
Pacific Islands Regional Oceanscape Program (PROP)

Project Number: P151780



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Ministry of Natural Resources
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TERMS OF REFERENCE

MID TERM REVIEW CONSULTANT

Title:	Mid Term Review Consultant
Location:	Funafuti
Duration:	Inputs of approximately 30 days over a period of three (3) months
Start Date:	ASAP (October 2018)

Background

Tuvalu received financing from the World Bank (WB) for the Tuvalu Islands Pacific Regional Oceanscape Program (PROP). The Tuvalu PROP project is one of a series of projects which includes separate but complementary national projects in Federated States of Micronesia, Republic of the Marshall Islands, Solomon Islands and a regional project run by the Forum Fisheries Agency. The PROP project development objective is to strengthen the shared management of selected Pacific Island oceanic and coastal fisheries, and the critical habitats upon which they depend. This will provide the basis for sustainable and increased economic benefits to the country from this resource. Tuvalu Fisheries Department (TFD) is responsible for the implementation of the project. Funding for this project include an IDA Grant of SDR4.8 million (approximately AUD9.29 million) and a Global Environment Facility Grant of USD0.91 million (approximately AUD1.28 million). The project's Legal Agreement was signed in 20 April 2015 and became effective on 9 June 2015 to 30 September 2020.

Scope of Services

The Mid Term Review Consultant will provide support to TFD for the Pacific Regional Oceanscape Program Tuvalu (PROP Tuvalu) Mid Term Review.

The Consultant will prepare a Mid Term Review Report for the PROP Tuvalu Project (in the format set out in Annex 1) for submission by TFD to the World Bank prior to the Bank's formal Mid Term Review Mission.

The Consultant will also participate as part of the TFD team in the Bank's formal Mid Term Review Mission to be conducted in February 2019. An outline of the Mid Term Review Process is at Annex 2.

The MTR Report shall contain an assessment of the efficacy and effectiveness of the project design, implementation approach, and overall project performance against the original project plan. The report should also identify if any opportunities for improvement exist in these areas and recommend corrective actions for addressing them, and, if needed, include recommendations for restructuring the project.

The consultant is expected to:

- Review the progress of the Project to date against the Financing Agreement, Grant Agreement, Project Appraisal Document, Project Operation Manual, Annual Work Plans, Budget and Procurement Plan and performance against the Results Framework;
- Visit Tuvalu and meet with as many stakeholders as possible, including government representatives from Ministry of Finance, Ministry of Natural Resource Development and Tuvalu Fisheries Department, as well as beneficiaries, to document their views of the project and suggestions for improvements;
- Identify successes and constraints, and present recommendations for opportunities/options to improve project implementation toward achievement of the Project Development Objective;
- Ensure the final report expresses the views of the Implementing Agency, Tuvalu Fisheries Department;
- Participate as part of the TFD team in the Bank's formal Mid Term Review Mission in February 2019.

Outcomes

The Mid Term Review Report will summarise the following four key areas:

A. Progress to Date

Review the progress of the Project to date against the Financing Agreement, Grant Agreement, Project Appraisal Document, Project Operation Manual, Annual Work Plans, Budget and Procurement Plan and performance against the Results Framework.

B. Performance Analysis

Undertake an overview assessment through consultation with TFD and all project counterparts of the following:

- Outputs from all technical assistance procured under the PROP-TV;
- The efficacy of TFD's oversight and coordination;
- Project Management performance. This should include, among other things, efficiency of collaboration with other agencies; internal processes; structure and composition; and all management functions (M& E, procurement, safeguards, supervision of staff and consultants etc.).
- Quality, efficiency and effectiveness of fiduciary systems and processes.

C. Constraints Analysis

Identify and analyse main constraints encountered which are impacting on project performance. This should include a discussion of the relevance of different project components and activities given:

- possible changes in context since the beginning of project implementation
- implementation performance to date; and in this context
- possible implications for changing methodology if appropriate.

D. Options and Recommendations

In the light of the analyses undertaken above, identify and describe the options and opportunities for TFD to improve project performance and achieve successful completion of the project.

The latter could involve: possible changes to the legal (grant and financing) agreements; resource allocation (budget); project management functions; technical assistance inputs; implementation support; procurement activities; and timelines for activities.

Consideration should also be given to how the team implementing the project may be supported or modify their processes/activities to improve implementation results.

These options will need to be discussed with Ministry of Finance, Ministry of Natural Resource Development, Tuvalu Fisheries Department, the World Bank and the consequences explored.

