFED) |
| **Term:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | January 2023 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

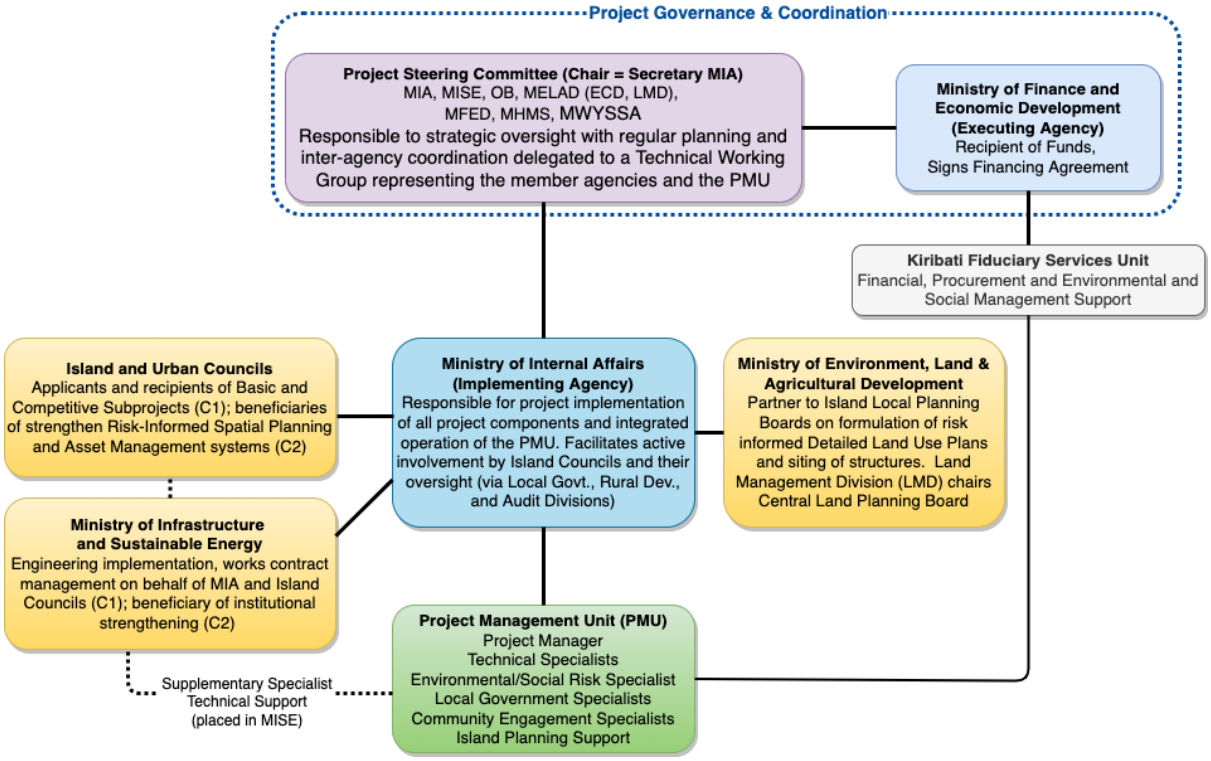


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to provide procurement services within KFSU supporting the Project.

## 4. Scope of Services

The Consultant will work closely with other KFSU team members, the PMU, and procurement/financial staff from MISE. The Consultant is responsible for:

- Assist the PMU in carrying out day-to-day procurement activities according to the Project's procurement plan and the World Bank Procurement Regulations.
- Manage procurement packages of Goods, Works, Consulting Services, and Non-Consulting Services at the PMU for Project needs.
- Assist the PMU in preparing Invitation for Quotations (IFQ) and bidding documents for purchasing of goods and works under shopping, NCB, ICB and other methods.
- Assist in managing recruitment process of the consultancy services, prepare Request for Express of Interest (REOI) and advertise, prepare Requests for Proposal (RFP).

- Facilitate the evaluation quotations for procuring goods & works and CVs, EOI, and Technical Proposal and Financial Proposal for consultant selection.
- Assist in preparing Evaluation Reports for procurement all procurement activities.
- Assist in managing and participating contractual activities of consultancy services, goods and works at PMU, including managing procurement proceedings, timely reply of inquiries from the interested bidders, arranging advertisement for Invitation for Bids (IFB), REOI, and contract award information, bid/proposal opening, contract negotiation etc.
- Prepare relevant inputs into the procurement progress reports.
- Establishing and maintaining procurement filing system within the PMU and assist the PMU to upload the procurement related document in STEP.
- Other duties applicable to the Project Manager as delegated by the KFSU Manager.

## 5. Reporting Obligations

The Procurement Officer will report to the KFSU Manager. The deliverables will include, but are not limited, to:

- Procurement packages prepared on time to meet the Project workplan
- Contribution to six monthly progress reports (as required under the Financing Agreement)
- STEP system maintained up-to-date
- Procurement documentation maintained and filed according to SOPs
- Inputs to Implementation Status and Results reports and Mid-Term Review and implementation completion reports.

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by January 2023 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space,

including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- Tertiary qualification in engineering, management, business administration, or a relevant related discipline

**Minimum experience and capability**:

- Have at least three (3) years' experience of working experience in public procurement.
- Have at least two (2) years' experience of working with the projects financed by international organizations, e.g., World Bank, ADB.
- Fluent in English language and have strong written and spoken skills; working knowledge of te taetae ni Kiribati
- Demonstrated computer skills (Word, Excel, PowerPoint)
- Demonstrated ability to meet competing and multiple deadlines
- Proven experience in managing projects with diverse stakeholders and meeting deadlines
- A clean police record and a valid driver's licence

**Desirable experience and skills**:

- Demonstrated familiarity with World Bank procurement
- Experience of working in central or local government in Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-5 —Finance Officer

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Finance Officer (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | KFSU Manager, Ministry of Finance and Economic Development (MFED) |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | January 2023 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

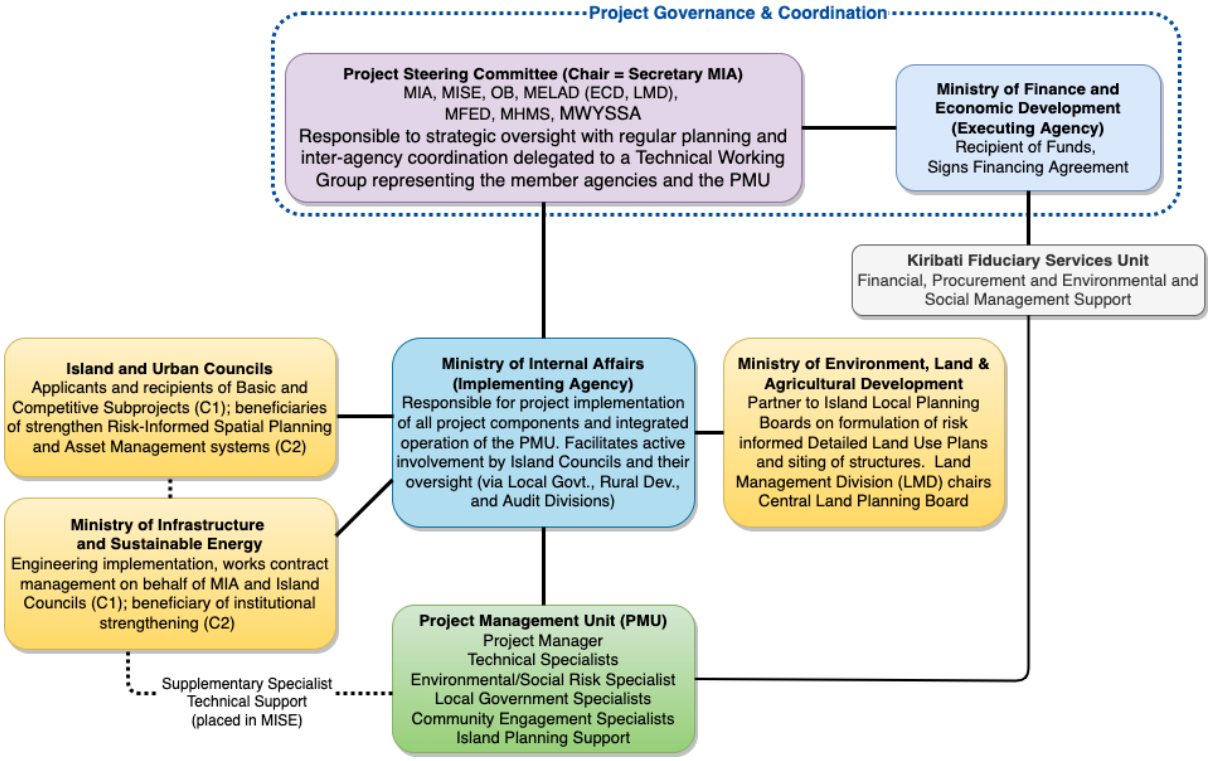


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to provide financial management services within KFSU supporting the Project.

## 4. Scope of Services

The Consultant will work closely with other KFSU team members, the PMU, and procurement/financial staff from MISE. The Consultant is responsible for:

- Applying financial management procedures as set out in the Project Operations Manual and relevant KFSU Standard Operating Procedures (SOPs), ensuring timely and accurate recording and reporting of accounting transactions for the assign projects.
- Setting up new or adopting existing accounting systems (cash book, other accounting records, etc.) to oversee the receipt and use of the project funds, consistent with the approved POM and SOPs.
- Ensuring appropriate financial records and documentation of all project income, expenditures, and other transactions, are kept that meet GOK and donor and audit requirements.

- Maintaining a register for all contracts (goods, works, Force Account works, consulting services, and non-consulting services) with budgets, payments, and commitments.
- Maintain appropriate fixed asset registers.
- Supporting the Project Manager(s) to ensure that the project account (designated account) maintains an adequate level of cash for timely projected project implementation.
- Ensuring payments are eligible and are correctly charged to appropriate accounts and that they are within budget limits.
- Preparing Withdrawal Applications (WA) and other accompanying documentation as required for periodic replenishment of Designated Account (DA).
- Preparing the Quarterly Financial Reports (QFR) in form and substance agreed to with the World Bank.
- Preparing accounts and documentation for the annual external audit of project funds. In consultation with the Project Manager, prepare a response to the Auditor's Management Letter.
- Assisting in the development of annual budget and monitoring the budget to actual payments throughout the financial year.
- Keeping all Project financial management records within KFSU.
- Preparing cash flow forecasts as required.
- Operating within the specific financial management rules and regulation of the GOK and the World Bank regarding financial.
- Other duties applicable to the Consultant as delegated by the KFSU Manager.

## 5. Reporting Obligations

The Consultant will report to the KFSU Manager. The deliverables will include, but are not limited, to:

- Withdrawal Applications (WA) and other accompanying documentation as required for periodic replenishment of Designated Account (DA)
- Quarterly Financial Reports (QFR) in form and substance agreed to with the World Bank
- Accounts and documentation for the annual external audit of project funds
- Ensure payments are eligible and are correctly charged to appropriate accounts
- Oversee the daily project related financial management operations of the Project

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19

restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- A degree or diploma in accounting or in financial management, business or public administration and/or related field

**Minimum experience and capability**:

- At least five (5) years of work experience in project management and/ or contract management in projects like KOIRAP in the Pacific Region or equivalent context
- Experience in setting up or adopting existing accounting system and overseeing daily transactions like the Project operations
- Experience in preparing financial reports and managing government accounting systems
- Has worked with a World Bank financed and/or other related development projects in Kiribati
- Excellent in English and te taetae ni Kiribati, orally and in writing, with proven capacity to coordinate multiple tasks concurrently
- Demonstrated ability to meet competing and multiple deadlines
- Demonstrated as being outcome oriented, focused, attention to detail, accurate, and flexible
- Ability to establish and maintain effective working relationships with co-employees, agency counterparts, and the community
- A clean police record and a valid driver's licence

**Desirable experience and skills**:

- Demonstrated familiarity with World Bank procurement, financial management and E&S risk management policies and guidelines
- Demonstrated understanding of youth, poverty, and development issues generally
- Experience of working in central or local government in Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits

ANNEX A-6 — Environmental and Social Risk Management Specialist

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Environmental & Social Risk Management Specialist (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | PMU Project Manager |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | May 2022 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFED).
The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

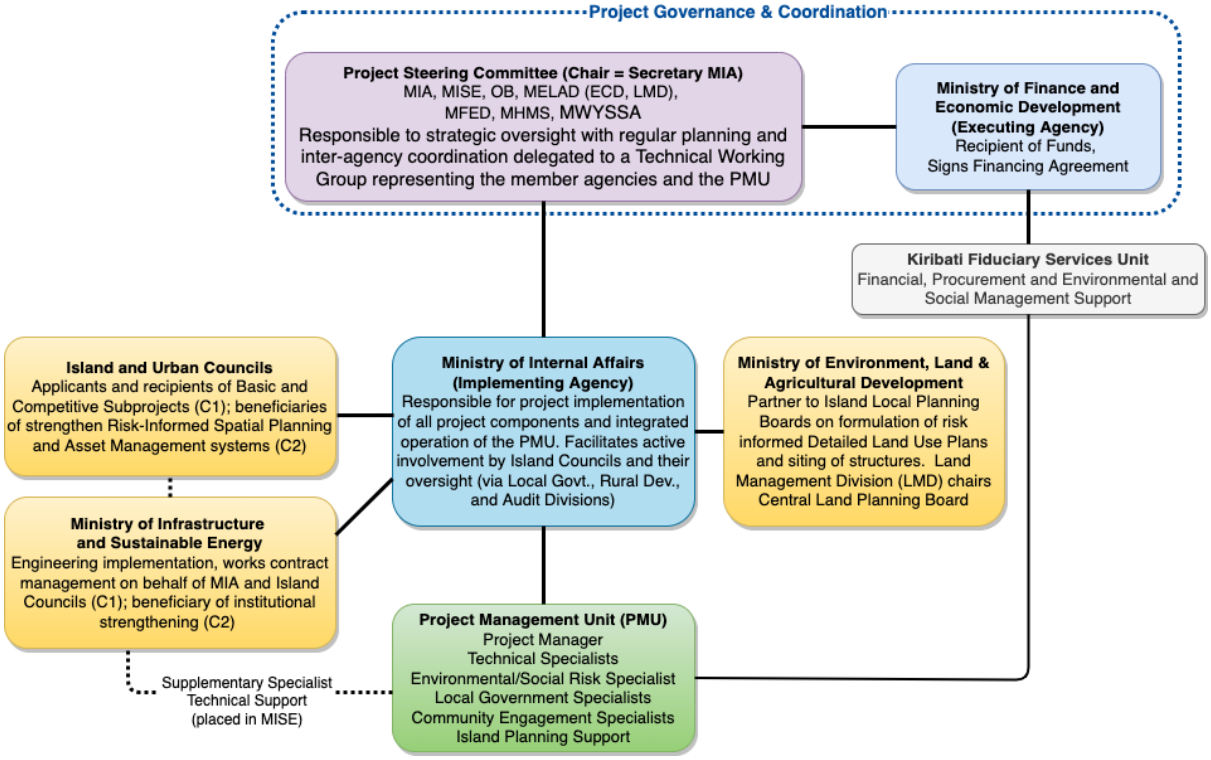


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to assist and support MIA, the PMU, and supporting agencies in ensuring: (a) all environmental and social considerations are in accordance with relevant government regulations; and (b) the World Bank Environmental and Social Framework (ESF), World Bank Environmental and Social Framework (ESF), the Project Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), Labor Management Procedures (LMP), and related M&E frameworks are properly applied to project planning and implementation.

## 4. Scope of Services

The Consultant is responsible for providing overall environmental and social management support and supervision during Project implementation in line with the ESMF and other environmental/social risk management documents for the Project. This includes tasks such as supporting and advising MIA, the PMU, and other agencies, including Island Councils, in addressing various environmental and social issues at all stages of project implementation, capacity building and training/ awareness improvement, community engagement, problem-solving activities and coordination activities as defined in the scope of services.

The Consultant will work closely with KFSU Safeguards, the Community Engagement Officers under the PMU, counterparts in MELAD, and technical colleagues in MISE. The consultant should prepare a monthly work plan that covers these aspects.

**Duties and Responsibilities**:

(1) Review community consultation and engagement lessons from Phase 3 of the Kiribati Adaptation Project (KAP III). In conjunction with other PMU team members, develop an implementation strategy and Workplan incorporating lessons learned. Apply continuous review and improvements in the current implementation program.
(2) Provide expert advice for MIA, the PMU, MISE, Island Councils, and other supporting agencies, related to necessary environmental and social assessments, stakeholder engagement, feedback and complaint handling management, stakeholder engagement and community outreach, environmental and social risks, and relevant mitigation measures in line with the Environmental and Social Management Framework (ESMF), and other key environmental and social instruments, for the Project.
(3) Identifying relevant environmental and social management instruments relevant to subproject activities, including any site-specific Environmental Impact Assessment and licenses if needed.
(4) Conduct and document environmental and social screening for each subproject and activity as well as any mitigations.
(5) Establish a frame of reference for the development of environmental and social and health management instruments and the safety of workers and communities and obtaining the necessary permits/licenses from relevant government authorities, the World Bank and/or designated project approval agencies.
(6) Review the Environmental and Social Management Plan (ESMP), Stakeholder Engagement Plan (SEP), Labour Management Procedures (LMP), and Contractor's/Labour Force Health and Safety Plan with the World Bank Team as necessary.
(7) Develop and maintain environmental and social monitoring systems, including risk monitoring lists and action plans, risk communication protocols, enhanced project-level Grievance Redress Mechanism (GRM) and outreach.
(8) Organize capacity building and technical support to implementing institutions on topics related to environmental and social aspects at the subproject/implementation level. This includes workshops, training programs, coaching, and on-the-job training.
(9) Coordinating with the Project Manager in consolidating, reviewing, and recommending corrective actions based on reports on the progress of environmental and social management at the subproject/implementation level.
(10) Ensure community feedback or complaints are handled with corrective actions and adequately documented. Monitor and track the resolution of any environmental and social problems, complaints, irregularities, and other issues as required.
(11) Monitor compliance with environmental and social management aspects during project implementation, which can include field trips with due regard to urgency and applicable Covid-19 protocols.
(12) Conduct periodic location surveillance missions where necessary. Support World Bank implementation support missions, the midterm review, and any relevant problem-solving missions as requested.
(13) Carry out other relevant tasks as delegated by the Project Manager.

## 5. Reporting Obligations

The Project Manager will report to the PMU Project Manager. The deliverables will include, but are not limited, to:

- Technical guidance, equipment and notes on environmental and social risk management relating to Project activities, including small to medium construction works, Force Account works, equipment installation, disposal of demolition waste, and community capacity building activities based on the ESMF
- Technical input for project progress reports, policy summaries and relevant environmental risk management documentation
- Reporting on the implementation and screening of environmental risk management and social management aspects of the Project. These reports are expected to detail various environmental and social issues and risks and the measures needed to address those issues and risks, as well as capacity development requirements for project implementing agencies
- Technical guidelines, SOPs, ToRs, and measures to increase the capacity of environmental and social risk management in line with the ESMF
- Input to the Project Operations Manual and Subprojects Manual related to improvements in Environmental and Social Aspects
- Quarterly reports highlighting environmental and social issues, and recommendations of mitigation measures for each subproject in a manner understood by the layperson for the purpose of effective communication. Create relevant summary documents in English and te taetae ni Kiribati (translation verified by others, if necessary) to disseminate to MIA, the PMU, the PSC, and the World Bank, on the activities and progress of environmental and social risk management

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum educational qualifications**

- Tertiary qualifications (Bachelor's degree or equivalent) in a relevant technical field such as environmental science, environmental science/economics, environmental engineering, biodiversity, community development, anthropology, sociology

**Minimum experience and capability**:

- At least ten (10) years' work experience
- At least five (5) years of relevant work experience in environmental/social risk management
- Good understanding of the country's situation related to climate change, environmental degradation and protection, vulnerable groups, gender and social inclusion
- Demonstrated understanding of relevant Kiribati Government procedures and regulations related to environmental and social management and community engagement
- Demonstrated ability to meet competing and multiple deadlines. Demonstrate good capacity in performing operational and analytical tasks, ability to work in teams, train and share knowledge with project and counterpart staff
- Proven experience in managing projects with diverse stakeholders and meeting deadlines
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Language skills: Fluency in English and the ability to communicate effectively verbally and in writing
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook, MS Project)
- Reporting skill: Demonstrated high-quality reporting skills
- Site visit and project monitoring skill: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Postgraduate degree in a relevant discipline
- Experience of working in Kiribati
- Working knowledge of te taetae ni Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-7 —Media and Communications Specialist

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Media and Communications Specialist (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | PMU Project Manager |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | January 2023 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialist. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