Deliverables

Deliverables	Due date (TBC)	Payment
Inception Report outlining consultation plan and summary of desk review of project documents	1 week after contract sign	10%
Draft MTR Report for consultation with stakeholders	5 wks after contract sign	40%
Final MTR Report delivered to TFD	2 wk after the above submission	30%
Assignment completion report at conclusion of Mid Term Review Mission (not more than 5 pages)	22 February, 2019	20%

Qualifications and Expertise

- University post graduate qualification in Economics, Business Administration, Financial Management, Natural Resource Management or equivalent.
- Minimum 10 years of satisfactory experience in project management preferably in developing countries, including in project review, preparation and design, management, monitoring and evaluation.
- Experience in evaluation of World Bank or other donor financed projects.

- Experience in the Pacific Region or Small Island Developing States is desirable.
- Essential requisites include the ability to:
 - make meaningful, rapid and independent assessments through hearing stakeholder views and through astute observation,
 - prepare succinct and clear reports,
 - communicate findings effectively to both donor and government representatives.

Duration, Location, and Conditions of Assignments

This Terms of Reference is for a short-term consultant within the Tuvalu Fisheries Department, PROP Project Implementation Team.

The duration will be for part-time inputs of approximately 30 days over three (3) months. The consultant is expected to spend approximately 75% of the assignment in country.

TFD through PROP will provide all the existing project documents, legal agreements, reports and materials related to the project. While in Tuvalu, the TFD through PROP will provide office space, general office supplies and office equipment including printer and photocopier, but excluding a computer.

This will be a lump sum contract, with payment against key deliverables. The timing of all inputs and deliverables will be agreed with the Director of Fisheries/National Project Coordinator. The amount of the contract will be negotiated based on evidence from previous assignments.

Two return airfares to Tuvalu, shall be reimbursed in accordance with Project policies for airfare, accommodation and per diem.

Accommodation and per diem allowances while in Tuvalu will be paid to the Consultant as per applicable Project rates.

The consultant is responsible for the cost of local transportation (to/from local accommodation to the Government Agency office).

Travel to the other islands, other Pacific Countries or local travel away from the base office, if required, shall be supported from the budget for operating costs under the project as per applicable project policies for airfare, accommodation and per diem.

Annex 1: Mid Term Review Report Outline

Executive Summary

(Summary of progress, key issues and proposed restructuring activities)

1. Project Development Objectives (PDO) and Results Indicators

- 1.1 Proposal to adjust PDO *(if any)*
- 1.2 Status report on ability to achieve PDO by Project Close
- 1.3 Results Indicators
 - 1.3.1 Updated Results Indicators Table, provide a table as an annex.
 - 1.3.2 Description of any challenges or issues related to meeting indicator targets
 - 1.3.3 Proposal to adjust indicators *(definition, target value, completion date, etc., if any)*

2. Implementation Progress

- 2.1 Overall implementation status
- 2.2 Updated project costs
- 2.3 Major changes in project design *(compared to original)*
- 2.4 Implementation status by component/contract - *For each works contract signed, provide description on latest progress, work completed, disbursement made to the contractors, and estimated remaining completion time. Provide the work + disbursement graph per contract. Provide description on activities under the TA and capacity building component.*
- 2.5 Updated implementation plan and key milestones *(compared to original)*

3. Project Component Adjustment (including TA)

- 3.1 Proposal to adjust Bank-financed components *(content, scope, timeframe, etc.)*, reallocate funds, and/or extend loan closing date and request for additional financing *(if any)*

4. Procurement

- 4.1 Updated procurement plan
- 4.2 Procurement status -- *Summarize procurement progress, including contracts signed to date, and contracts submitted to the Bank for review/under revision. Provide a table as an annex.*
- 4.3 Proposal to adjust procurement plan *(content, scope, timeframe, method, etc.)*
- 4.4 Issues *(if any)*

5. Financial Management and Disbursement

- 5.1 Financial management update - *Include adequacy and timeliness of counterpart funding if any.*
- 5.2 Disbursement update and forecast - *Summarize disbursement status (compared to original). Provide details in an annex.*
- 5.3 Issues and remedies *(if any)*