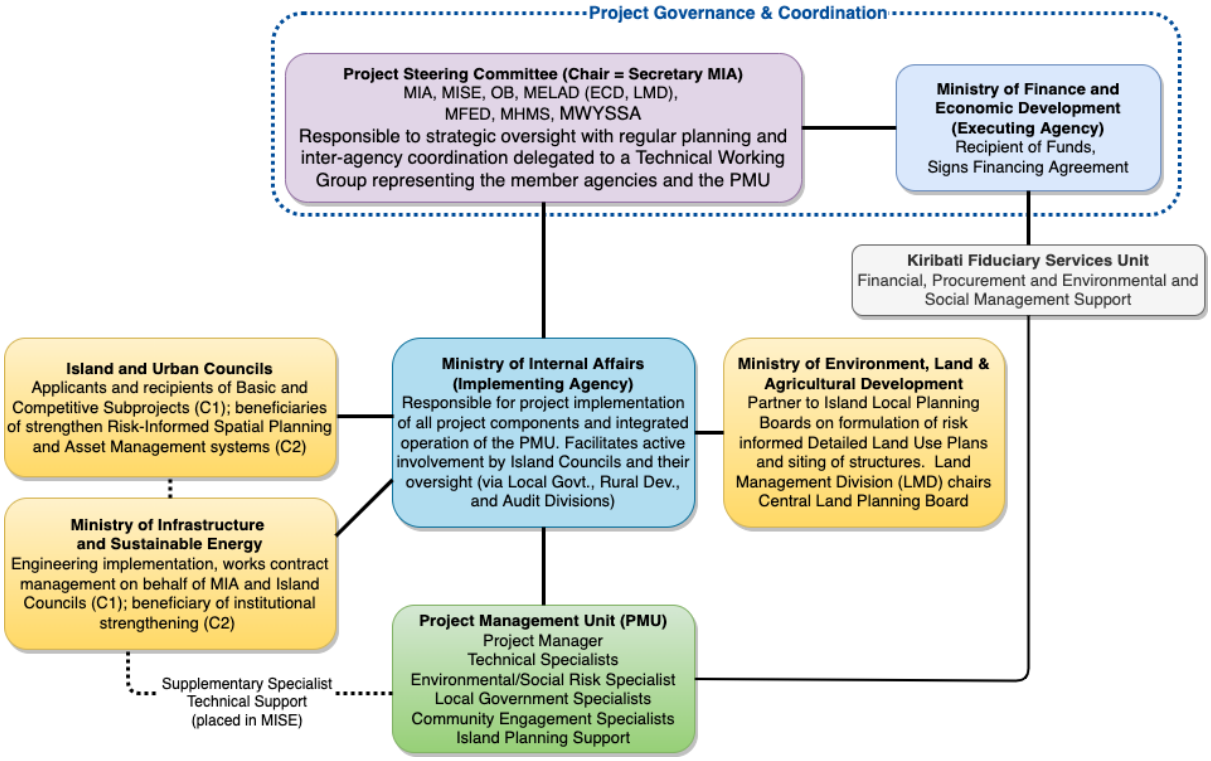


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The overall objective of the post is to improve the visibility and public understanding of the 'Kiribati Outer Islands Resilience and Adaptation Project' (both at the national and global level through communication and media initiatives) and contribute to longer term needs of the MIA regarding communications on climate change and adaptation.

## 4. Scope of Services

The Consultant, acting in accordance with an agreed media and communication workplan, will be responsible for the day-to-day activities relating to all media and communication activities under the Project. The Consultant will work closely with the MIA and OB communications units, the PMU, and other key supporting agencies (e.g., MISE and MELAD). The Consultant will carry out (but not limited to) the following tasks:

**Duties and Responsibilities**:

(1) Consult with all climate change and local government key stakeholders (NGOs, communities, Island and Urban Councils, donor partners, private sector organisations, church groups, and relevant Ministries) to formulate a media and communication strategy and workplan. The scope of the media and communication plan will cover

both national and international audiences. The workplan should identify agreed monthly targets such as number of articles prepared for press release (newspaper, radio), stories prepared for publication, video releases, website content refreshes, Facebook updates, and so on.

(2) Implement the media and communication workplan and other media/communication tasks. This will include collecting stories and photographs from field visits. Stories and articles will be in English and te taetae ni Kiribati (the later working with other PMU team members and MIA media staff to verify translations, especially of technical terms).

(3) Provide support to Kiribati Communication Committee (KIRICOM) to coordinate and spearhead communications across the whole spectrum of GOK agencies. Provide secretarial services to the KIRICOM as requested.

(4) Create and sustain relationships and partnerships with local and global media institutions with the aim of promoting awareness of the Project, its progress and achievements, and climate change and resilience adaptation in general.

(5) Prepare and conduct in-house or external communication training to local media and agency communications units.

(6) As requested, assist the PMU Project Manager to handle media inquiries from national and international journalists, liaise with internal Project stakeholders in relation to media responses, and coordinate drafting of responses to journalists.

(7) Work with the World Bank communications team on Project related inquiries where needed and in preparing stories/videos for international release.

(8) Support the Project's implementation teams with media communication approaches, and development of stories, to raise wider awareness of the Project.

(9) Other duties applicable to the Consultant as delegated by the Project Manager.

## 5. Reporting Obligations

The Consultant will report to the PMU Project Manager. The deliverables will include, but are not limited, to:

- A comprehensive and sustainable media and communications strategy and workplan which is approved, launched, and implemented
- Meetings of the KIRICOM are well supported administratively, attended as planned, and outputs/outcomes and meeting minutes are well documented, kept and implemented where appropriate
- Established sustainable and reciprocal network/partnerships with all local and global prominent media organizations, including NGOs, positively promoting the Project and its achievements
- Evidence-based impact assessment of the media and communications activities from the implemented communication activities
- Regular and sustained radio program, news release/press releases, Facebook updates, videos prepared and released, new music release on climate change, drama and other

modes of awareness implemented by the various national stakeholders is achieved and well-coordinated
- Successful and well-coordinated launch and implementation of local and international awareness activities stipulated in the media and communication workplan
- Timely provision of inputs and quarterly progress report to the Project Manager
- Successfully completed training programs with MIA, OB, MISE, key partnership agencies, media partners, relevant NGOs, and the local media and communication media counterparts
- Overall visibility of the Project at the national and international level is achieved and acknowledged

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- Tertiary qualification from a recognized institution in a relevant media, communications, marketing, or language discipline.

**Minimum experience and capability**:

- At least two (2) years of work experience in media/communications roles
- Demonstrated skills in teaching/developing counterpart staff
- Demonstrated ability to meet competing and multiple deadlines
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Language skills: (a) Fluency in English and the ability to communicate effectively verbally and in writing; and (b) working knowledge of te taetae ni Kiribati
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook)
- Writing skill: Demonstrated high-quality reporting and writing skills, paying attention to detail and accuracy
- Site visits: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Formally training through on short-term courses in modern communications and media approaches
- Previous engagement or work with local media organizations
- Donor funded project experience

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-8 – Engineering Technologist

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Engineering Technologist (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | Director of Engineering, MISE |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | January 2023 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

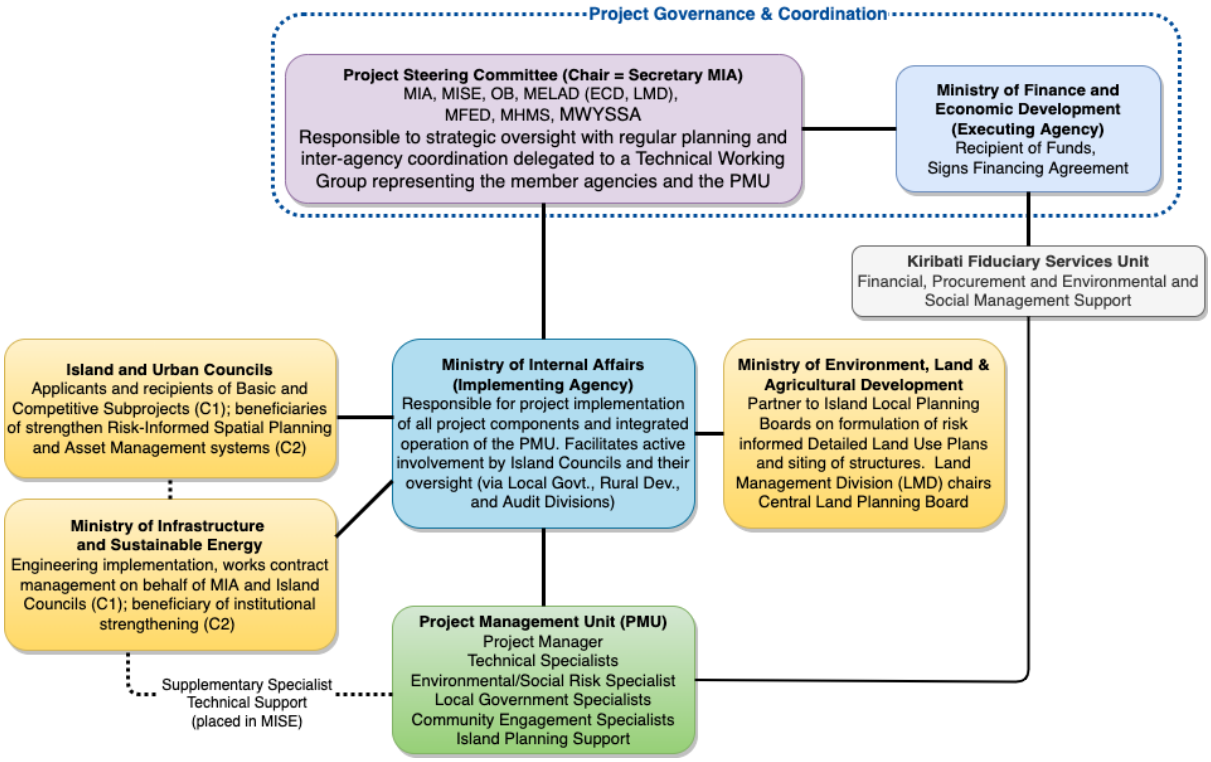


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to support MISE with design, contract implementation, and quality control of water, building, civil engineering works under Component 1 of the Project.

## 4. Scope of Services

The Consultant will assist MISE with simple design services, and support administration and day-to-day supervision, quality management, and maintenance advice of Force Account and National Contract works under Component 1 of the Project.

The Consultant will be working with core staff attached to various units of MISE based in Betio or the Outer Islands, various PMU and MISE consulting staff, including the Fund Manager, the Community Engagement Officers, Skilled Technicians, the Environmental & Social Risk Specialist, and the procurement/financial team from KFSU. The duties of the Consultant will include:

**Duties and Responsibilities**:

(1) General duties

a. Assist MISE prepare standard designs, with site-specific detailing as appropriate, infrastructure to be constructed for communities and Island Councils as part of basic and competitive subprojects under Component 1 of the Project. Designs may include basic road maintenance, drainage, and culvert improvements, rainwater harvesting systems, sanitation systems and wate disposal, Island Council amenity buildings, education buildings (improvements or replacement), health clinics (improvements or replacements), and sector housing. Designs must follow good practice and include consideration of the principles set out in the long-term coastal security strategy for the effects of climate change, sea level rise, and coastal flooding.
b. Liaise with relevant sector agencies (e.g., education and heath) when developing or applying designs relevant to those sectors. Avoid duplicating standards already developed that apply good practice.
c. Working with the relevant units within MISE, prepare procurement/construction documents for Force Account or contractor-led works as appropriate. Support the PMU and KFSU by preparing specifications and BOQs to procure and supply goods or invite bids for works.
d. Support MISE, the PMU and KFSU to evaluate bids for goods and works.

(2) Force Account and works supervision

a. Supporting the MISE to monitor construction of Force Account and Contractor-led the works, ensuring correct setting out, appropriate work methods, quality control, and the like, and compliance with the drawings, specifications, environmental licenses, and social compliance requirements.
b. Obtaining and filing all documentation required to be provided by the Force Account team/contractors including the program and schedule of works (and any periodic updates), aggregate licenses, delivery dockets, survey records, working/as-built drawings, test data, correspondence, and the like.
c. Maintaining diaries of inspections, observations, and minutes of site meetings and any discussions relating to the contracts.
d. Inspecting the finished works, document defects, verify completion records, as-built drawings, commissioning tests, repair of defects, and the like.
e. Ensuring that acceptable health and safety measures and environmental management practices are applied under the contracts (in accordance with the relevant environmental management plans), including the use of suitable personal protective equipment by construction workers, and avoidance or management of hazards to workers and communities.
f. Liaising with and support other MISE or PMU staff assigned to help supervise and administer any of the contracts/works.
g. Liaising with government officials, utility companies, Island Councils, and village committees who, respectively, will carry out regulatory inspections, move utilities, or otherwise play some role supporting implementation of the work contracts.
h. Coaching and mentoring MISE counterpart staff in good works management practices, including record keeping, managing site meetings, measuring progress, certifying payments, and handing variations and disputes.

(3) Audit of Force Account and Contract Management Systems

The Consultant is responsible for auditing the Force Account and contract management systems used by MISE including:

a. Examining the division of tasks among the various parties involved in the project execution, assess their management capacity, and identify options for strengthening as necessary.
b. Evaluating systems for contract management, ensuring MISE properly manages the works contracts or Force Account operations.
c. Examining filing systems and documentation used by MISE, the PMU, and KFSU, in respect of contract document management, recommending improvements.
d. Confirming procedures being used conform with the good practice. Help MISE update its procedures and contracts administration manuals to reflect good practice.

(4) Other duties applicable to the Engineering Technologist as delegated by the Director of Engineering or the Project Manager.

## 5. Reporting Obligations

The Consultant will prepare summary monthly reports for the MISE and the PMU in an agreed format. The report will include among other things:

- Summary of the principal results of the Construction Supervisor's activities (observations and recommendations).
- Comments and observations on the contract management system, procedures for qualitative and quantitative supervision and control, and the like.
- Compliance with environmental and social risk management requirements.
- Key risks and treatments planned by the MISE and the contractors as appropriate.
- Issues and advice provided to MISE, the PMU and KFSU as part of general support, mentoring, and coaching.
- Inputs to Implementation Status and Results reports and Mid-Term Review and implementation completion reports.

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by January 2023 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MISE to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- Certificate or Diploma or higher in civil engineering, building construction, or a closely related, relevant discipline, from a recognized technical institute or university. Significant leadership experience with accountability for quality control and manufacture and placing of concrete working for an international construction company may be considered in lieu of formal qualifications subject to satisfactory referee checks.

**Minimum experience and capability**:

- At least 10 years of experience in construction supervision roles on civil or water engineering, or building, projects
- Significant experience in using specifications, drawings, construction standards, taking-off quantities and measurements, and overseeing quality control in construction contracts
- Experienced in overseeing concrete manufacture, quality control, and testing (e.g., slump testing and strength testing if necessary)
- Knowledge and experience of construction using coral sands and construction methods requiring significant manual input and direct supervision control
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Fluent in written and spoken English, good report writing ability, and prepared to learn the simple phrases in te taetae ni Kiribati.
- Able to work in a team and to effectively communicate with many stakeholders, including contract staff, government officials, and community representatives.
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook, MS Project)
- Reporting skill: Demonstrated high-quality reporting skills
- Leadership skill: Demonstrated skills in leadership, coordination and mentoring of staff
- Site visit and project monitoring skill: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Previous experience in developing countries on similar assignments, with experience in the Pacific or Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-9 – Fund Manager

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Fund Manager (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | PMU Project Manager |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | May 2022 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

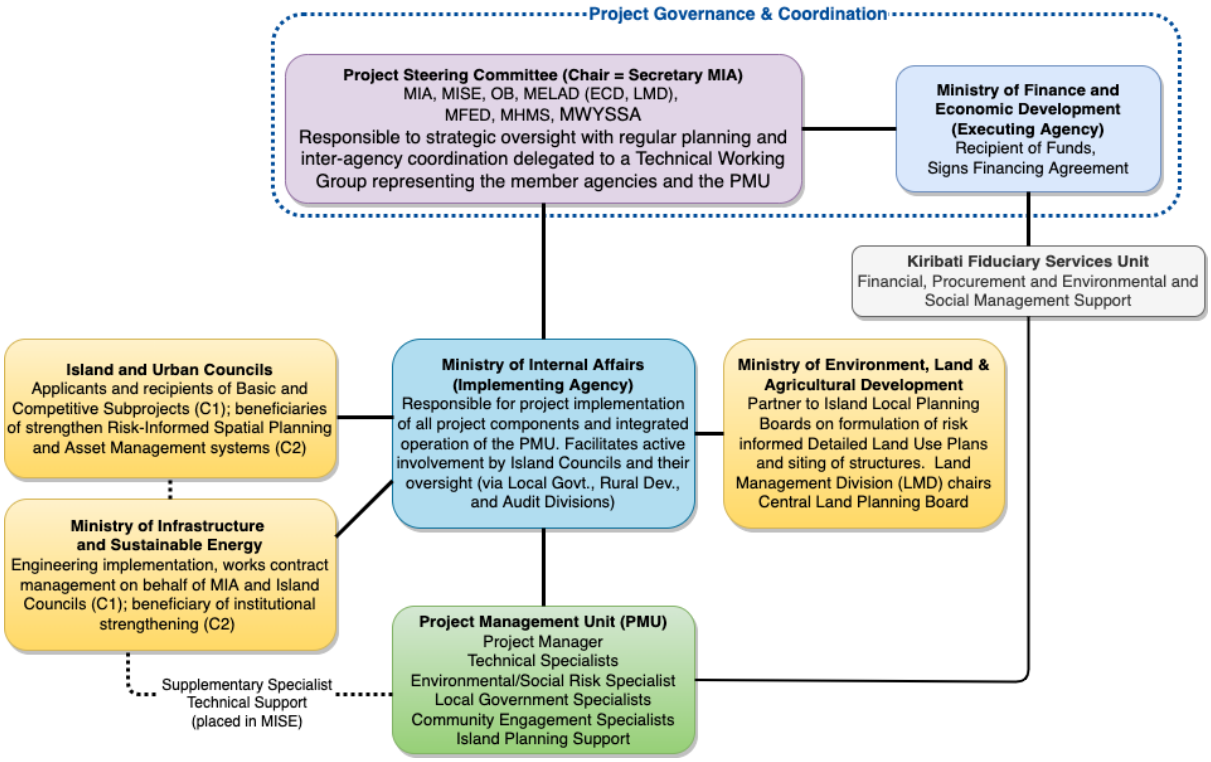


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to oversee and manage process relating to the Basic and Competitive Subgrants to Island Councils under Component 1 of the Project. The Consultant will work closely with the Project Manager, other PMU team members, counterparts in delivery agencies, including MISE, Island Councils, and the KFSU.

## 4. Scope of Services

The Consultant is responsible for leading and implementing the following activities under Component 1 of the Project.

**Duties and Responsibilities**:

(1) During the project preparation phase:

i. Participate in regular meetings with the World Bank task team;
ii. Contribute to preparing an 18-month Work Plan and Project Budget; and
iii. Update or finalize the Subprojects Manual; maintain the 'Subprojects Manual' up to date after periodic review of implementation effectiveness.

(2) Review lessons from implementation of the Resilience Fund from Phase 3 of the Kiribati Adaptation Project (KAP III) and develop an implementation strategy and Workplan incorporating lessons learned. Apply continuous review and improvements in the current implementation program.

(3) Manage the Basic Subproject fund processes:

a. Apply and monitor the requirements for basic subprojects, and report outcomes, as set out in the Subprojects Manual.
b. Prepare and disseminate information to Island Councils explaining the basic subproject fund, eligibility criteria, application processes, and timeframes for each round
c. Working with relevant PMU and KFSU team members, arrange for environmental and social assessments of subproject proposals, and ongoing environmental and social monitoring during implementation
d. Organize calls for proposals; prepare documents for signature once each subproject is approved
e. Provide guidance to Island Councils regarding implementation arrangements and accounting obligations
f. Arrange for design, construction documentation, procurement of goods, and implementation support through the appropriate agencies (MISE and KFSU) noting that works may be constructed using Force Account or under a national works contract
g. Provide guidance to Island Councils and MISE on periodic reporting requirements
h. Arrange training for operations and maintenance of the subproject infrastructure

(4) Manage the Competitive Subproject fund processes:

a. Apply and monitor the requirements for competitive subprojects, and report outcomes, as set out in the 'Subprojects Manual'.
b. Prepare and disseminate information to Island Councils explaining the competitive subproject fund, eligibility criteria, application processes, and timeframes for each round
c. Working with relevant PMU and KFSU team members, arrange for environmental and social assessments of subproject proposals, and ongoing environmental and social monitoring during implementation
d. Organize calls for proposals; prepare documents for signature once each subproject is approved
e. Provide guidance to Island Councils regarding implementation arrangements and accounting obligations
f. Arrange for design, construction documentation, procurement of goods, supervision, and implementation support through the appropriate agencies (MISE and KFSU) noting that works may be constructed using Force Account or under a national works contract.
g. Provide guidance to Island Councils and MISE on periodic reporting requirements
h. Arrange training for operations and maintenance of the subproject infrastructure

(5) Assemble and analyse M&E data, and report against the results framework, as applicable to the basic and competitive subprojects under Component 1 of the Project.

(6) Submit quarterly on progress updates to the Project Manager and PSC, and seek guidance as needed for smooth implementation of the subprojects.

(7) Other duties applicable to the Consultant as delegated by the Project Manager.

## 5. Reporting Obligations

The Fund Manager will report to the Project Manager. The deliverables will include, but are not limited, to:

- Maintained 'Subprojects Manual';
- Subproject documentation
- Quarterly progress reports including results framework data;
- Inputs to Implementation Status and Results reports and Mid-Term Review and implementation completion reports.

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, a draft Subproject Manual, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- Tertiary qualification from a recognized institution in a relevant discipline.