6. Environmental Safeguards

- 6.1 Summary on Environmental and Social Safeguards Management Framework(ESMF) implementation status - *(including environmental management organizational setup, implementation of all mitigation measures as defined in ESMF and embedded Frameworks, implementation of monitoring plan)*
- 6.2 Changes in environmental impacts - *Present analysis of any project change in terms of environmental impacts, with conclusions of whether additional safeguards documents are needed, or existing Environmental Impact Assessment/EMP is adequate to cover the envisaged impacts of such changes*
- 6.3 Remedies or next steps

7. Social Safeguards

- 7.1 Summary on implementation status of the project's Resettlement Planning Framework (RPF) and other Social Safeguards Frameworks and Plans as embedded in the project ESMF (*resettlement progress to date, compliance with RAP, Grievance Redress Mechanism status, remaining issues*)
- 7.2 Changes in resettlement impacts --*Present analysis of changes in resettlement impact compared to original.*
- 7.3 Remedies or next steps

8. Institutional Arrangements

- 8.1 Effectiveness and efficiency of implementation arrangements
- 8.2 Updated roles and responsibilities (*project management and implementation*)
- 8.3 Proposal to modify implementation arrangements (*if any are deemed necessary*)

9. Legal Covenants

- 9.1 Status of compliance with all project legal covenants (*include a table*).

Annex 2: Mid Term Review Process, Objectives and Possible Outcomes

Mid Term Review Process

- World Bank and Implementing Agency **agree on timing** of Mid Term Review.
- If necessary, Implementing Agency engages an individual consultant to coordinate and assist with preparation of client's Mid Term Review Report.
- Implementing Agency prepares **client's Mid Term Review Report** and submits to World Bank.
- **World Bank conducts desk review** of project, looking at client's Mid Term Review Report, Project Progress Reports, Aide Memoires, Implementation Status Reports, and other project documents.
- **Mid Term Review Mission** is conducted jointly by World Bank and Implementing Agency, and involves (i) site visits to verify achievement of results; (ii) inspection of records kept by project team; (iii) discussions with stakeholders including: senior government leadership in Executing Agency (Ministry of Finance) and Implementing Agency, people responsible for implementing the project in TFD, beneficiaries (for example affected citizens, Kapules, fisher associations, etc.), and other donors.
- World Bank prepares **Mid Term Review Aide Memoire** summarizing findings, outcomes and recommendations of Mid Term Review Mission.
- Government and World Bank **agree on recommendations** to be implemented for remaining project duration.
- **If restructure of the project is necessary**, Government, through Ministry of Finance, submits an official request for the project to be restructured.
 - World Bank prepares restructure paper and submits to World Bank Board, or Regional Vice President, for approval.
 - Legal agreements are updated as required and signed by World Bank and Ministry of Finance.
 - Other project documents are updated as required.
- Implementing Agency **implements recommendations** of the Mid Term Review.
- World Bank **monitors** implementation of recommendations.

Mid Term Review Objectives and Activities

<i>Area of review</i>	<i>Possible activities</i>
Borrower's commitment	<ul style="list-style-type: none">• Conduct meetings with higher-level authorities, implementing agency, and other relevant stakeholders to discuss the borrower's commitment to the project.
Relevance of PDO	<ul style="list-style-type: none">• Assess project's overall results and impacts in terms of development outcomes (identify specific beneficiaries, directly related benefits for primary stakeholders, and potential benefits to be achieved during the remaining project implementation period).• Discuss with borrower and project beneficiaries the continued relevance of the project development objectives and likelihood of achievement during the remaining implementation period (taking into account current sector/government priorities).