**Minimum experience and capability**:

- At least five (5) years of work experience in project management and/ or contract management in projects like KOIRAP in the Pacific Region or equivalent context
- At least three (3) years of experience as a prior employee or consultant working in the Kiribati government or local government sectors
- Demonstrated and hands on experience implementing and managing contracts
- Demonstrated high-level project management skills on multi-sectoral or multi-disciplinary projects
- Demonstrated skills in leadership, coordination, and the mentoring of staff
- Demonstrated ability to meet competing and multiple deadlines
- Proven experience in managing projects with diverse stakeholders and meeting deadlines
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Language skills: (a) Fluent in English and the ability to communicate effectively verbally and in writing; and (b) Fluent in te taetae ni Kiribati
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook, MS Project)
- Reporting skill: Demonstrated high-quality reporting skills
- Leadership skill: Demonstrated skills in leadership, coordination and mentoring of staff
- Familiarity with the concepts of disaster risk management and resilience building and linkages to climate change adaptation.
- Site visit and project monitoring skill: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Prior donor funded projects experience
- Demonstrated familiarity with World Bank procurement, financial management and E&S risk management policies and guidelines
- Experience of working in central or local government in Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-10 – Community Engagement Officer

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO. __

| | |
|---|---|
| **Position Title:** | Community Engagement Officer (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | PMU Project Manager |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | May 2022 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project implementation, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

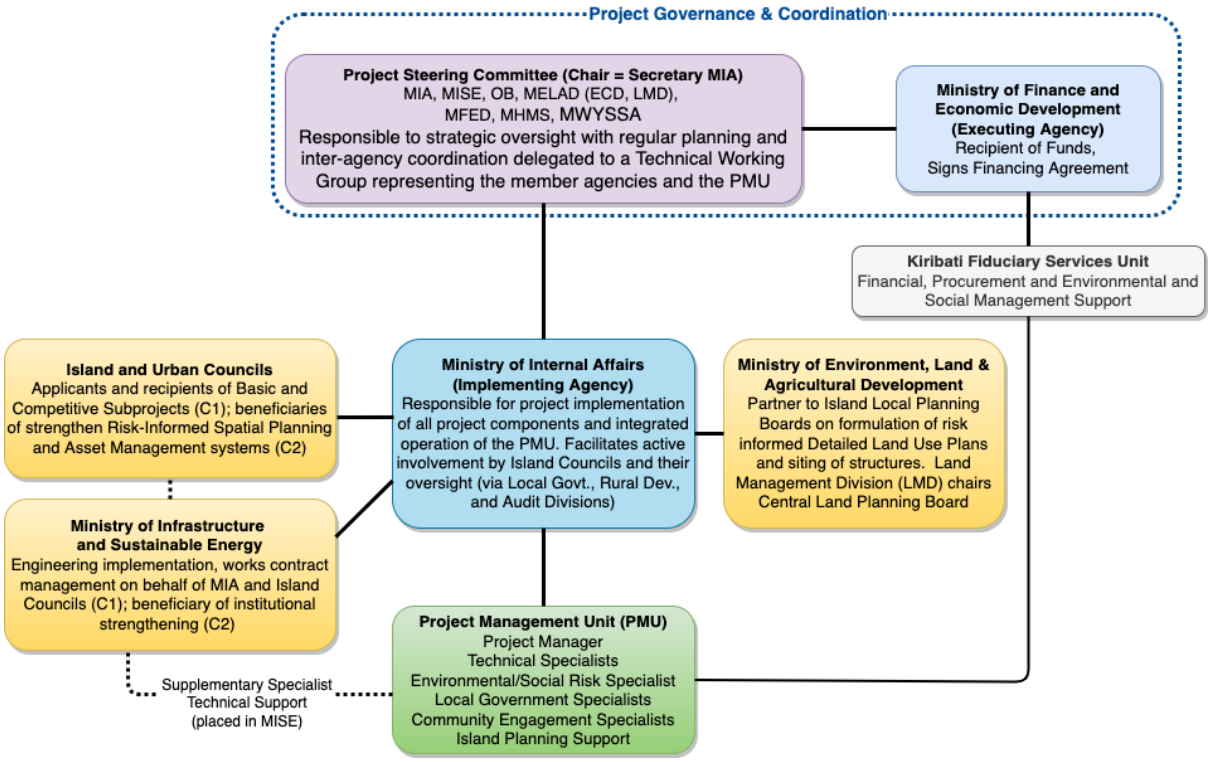


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to prepare (with others) and implement an inclusive and effective community consultation and engagement program to inform the design, construction, operation, and maintenance of infrastructure and services on Outer islands under Component 1 of the Project. The Consultant will also assist in community consultation and engagement activities related to strengthen risk-informed spatial planning and asset management under Component 2 of the Project.

## 4. Scope of Services

The Consultant is responsible for implementing community consultation and engagement activities under Components 1 and 2 of the Project. It is anticipated the Consultant will lead activities at certain locations as delegated and will support others with similar or related roles at other locations.

**Duties and Responsibilities**:

(1) Review community consultation and engagement lessons from Phase 3 of the Kiribati Adaptation Project (KAP III). In conjunction with other PMU team members, develop an implementation strategy and Workplan incorporating lessons learned. Apply continuous review and improvements in the current implementation program.

(2) Work with the PMU team, MISE, and relevant government agency staff to:

a. Determine what community engagement and consultation activities are required at each stage of subproject implementation (e.g., planning, design, construction, and operations/maintenance under Component 1) or institutional strengthening (Component 2) and agree on the purpose, focus, and desired outcome of such engagement activities.

b. Prepare a plan and timetable for such activities for each Island assigned to the Consultant.

c. As appropriate, apply participatory planning and action methods such as facilitating inquiry by workshops, conducting focus group sessions and semi-structured interviews with key community informants, and limited household surveys.

d. Establish effective systems to listen to and learn from community and stakeholder inputs (including regard to the different needs to men, women, youth, and disabled people) and integrate the knowledge into project design and delivery.

e. On-the-ground implementation of the aforementioned strategies, engagement plans, and activities.

f. Organising, facilitating, and providing secretarial support for meetings with community and other stakeholders.

(3) Apply the Project's Environmental and Social Framework (ESF) requirements, the Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), and M&E frameworks, as applicable, to all activities.

(4) Prepare and coordinate implementation completion report activities (if applicable/required);

(5) Assist with the implementation of follow up actions resulting from World Bank technical and implementation support missions, regular teleconferences and progress reports, including the preparation of briefing materials, technical presentations, action plans, minutes, etc., as needed to assist with the follow-up.

(6) Translating (in writing and verbally) key documents as required/requested, from English to te taetae ni Kiribati and vice versa, to support community engagement activities.

(7) Liaising with key internal and external stakeholders, establishing good working relationships, and keeping relevant personnel up-to-date on activities undertaken by the Consultant.

(8) Other duties applicable to the Consultant as delegated by the Project Manager.

## 5. Reporting Obligations

The Community Engagement Officer will report to the PMU Project Manager. The deliverables will include, but are not limited, to:

- Community engagement strategy and activity plans;
- Minutes of meetings organised, and records of community activities undertaken, including who was involved, points of discussion, conclusions, and recommendations;
- The results of any surveys undertaken;
- Translations of documents as requested;
- Quarterly progress reports against the community engagement plans;
- Inputs to Implementation Status and Results reports and Mid-Term Review and implementation completion reports.

## 6. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by May 2022 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 7. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 8. Qualifications, Experience, and Skills Required

**Minimum experience and capability**:

- At least five (5) years of work experience in designing and successfully undertaking participatory community engagement activities in Kiribati
- At least two (2) years of experience in donor funded projects
- Demonstrated ability to meet competing and multiple deadlines
- Proven experience in managing projects with diverse stakeholders and meeting deadlines

- A clean police record and a valid driver's licence

**Skills and competencies**:

- Language skills: (a) Fluency in English and the ability to communicate effectively verbally and in writing; and (b) Fluency in te taetae ni Kiribati
- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word, Excel, PowerPoint, Outlook, MS Project)
- Reporting skill: Demonstrated high-quality reporting skills
- Site visit and project monitoring skill: Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

**Desirable experience and skills**:

- Tertiary qualification from a recognised institution in a relevant field
- Demonstrated familiarity with World Bank E&S risk management policies and guidelines
- Experience of working in central or local government in Kiribati

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

ANNEX A-11 – Project Assistant/Clerk

**TERMS OF REFERENCE**

**KIRIBATI OUTER ISLANDS RESILIENCE AND ADAPTATION PROJECT (KOIRAP)**

PROCUREMENT ACTIVITY NO.__

| | |
|---|---|
| **Position Title:** | Project Assistant/Clerk (Individual Consultant) |
| **Location:** | South Tarawa, Republic of Kiribati |
| **Hiring agency:** | Ministry of Internal Affairs (MIA), Government of Kiribati |
| **Reporting to:** | PMU Project Manager |
| **Duration:** | Twenty-four (24) months, may be extended based on Project needs and performance of the Consultant |
| **Expected start date:** | January 2023 |
| **Contract type:** | Time-based |

## 1. Background

The Government of the Republic of Kiribati (GOK), through the Ministry of Internal Affairs (MIA), is implementing the World Bank-funded 'Kiribati Outer Islands Resilience and Adaptation Project' (KOIRAP) (the Project). The Project Development Objectives are to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

A Project Management Unit (PMU) housed in MIA will support project Management, and will consist of a Project Manager, a Project Assistant/Clerk, an Environmental/Social Risk Specialist, and a Media & Communications Specialists. The PMU will work closely with other agencies, including Divisions with MIA, Ministry of Infrastructure and Sustainable Energy (MISE), Lands and Environment Divisions of the Ministry of Environment, Lands and Agriculture Development (MELAD), to deliver the Project. Other positions, including a Fund Manager, Community Engagement Officers, Skilled Technicians, Island Planning Support Officers, and various Technical Assistance roles, will also be established. Procurement, financial management, and E&S risk management aspects will be supported by the Kiribati Fiduciary Support Unit (KFSU) under the Ministry of Finance and Economic Development (MFET).

The Project components and subcomponents are as follows:

**Component 1**: Expansion of basic infrastructure and services on outer islands
*1.1 Local government investments in water supply and drainage improvements*
*1.2 Local government investments for resilient infrastructure and services*

**Component 2**: Strengthening risk-informed spatial planning and asset management
**Component 3**: Project management and monitoring

Further details about the project can be found in the Project Appraisal Document (PAD), Project Operations Manual (POM), the Subprojects Manual, and the various E&S risk management, financial, and procurement plans prepared for the Project.

The Project includes a Project Preparation Advance (PPA) to support Project preparation activities up until the Project is declared effective.