<p>Adequacy of project design to achieve expected results and sustain the efforts during and after project implementation</p>	<ul style="list-style-type: none"> • Review progress (physical or otherwise), efficiency and adequacy of each project component in terms of delivery of project inputs, activities, and outputs. • Review quality of outputs and conformity with technical specifications (visit project sites, inspect physical assets, review consultant reports and assess implementation of recommendations) • Analyze financial progress under each project component and assess whether the use of funds matches the progress, efficacy, quality, and timeliness of procurement and disbursement activities. • Assess relevance and effectiveness of technical assistance in building client's capacity and institutions, including training given to primary stakeholders and staff with regards to expected objectives. • Discuss/assess whether current project design (components, scope, activities, timeframe) continues to be an adequate mechanism to achieve expected project results. • Assess likelihood that achievements under project are sustainable and will continue to be so after project completion.
<p>Beneficiary perspective on project impact (Beneficiary Assessment)</p>	<ul style="list-style-type: none"> • Assess beneficiary perspective so as to gain an in depth understanding of how the project under review has addressed the felt needs and aspirations of its intended beneficiaries and other key stakeholders. • Conduct qualitative inquiry around conversational interview guides tailored to district change agents: the intended beneficiaries themselves, service providers, relevant government and NGO officials, and other key groups affecting project outcome. While qualitative in nature, Beneficiary Assessment findings are expressed in quantitative terms to the degree possible. • Beneficiary Assessment is to be designed and conducted with the participation of project management so as to assure the utility of the assessment to the achievement of project goals.
<p>Efficiency of project</p>	<ul style="list-style-type: none"> • Assess how economically resources and inputs are converted to results. • Assess whether costs involved in achieving project objectives were reasonable in comparison with the benefits and value for money – was the project implemented at least costs? • Compare costs and benefits of the investment with alternatives investments under traditional government, NGO and donor programs in the country.
<p>Adequacy of implementation plan</p>	<ul style="list-style-type: none"> • Assess adequacy of project implementation plan in terms of the remaining timeframe and the implementation of remaining procurement activities and disbursement schedule. • Review project costs and assess whether original cost estimates remain accurate. Assess project cost-effectiveness if possible.

Adequacy of implementation and management arrangements	<ul style="list-style-type: none"> • Review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E), contract management capacity, reporting, etc. • Assess quality of cooperation with other relevant donors, partners, and institutions within the sector as well as the clarity of roles and responsibilities, capacity of participating implementing entities; effectiveness of decision-making, etc. • Assess adequacy of implementation support arrangements (approach, resources), usefulness to anticipate problems, and effectiveness of follow-up recommendations. • Assess adequacy and timeliness of counterpart funds flowing into the project.
Adequacy of institutional arrangements for results, monitoring and evaluation	<ul style="list-style-type: none"> • Identify current sources of data, issues, gaps, ongoing initiatives to strengthen database, etc., for either the sector as a whole or a subsector, whichever is applicable to the project. • Identify the nature of the implementation entities (existing government agencies, decentralized government agencies, project beneficiaries, civil society organizations, and other entities) to be engaged in the project's M&E activities. • Identify, assess and build upon existing M&E systems (government, community-based monitoring, community scorecards, or citizen scorecards). • Identify M&E capacity weaknesses (such as staffing, equipment, knowledge/skills, roles and responsibilities, setup/processes) of those entities that will be involved in project M&E. • Provide resources to strengthen capacity.
Compliance with fiduciary/safeguards aspects	<ul style="list-style-type: none"> • Assess the degree of compliance with the project's fiduciary and safeguards aspects and with project legal covenants in financing agreement
Overall implementation risks	<ul style="list-style-type: none"> • Based on all of the above, reassess project risks, identifying any new risks that need to be taken into consideration.

Possible Outcomes from the Mid Term Review

<i>Area of Review</i>	<i>Expected Result</i>	
	<i>Either</i>	<i>Or</i>
<i>Borrower's commitment to project</i>	Demonstrated confirmation of the borrower's commitment to the project.	Proposal for an exit strategy.
<i>Relevance of Project Development Objective (PDO)</i>	Confirmation of relevance of PDOs in current sector context and government priorities with appropriate indicators (baselines, targets and actual values).	Proposal to adjust PDO and revised and measurable indicators (with baselines and targets).
<i>Adequacy of project design to achieve expected results</i>	Confirmation of project components content, scope, etc.	Detailed description of proposed changes to project components

	with description of progress to date compared to expected results.	(including coverage, target groups, etc.) with redefined inputs and outputs.
<i>Adequacy of implementation plan</i>	Confirmation that project implementation plan continues to be valid in terms of its content and timing (procurement plan, implementation timetable, disbursement schedule, etc.).	Updated proposal with updated project costs, procurement plan disbursements schedule, etc.
<i>Adequacy of implementation and management arrangements</i>	Confirmation that existing implementation/management arrangements and capacity are adequate and satisfactory.	Proposed modifications to the existing implementation/management arrangements.
<i>Compliance with fiduciary/safeguards aspects of the project</i>	Confirmation that management of all fiduciary aspects are satisfactory.	Proposed action plan agreed to correct identified weaknesses.
<i>Overall implementation risks</i>	Confirmation that overall implementations risks continue to be manageable and risk management measures continue to be relevant.	Revised risks and risk management measures, including timing for their implementation and responsible party.
<i>Other</i>		Lessons learned that can benefit the project in its remaining lifespan. Proposed modifications to the project documents and steps forward