## 2. Implementation Arrangements

Institutional and implementation arrangements are shown diagrammatically in Figure 1 below:

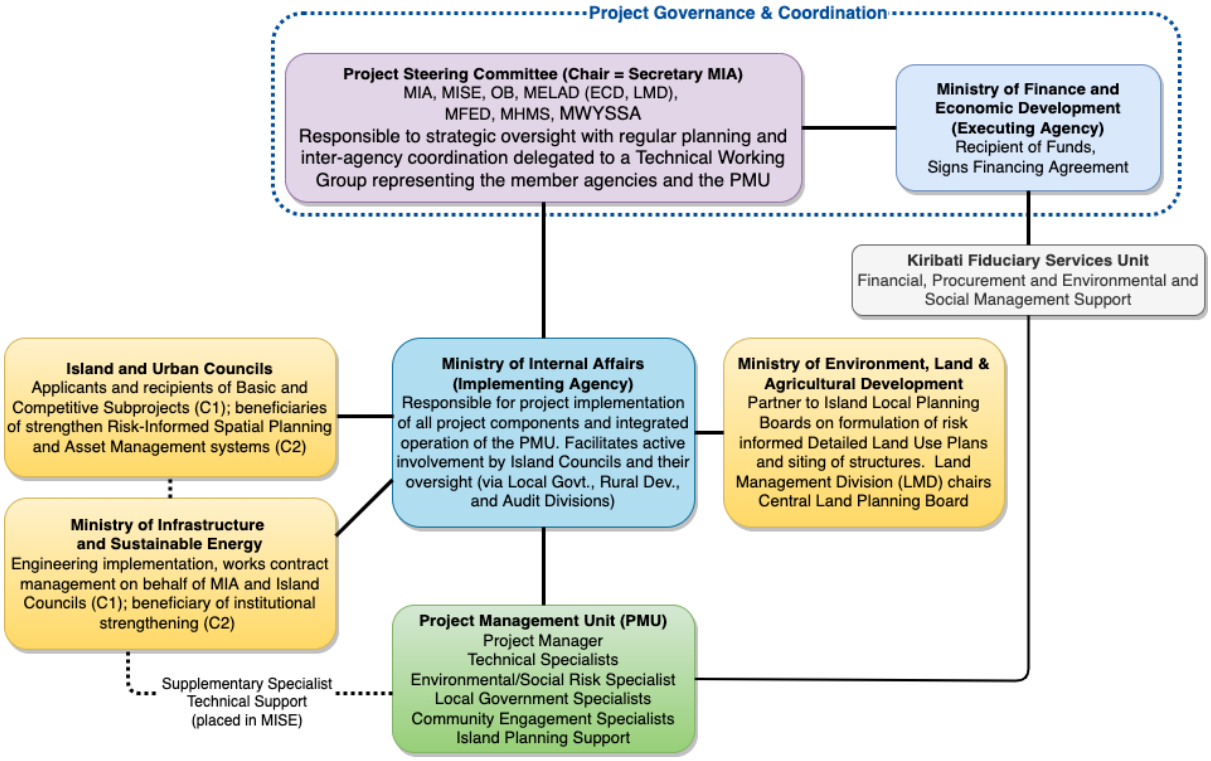


**Figure 1**: Institutional and implementation arrangements

## 3. Purpose of the Assignment

The purpose of this consultancy is to undertake day-to-day administrative tasks required under the Project to ensure the smooth operation of the PMU and its staff.

## 4. Scope of Services

The Consultant will perform the following tasks:

- Photocopying, scanning, binding, filing, and preparation of documents as required.
- Answering the PMU telephone and diverting calls to the relevant PMU staff consultant of the Project Manager.
- Scheduling appointments for any Project related meetings, including meetings of the PSC and World Bank missions.
- Taking minutes as required, compiling notes, and distribution of reports and minutes of meetings.
- Arrange project related travel by PMU consultant staff once approved by the Project Manager.
- Undertaking or organizing delivery and receipt of correspondence to/from the PMU and other agencies.

- Organizing catering for Project meetings and Workshops.
- Purchase and stock taking of office supplies subject to approval by the Project Manager.
- Other administrative tasks assigned by the Project Manager.

## 5. Duration of the Assignment

The Consultant will initially be recruited for two (2) years, with a possible extension subject to performance appraisal. It is anticipated the Consultant will commence by January 2023 on a full-time basis. A Time-Based Contract will be signed under which both parties (MIA and the Consultant) will agree on a monthly rate and any employer contributions to the Kiribati Provident Fund (KPF) if applicable.

The position would be subject to a probationary period of three months, with a performance review by MIA to determine whether the Consultant will continue to be engaged beyond the probationary period.

The position is based in South Tarawa and may require travel to the outer islands for site visits to project activities. Mobilization to South Tarawa may be delayed should COVID-19 restrictions prohibit travel in which case the Consultant would be expected to work remotely until mobilization is possible.

## 6. Data, Services, and Facilities to be Provided to the Consultant

MIA will provide to the Consultant all the World Bank Mission Reports, Project Procurement Strategy for Development (PPSD) document, World Bank Guidelines and all the existing reports and materials related to the Project. The Government will provide the office space, including office furniture, access to IT equipment, stationery, internet, communications, and related utilities for the Consultant once they are based in South Tarawa.

The Consultant is fully responsible for the cost of local transportation (to/from the office). If the consultant is required to travel to outer islands or other countries as part of project implementation, approved travel related costs would be funded by the Project.

## 7. Qualifications, Experience, and Skills Required

**Minimum qualifications**:

- High-school graduate (Seventh Form Certificate)

**Minimum experience and capability**:

- At least one (1) years of work experience in a similar role
- Demonstrated ability to work independently and with initiative
- Demonstrated ability to meet competing and multiple deadlines
- A clean police record and a valid driver's licence

**Skills and competencies**:

- Good written skills in English and te taetae ni Kiribati

- Communication skills: Excellent professional oral and written communication, including via email, audio/video conference, and face-to-face with Government officials and multilateral/bilateral partners
- Organizational skills: Ability to work independently, to plan and complete assignments in a timely manner, and report effectively on the work performed
- Computer skills: Ability to effectively use email and Microsoft Office applications (Word and Excel)
- Willingness to travel within Kiribati (including to the Outer Islands) to visit project sites and monitor ongoing works

Referees of the preferred candidate will be contacted to verify prior experience, performance, and character traits.

# ANNEX B

## REPORTING FORMS AND TEMPLATES

**B-1. Project Progress Report (Biannual and Annual)**

**B-2. Results Framework Indicators Progress Report**

## ANNEX B-1 – Project Progress Report

PROJECT PROGRESS REPORT, suggested outline for both biannual and annual reports

**Executive Summary**

- Strategic Highlights
- Financial Highlights
- Operating Highlights
- Challenges & Way Forward

**Performance, Half Year/Year in Review**

- Objectives of KOIRAP
- Implementation Support Missions by IDA and Actions Taken
- Meetings of the PSC and TWG (highlights)

**Implementation Progress**

- Component 1: Expansion of basic infrastructure and services on outer islands
  - Sub-component 1.1: Local government investments in water supply and drainage improvements
  - Sub-component 1.2: Local government investments for resilient infrastructure and services
- Component 2: Strengthening risk-informed spatial planning and asset management
- Component 3: Project Management and monitoring
  - Results Framework Indicators
  - Baseline & Annual Surveys
  - Financial Progress, Status of Disbursement and Fund Utilization
  - Audit Results/Findings
  - Procurement Progress
  - Media and Communications
- Gender and Social Inclusion, Climate Co-benefits and Citizen Engagement
- ESF Implementation
  - ESMP compliance
  - LMP, SEP, TA
  - Grievance Redress Mechanism

**Key Issues, Challenges & Way Forward**

- Issues and challenges, actions taken/needed to address identified problems
- Work programs and cost estimates for the upcoming 12 months, including revised estimates for the former period

**Selected Photos of Works & Activities in Progress**

**Results Framework (P176702)**

**COUNTRY: Kiribati**

**Kiribati Outer Islands Resilience and Adaptation Project (KOIRAP)**

**Biannual Progress Report as of _____**

**Project Development Objective**

The PDO is to: (i) strengthen the capabilities of island councils for risk-informed land development planning and basic infrastructure and service delivery; and (ii) strengthen the climate resilience of vulnerable communities.

| Project Development Objective Indicators | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Indicator Name** | **Core** | **Unit of Measure** | **Baseline** | **As of end ___** | **End Target** | **Frequency** | **Data Source/Methodology** | **Responsibility for Data Collection** |
| **Strengthen the capabilities of island councils** | | | | | | | | |
| Island Councils with basic subprojects completed in accordance with the project's Subproject Manual | | Percentage | 0.00 | | 90.00 | Biannually | Biannual project progress reports/IC reports on completed subprojects under sub-comp 1.1 as verified by project engineer | PMU |
| Island Councils with competitive subprojects completed in accordance with the project's Subproject Manual | | Number | 0.00 | | 6.00 | Biannually | Biannual project progress reports/IC reports on completed subprojects under sub-comp 1.2 as verified by project engineer | PMU |
| Local government by-laws for forward planning, development consent, and user-fee policies implemented | | Number | 0.00 | | 4.00 | Annually | Annual Project progress reports/ PMU will monitor the progress of technical assistance provided under Comp 2 to determine how many ICs are receiving support to implement local- | PMU |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | level by-laws and will update annually how many local councils have developed, adopted, and then implemented by-laws for at least 12 months. | |
| **Strengthen the climate resilience of vulnerable communities** | | | | | | | | |
| People provided with improved urban living conditions | | CRI, Number | 0.00 | | 20,000.00 | Annually | Annual project progress reports/ICs to submit number of beneficiaries disaggregated by gender: at proposal stage and after subproject completion (confirmed by PMU) | PMU |
| People provided with improved urban living conditions - Female (RMS requirement) | | CRI, Number | 0.00 | | 10,000.00 | Annually | Annual project progress reports/ICs to submit number of beneficiaries disaggregated by gender: at proposal stage and after subproject completion (confirmed by PMU) | PMU |
| Description: | | | | | | | | |
| People provided with access to improved water sources | | CRI, Number | 0.00 | | 10,000.00 | Annually | Annual project progress reports/The PMU will measure the number of people, disaggregated by gender, that benefit from Component 1 subproject activities that provide access to potable water supply. | PMU |
| People provided with access to improved water sources - Female (RMS requirement) | | CRI, Number | 0.00 | | 5,000.00 | Annually | Annual project progress reports/The PMU will measure the number of people, disaggregated by gender, that benefit from Component 1 subproject | PMU |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | activities that provide access to potable water supply. | |
| Description: | | | | | | | | |

| Intermediate Results Indicators | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Component 1: Expansion of basic infrastructure and services on outer islands** | | | | | | | | |
| Basic subprojects constructed and incorporating agreed climate and disaster resilience measures under the project | | Number | 0.00 | | 65.00 | Annually | Annual project progress reports/The project engineer will confirm and record whether or not each of the subprojects meet the project's agreed standards | PMU |
| Description: This indicator will measure the number of basic subprojects under sub-component 1.1 that incorporate climate and disaster resilience measures that have been agreed under the project and adopted in the Project Operations Manual and Subproject Manual. | | | | | | | | |
| Competitive subprojects constructed and incorporating agreed climate and disaster resilience measures under the project | | Number | 0.00 | | 7.00 | Annual | Annual project progress reports/The project engineer will confirm and record whether or not each of the subprojects meet the project's agreed standards | PMU |
| Description: This indicator will measure the number of basic subprojects under sub-component 1.2 that incorporate climate and disaster resilience measures that have been agreed under the project and adopted in the Project Operations Manual and Subproject Manual. | | | | | | | | |
| **Component 2: Strengthening risk-informed spatial planning and asset management** | | | | | | | | |
| Island Councils with updated physical asset management plans that are fully resourced, designed and implemented for at least 12 months | | Number | 0.00 | | 4.00 | Annual | Annual project progress reports/ PMU will monitor the number of ICs that have developed physical asset mgt plans through TA support under Comp 2, and report the number of ICs that have developed, resourced, and | PMU |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | been implementing the plan for at least 12 months. | |
| Description: This indicator will measure the number of Island Councils that have received technical assistance from the project under Component 2 to develop physical asset management plans, that have been fully resourced for implementation, and have been under implementation for at least 12 months. | | | | | | | | |
| Climate and disaster risk-informed and land development plans adopted by Island Land Planning Boards | | Number | 0.00 | | 4.00 | Annually | Annual project progress reports/ PMU will monitor the progress of TA provided under Comp 2 to determine how many ICs are receiving support to develop risk-informed land dev plans and will update annually whether the Island Land Planning Boards have formally adopted the plans by way of a legal decree, regulation, or other similar nature. | PMU |
| Description: This will measure the number of Island Councils whose Island Land Planning Boards have adopted land development plans that have been informed by climate and disaster risk information, through technical assistance supported by this project. | | | | | | | | |
| Island Councils that have prepared applications for competitive subprojects as a result of support from Component 2 activities | | Percentage | 0.00 | | 40.00 | Annually | PMU will monitor the subproject applications from ICs and determine whether they have benefitted from the TA provided under Comp 2 in support of subproject planning and design. | PMU |
| Description: This indicator measures the percentage of Island Councils out of the total number of Island Councils in Kiribati that have prepared and submitted an application for competitive subprojects under sub-component 1.2 of this project, demonstrating they have utilized technical assistance from Component 2 to leverage potential subprojects. | | | | | | | | |
| **Component 3: Project management and monitoring** | | | | | | | | |
| Issues or complaints raised in the Grievance Redress Mechanism are addressed within 21 calendar days | | Percentage | 0.00 | | 85.00 | Biannually | Biannual project progress reports/ PMU will monitor each issue or complaint that is submitted to the GRM and | PMU |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | record the number of business days it takes to address the issue or complaint, from the day of receipt. | |
| Description: This indicator measures the percentage of issues or complaints that have been submitted to the project's Grievance Redress Mechanism that have been addressed by MIA within 21 calendar days from receipt of the issue or complaint. | | | | | | | | |
| Women's participation in decision-making committees established by Island Councils participating on the project | | Percentage | 0.00 | | 40.00 | Biannually | Biannual project progress reports/ Each IC participating in the project will be required to establish a project committee comprising relevant community members and stakeholders and report the composition to MIA. The PMU will calculate and record the percentage of the committee that comprises women. | PMU |
| Description: This indicator will measure the percentage of women that participate in committees to support decision-making on project activities under Components 1 and 2. | | | | | | | | |
| Women's participation in project-specific training and capacity building activities related to climate change planning and budgeting | | Percentage | 0.00 | | 50.00 | Biannually | Biannual project progress reports/ The PMU will record the participation, disaggregated by gender, of all training and capacity building activities financed by the project and report the percentage of women they attend and participate in such activities. | PMU |
| Description: This indicator will measure women, as a percentage of total participants, that attend and participate in training and capacity building activities financed under the project that build knowledge and awareness of climate change planning and budgeting practices and processes. | | | | | | | | |

**ANNEX C**

**Budget and Workplan**

Annex C-1. Project Budget, 72 months project duration

Annex C-2. Project Workplan, (Sept 2022 – Aug 2028)

ANNEX C-1 – Project Budget, 72 months (2022-2028)

| Comp/Item | Description | Schedule of Quantities | | | | | | Pct of Total | Taxes Collected | Beneficiaries | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Units | Qty | Rate | VAT | Amount USD | Amount AUD | | | Community | Employed |
| | **Grand Totals** | | | | | **20,000,000** | **27,600,000** | **100.0%** | **1,005,513** | **13,365** | **162** |
| **1** | **Expansion of Basic Infrastructure and Services on Outer islands** | | | | | **10,218,224** | **14,101,150** | **51.1%** | **390,313** | **13,365** | **162** |
| ***1.1*** | ***Local Government Investments in Water Supply and Drainage Improvements*** | | | | | ***7,016,662*** | ***9,682,993*** | ***35.1%*** | ***213,750*** | ***12,540*** | ***152*** |
| | ***Basic Subprojects (Round 1) (6 Islands)*** | | | | | ***667,500*** | ***921,150*** | | ***67,500*** | ***3,960*** | ***48*** |
| | Goods, Materials, and Transport (1 x lots contract) | Ea | 24 | 20,000 | 12.5% | 540,000 | 745,200 | | 60,000 | 3,960 | 48 |
| | Plant Hire | Ea | 24 | 2,500 | 12.5% | 67,500 | 93,150 | | 7,500 | | |
| | Casual Labour | Ea | 24 | 2,500 | | 60,000 | 82,800 | | - | | |
| | | | | | | | | | | | |
| | ***Basic Subprojects (Round 2) (6 Islands)*** | | | | | ***667,500*** | ***921,150*** | | ***67,500*** | ***3,960*** | ***48*** |
| | Goods, Materials, and Transport (1 x lots contract) | Ea | 24 | 20,000 | 12.5% | 540,000 | 745,200 | | 60,000 | 3,960 | 48 |
| | Plant Hire | Ea | 24 | 2,500 | 12.5% | 67,500 | 93,150 | | 7,500 | | |
| | Casual Labour | Ea | 24 | 2,500 | | 60,000 | 82,800 | | - | | |
| | | | | | | | | | | | |
| | ***Basic Subprojects (Round 3) (4 Islands)*** | | | | | ***445,000*** | ***614,100*** | | ***45,000*** | ***2,640*** | ***32*** |
| | Goods, Materials, and Transport (1 x lots contract) | Ea | 16 | 20,000 | 12.5% | 360,000 | 496,800 | | 40,000 | 2,640 | 32 |
| | Plant Hire | Ea | 16 | 2,500 | 12.5% | 45,000 | 62,100 | | 5,000 | | |
| | Casual Labour | Ea | 16 | 2,500 | | 40,000 | 55,200 | | - | | |
| | | | | | | | | | | | |
| | ***Basic Subprojects (Round 4) (4 Islands)*** | | | | | ***333,750*** | ***460,575*** | | ***33,750*** | ***1,980*** | ***24*** |
| | Goods, Materials, and Transport (1 x lots contract) | Ea | 12 | 20,000 | 12.5% | 270,000 | 372,600 | | 30,000 | 1,980 | 24 |
| | Plant Hire | Ea | 12 | 2,500 | 12.5% | 33,750 | 46,575 | | 3,750 | | |
| | Casual Labour | Ea | 12 | 2,500 | | 30,000 | 41,400 | | - | | |

| Comp/Item | Description | Schedule of Quantities | | | | | | Pct of Total | Taxes Collected | Beneficiaries | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Units | Qty | Rate | VAT | Amount | | | | Community | Employed |
| | | | | | | USD | AUD | | | | |
| | | | | | | | | | | | |
| | ***TA and IOCs*** | | | | | ***4,902,912*** | ***6,766,018*** | | ***-*** | ***-*** | ***-*** |
| | Fund Manager | Mths | 72 | 4,319 | | 310,935 | 429,091 | | | | |
| | Community Engagement Officer (4 No.) (X) | Mths | 288 | 3,725 | | 1,072,727 | 1,480,364 | | | | |
| | Skilled Technician Support (6 No.) (X) | Mths | 432 | 3,077 | | 1,329,249 | 1,834,364 | | | | |
| | Engineering Technologist | Mths | 72 | 15,000 | | 1,080,000 | 1,490,400 | | | | |
| | Operational IOCs (covers Consulting and Govt staff) | Mths | 72 | 5,000 | | 360,000 | 496,800 | | | | |
| | | | | | | | | | | | |
| | ***Contingency for C1.1*** | | | | | ***750,000*** | ***1,035,000*** | | | | |
| | | | | | | | | | | | |
| ***1.2*** | ***Local Government Investment for Resilient Infrastructure and Services*** | | | | | ***3,201,563*** | ***4,418,156*** | ***16.0%*** | ***176,563*** | ***825*** | ***10*** |
| | ***Competitive Subprojects (Round 1) (3 Islands)*** | | | | | ***660,625*** | ***911,663*** | | ***70,625*** | ***330*** | ***4*** |
| | Goods, Materials, and Transport (Lots) | LS | 2 | 120,000 | 12.5% | 270,000 | 372,600 | | 30,000 | 330 | 4 |
| | Plant Hire | LS | 2 | 12,500 | 12.5% | 28,125 | 38,813 | | 3,125 | | |
| | Casual Labour | LS | 2 | 12,500 | | 25,000 | 34,500 | | - | | |
| | Works (1 x contract for 2 sites) | LS | 2 | 150,000 | 12.5% | 337,500 | 465,750 | | 37,500 | | |
| | | | | | | | | | | | |
| | ***Competitive Subprojects (Round 2) (3 Islands)*** | | | | | ***660,625*** | ***911,663*** | | ***70,625*** | ***330*** | ***4*** |
| | Goods, Materials, and Transport (Lots) | LS | 2 | 120,000 | 12.5% | 270,000 | 372,600 | | 30,000 | 330 | 4 |
| | Plant Hire | LS | 2 | 12,500 | 12.5% | 28,125 | 38,813 | | 3,125 | | |
| | Casual Labour | LS | 2 | 12,500 | | 25,000 | 34,500 | | - | | |
| | Works (1 x contract for 2 sites) | LS | 2 | 150,000 | 12.5% | 337,500 | 465,750 | | 37,500 | | |
| | | | | | | | | | | | |

| Comp/Item | Description | Schedule of Quantities | | | | | | Pct of Total | Taxes Collected | Beneficiaries | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Units | Qty | Rate | VAT | Amount | | | | Community | Employed |
| | | | | | | USD | AUD | | | | |
| | ***Competitive Subprojects (Round 3) (2 Islands)*** | | | | | ***330,313*** | ***455,831*** | | ***35,313*** | ***165*** | ***2*** |
| | Goods, Materials, and Transport (Lots) | LS | 1 | 120,000 | 12.5% | 135,000 | 186,300 | | 15,000 | 165 | 2 |
| | Plant Hire | LS | 1 | 12,500 | 12.5% | 14,063 | 19,406 | | 1,563 | | |
| | Casual Labour | LS | 1 | 12,500 | | 12,500 | 17,250 | | - | | |
| | Works (1 x contract) | LS | 1 | 150,000 | 12.5% | 168,750 | 232,875 | | 18,750 | | |
| | | | | | | | | | | | |
| | ***TA and IOCs*** | | | | | ***1,550,000*** | ***2,139,000*** | | ***-*** | ***-*** | ***-*** |
| | Technical Assistance (Performance Grants Assessment/Design) [Undefined] | LS | 1 | 500,000 | | 500,000 | 690,000 | | | | |
| | Operational IOCs (covers Consulting and Govt staff) | LS | 1 | 300,000 | | 300,000 | 414,000 | | | | |
| | | | | | | | | | | | |
| | ***Contingency for C1.2*** | | | | | ***750,000*** | ***1,035,000*** | | | | |
| | | | | | | | | | | | |
| **2** | **Strengthen Risk-Informed Spatial Planning and Asset Management** | | | | | **7,549,091** | **10,417,746** | **37.7%** | **600,000** | **-** | **-** |
| | TA (Preparatory studies) § | LS | 1 | 400,000 | 12.5% | 450,000 | 621,000 | | 50,000 | | |
| | TA (Outer-Island risk-informed land-development planning) § | LS | 1 | 1,100,000 | 12.5% | 1,237,500 | 1,707,750 | | 137,500 | | |
| | TA (Urban risk-informed land-development planning) § | LS | 1 | 1,500,000 | 12.5% | 1,687,500 | 2,328,750 | | 187,500 | | |
| | TA (Revenue, asset management, etc.) § | LS | 1 | 600,000 | 12.5% | 675,000 | 931,500 | | 75,000 | | |
| | TA (Operations and long-term maintenance) § | LS | 1 | 600,000 | 12.5% | 675,000 | 931,500 | | 75,000 | | |
| | TA to MISE for water resource investigation and Water Technician training and development | LS | 1 | 400,000 | 12.5% | 450,000 | 621,000 | | 50,000 | | |
| | Goods for water resource investigations | LS | 1 | 200,000 | 12.5% | 225,000 | 310,500 | | 25,000 | | |
| | Island Planning Support (6 No) (X) | Mths | 432 | 3,725 | | 1,609,091 | 2,220,546 | | | | |

| Comp/Item | Description | Schedule of Quantities | | | | | | Pct of Total | Taxes Collected | Beneficiaries | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Units | Qty | Rate | VAT | Amount | | | | Community | Employed |
| | | | | | | USD | AUD | | | | |
| | Operational IOCs (covers Consulting and Govt staff) | Mths | 72 | 7,500 | | 540,000 | 745,200 | | | | |
| | | | | | | | | | | | |
| **3** | **Project Management & Monitoring** | | | | | **2,093,413** | **2,888,910** | **10.5%** | **15,200** | **-** | **-** |
| | ***Core resources*** | | | | | ***1,297,813*** | ***1,790,982*** | | | | |
| | Project Manager (X) | Mths | 72 | 5,398 | | 388,669 | 536,364 | | | | |
| | Project Assistant/Clerk (X) | Mths | 72 | 2,500 | | 180,000 | 248,400 | | | | |
| | Finance and/or Procurement Officer (seconded to KFSU *) (X) | Mths | 72 | 3,617 | | 260,408 | 359,364 | | | | |
| | Environmental/Social Risk Specialist (X) | Mths | 72 | 3,617 | | 260,408 | 359,364 | | | | |
| | Media & Communications Specialist (X) | Mths | 58 | 3,617 | | 208,327 | 287,491 | | | | |
| | | | | | | | | | | | |
| | ***Activities/Operational costs*** | | | | | ***795,600*** | ***1,097,928*** | | | | |
| | Baseline & Annual Surveys | LS | 2 | 60,000 | | 120,000 | 165,600 | | | | |
| | Mid-term Reviewer | LS | 1 | 40,000 | 12.5% | 45,000 | 62,100 | | 5,000 | | |
| | Audit Services (NCS) | Yr | 6 | 12,000 | | 72,000 | 99,360 | | | | |
| | Communications, IT, visibility/publications/electronic Billboards/documentaries/awareness | No | 5 | 30,000 | | 150,000 | 207,000 | | | | |
| | PIU Travel IOCs | Mths | 72 | 400 | | 28,800 | 39,744 | | | | |
| | Misc. ultilities, supplies, printer, printing cost, operating costs & meeting costs | Mths | 72 | 4,000 | | 288,000 | 397,440 | | | | |
| | ICT equipment (laptop computers, server, modem, cables, harddrive backup) (¶) | LS | 1 | 20,000 | 12.5% | 22,500 | 31,050 | | 2,500 | | |
| | ICT support (installation, broadband fees, mtce) (¶) | Mths | 72 | 300 | 12.5% | 24,300 | 33,534 | | 2,700 | | |
| | Vehicle (Sedan or small SUV) (¶) | LS | 1 | 40,000 | 12.5% | 45,000 | 62,100 | | 5,000 | | |

| Comp/Item | Description | Schedule of Quantities | | | | | | Pct of Total | Taxes Collected | Beneficiaries | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Units | Qty | Rate | VAT | Amount | | | | | |
| | | | | | | USD | AUD | | | Community | Employed |
| | | | | | | | | | | | |
| **4** | **Unallocated/Contingency** | | | | | **139,272** | **192,195** | **0.7%** | | | |
| | | | | | | | | | | | |
| | Notes: | | | | | | | | | | |
| | X Rates includes Employer contribution to National Providence Fund @ 7.5% | | | | | | | | | | |
| | * To be confirmed, and only if there is a clear gap in capacity not covered by the KFSU funding | | | | | | | | | | |
| | § To be determined if these should be individuals or combined as a firm procurement. Expect to include goods/equipment/training, etc. | | | | | | | | | | |
| | ¶ Part of Preparation Advance (now redundant) | | | | | | | | | | |

# ANNEX D

## Miscellaneous Forms

Annex D-1. Incident Reporting

**Incident Management Checklist (Sample Only)**

Purpose: The purpose of this checklist is to learn from the incident and prevent further occurrences. As such the focus should be on continuous improvement – rather than enforcing penalties or fines.

Note: This document is for example only; please adapt to the specifics of the project, location and nature of the incident.

| | | | |
|---|---|---|---|
| **Date:** | | **Team Leader:** | |
| **Project:** | | | |
| **Nature of Incident:** (Select multiple if required) | ☐ **Pollution** ☐ **Health & Safety** ☐ **Flora & Fauna** ☐ **Heritage** ☐ **Social** | | |

| | | | |
|---|---|---|---|
| **Classification:** (refer below matrix) | ☐ **Indicative** | ☒ **Serious** | ☐ **Severe** |

| Classification | **Pollution** | **Health & Safety** | **Flora & Fauna** | **Heritage** | **Social** |
|---|---|---|---|---|---|
| **Indicative** | Hydrocarbon or chemical spills with small environmental impact<br><br>No significant or irreparable harm | Minor job site injuries (cuts and bruises) | Illegal hunting of wildlife (non-endangered)<br><br>No significant or irreparable harm | Project interference with locally significant practices or sites | Small-scale crop damage or livestock deaths<br><br>Delays in addressing grievances |
| **Serious** | Large spills causing significant harm to environment<br><br>Medium to large-scale deforestation without approval | Severe Injury requiring off-site medical attention<br><br>Chronic non-use of PPE at project work site | Damage to habitat areas and nationally recognised protected areas | Significant impacts to protected physical cultural resources | Widespread crop damage or livestock deaths<br><br>Grievances not addressed as a routine |

| | | | | | |
|---|---|---|---|---|---|
| | Some level of permanent damage | | | | Several cases of mistreatment of communities |
| **Severe** | Severe harm to environment on large scale<br><br>Major river contamination causing decimation of fish<br><br>Permanent irreversible damage | Any fatality<br>Permanent disability<br><br>Criminal and political attacks at worksite | Poaching or trafficking in endangered species<br><br>Destruction of internationally recognized critical habitat | Significant damage to nationally protected areas or to UNESCO World Heritage sites | Forced resettlement without due process or compensation<br><br>Human trafficking, forced labor and child labor |

## Indicative Incident Checklist

| Task | Yes | N/A | No |
|---|---|---|---|
| Secure & make safe – prevent further harm | ☐ | ☐ | ☐ |
| Provide first aid (if required) | ☐ | ☐ | ☐ |
| Notify Project Team Leader of the incident | ☐ | ☐ | ☐ |
| Commence incident investigation | ☐ | ☐ | ☐ |
| Identify corrective actions | ☐ | ☐ | ☐ |
| Implement corrective actions | ☐ | ☐ | ☐ |
| Report incident in the safeguards section of the six-monthly report | ☐ | ☐ | ☐ |

## Serious & Severe Incident Checklist

| Task | Yes | N/A | No |
|---|---|---|---|
| Secure & make safe – prevent further harm | ☐ | ☐ | ☐ |
| Provide first aid (if required) | ☐ | ☐ | ☐ |
| Inform emergency services, environmental protection authorities | ☐ | ☐ | ☐ |
| Notify Project Team Leader of the incident | ☐ | ☐ | ☐ |
| Report incident to the World Bank within 48 hours | ☐ | ☐ | ☐ |
| Project Team Leader to appoint incident investigator | ☐ | ☐ | ☐ |
| Complete preliminary actions (site photos, incident records etc.) | ☐ | ☐ | ☐ |
| Complete root cause analysis investigation (if required) | ☐ | ☐ | ☐ |
| Identify corrective actions | ☐ | ☐ | ☐ |
| Assign responsibilities & due date for corrective actions | ☐ | ☐ | ☐ |
| Implement corrective actions | ☐ | ☐ | ☐ |
| Check if a safeguards corrective action plan (SCAP) is required | ☐ | ☐ | ☐ |
| Check / Audit corrective actions - verify actions are implemented | ☐ | ☐ | ☐ |
| Share the learnings with the Bank and the wider team | ☐ | ☐ | ☐ |

List of Corrective Actions Implemented:

| **Actions:** | **Completed By** | **Date** |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |

Project Manager / Coordinator

Name: …….

Signature: …….

Date: ……