

Terms of Reference -Individual Consultancy Services

Assignment: Program Manager; Central Services Unit

Employer : Ministry of Finance

Location : Nuku'alofa, Tonga

Duration : Until September 30, 2023

Expected Start Date: March 2021

1. Background

Tonga is a small, archipelagic Kingdom located in the South Pacific. Tonga's population is 106,000. The main island is Tongatapu, and other major islands are 'Eua, Ha'apai, Vava'u and Niuaotupapu. Tonga has an International Airport at Nuku'alofa with flight connections from Fiji, Australia and New Zealand. Tongan and English are the official languages.

Tonga has a growing portfolio of development partners, particularly the World Bank and the Asian Development Bank. The total funding envelope of the World Bank is currently around US\$70 million and is rapidly growing. To help implementation of the current portfolio and preparation and implementation of the next cycles of World Bank/ Development Partner funded projects (the projects under preparation currently are referred to as IDA 19 projects), the Ministry of Finance (MoF) instituted a Central Services Unit (CSU).

Under the overall responsibility of the MoF, the CSU is an added capacity to the Project and Aid Management Division (PAMD) with two broad service mandates: (i) project preparation and implementation support, and (ii) capacity building. For project preparation and implementation, the role of the CSU is to provide both implementation and advisory services in the common functions such as Procurement, Financial Management (FM), Safeguards, Monitoring and Evaluation (M&E), and Engineering and Contract Management, Communications/IT and Training. The CSU provides such services to all World Bank/ Development Partner financed projects. The CSU plays a significant role to build capacity (measured in quality and quantity) of national staffs and consultants serving in the different ministries/ agencies in Tonga.

The CSU is staffed with full-time experts in Procurement, Financial management, Safeguards, Engineering/Contract Management, Monitoring and Evaluation, and Communications and Training Coordinator. In addition, a number of part-time consultants are recruited by the CSU to provide surge support as needed to maintain service quality during peak times. On the task level, the CSU consultants work in twinning arrangement with the project implementation/ management units' staffs. The Program Manager (PM) assists overall management of the CSU functions, performance management of CSU staff, facilitate coordination with the various implementing agencies (Project Management Units), ministries, and development partners.

The CSU staff and consultants are contracted by the MOF. The Program Manager (PM) reports to the Chief Executive Officer through the Deputy Chief Executive Officer (PAMD) or his/her designee of the MOF. All other CSU staff reports to the Deputy Chief Executive Officer (PAMD) through the Program Manager.

This Terms of Reference is for the Program Manager position under the CSU.

2. Objectives of the assignment

The overall objective of the Program Manager role is to manage the CSU in such a way that it effectively delivers across two broad services areas: (i) project preparation and implementation support, and (ii) capacity building. The position is a leadership role aimed at ensuring service and capacity building support to development partner financed projects, with the Program Manager required to proactively work with and help Implementing Agencies deliver their respective Project Development Objectives. Currently the development partner financed projects are those financed by the World Bank and may expand to projects financed by other development partners in future.

3. Scope of Services

The Program Manager is responsible for the overall coordination of CSU's services to the Projects, quality control, performance management of CSU staff, resource management, periodic reporting on the CSU's overall performance on service and capacity building functions, relationship management with various implementing agencies (project management units), ministries and the development partners. Within the overall responsibility, the Program Manager is required to undertake any reasonable task to ensure the effective preparation and implementation of the Projects, including the following tasks:

The specific duties and responsibilities of the Program Manager include *inter alia*:

- Program Manager will provide coordination oversight of the CSU to ensure the projects are delivered in accordance with their respective Project Appraisal Document, Project Papers (if applicable) and financing agreements. Specifically, the projects receive hands on implementation or advisory support, as needed, on the areas of CSU expertise.
- Ensure CSU staffing plan is robust and have the required backstopping arrangement in case of staff attrition.
- Responsible for ensuring all CSU team members have a clear work plan, agreed with Program Manager in consultation with Project Managers for each project. The Program Manager should assist CSU team members to prioritize support for projects as necessary based on Government Priorities and Project needs, recognizing the need for agility across the portfolio in response to evolving project needs.
- Develop/ improve on a sustainable institutional arrangement for CSU to assist projects execution, specifically the key fiduciary functions – Procurement, FM, Safeguards, M&E, communications/IT and engineering/contract management.
- Develop a streamlined system of coordination for preparation of Work Plan, Budget, Procurement Plan, Monitoring and Evaluation plan, Safeguards implementation plan, staffing deployment plan etc.
- Prepare and improve different templates for reports and project management documents e.g. Operations Manuals/ Implementation Manuals, project progress report (including disbursement projection), and other reports. Conduct training and review of the operations manual, semi-annual project progress report, and other relevant reports prepared by the Projects before those are submitted to the Bank.
- Maintain regular contact with the Implementing Agencies on matters affecting project performance, coordination of CSU support, quality issues, etc. and provide appropriate solutions. This is likely to include, among other things, regularly scheduled meetings with each Project Manager to discuss ongoing project needs/priorities etc, and align CSU resource allocation with the Project needs accordingly;
- Update of the Project Steering Committee chaired by the Hon Minister of Finance, on the performance of projects and issues affecting project performance.

- Participate in World Bank/ Development partner (if appropriate) mission meetings, provide briefings and provide updates on behalf of the CSU on activities carried out by the CSU in coordination with PAMD, MOF.
- Provides support to CSU staff in delivering their TOR.
- Conduct performance management and evaluation of the CSU staff and submits reports and recommendations all Human Resources related issues to MOF. MOF is the reviewer of performance management for CSU staff including the Program Manager. Ensure project manager's feedback on performance is incorporated in CSU staff performance evaluation report.
- Prepare report on CSU activities, performance and service standards for the Bank on a semi-annual basis (by August 15 and February 15 of each year) on progress, performance, and capacity building targets and achievements.
- Resource planning: Ensure efficient management of the CSU budget. Provide updates on the CSU budget and resources.

4. Institutional and Organization Arrangements

The PM will be hired by MOF and will be posted in the MOF's CSU, where office space and facilities will be provided. The PM will report to the CEO through the Deputy CEO PAMD of the MOF. The PM will act as coordinator of the CSU team in a task supervisory capacity. (Due to COVID-19 impact on border restrictions, the CSU international consultants are serving in country as well as remotely.)

The PM is required to follow MOF's working hours, but depending on the business needs, the PM may be requested to work extended hours. The PM will be required to regularly attend Project Management Unit (PMU) Offices in order to meet with Project Teams.

5. Selection Criteria

Academic Background and Relevant Experience

- Minimum Education: Master's level or Bachelors level (dependent on years of relevant experience - with a major in a relevant discipline e.g. Project Management, Engineering, Law, Procurement, Finance, Business or Commerce). (20%)
- Minimum Years of relevant experience as defined by technical or management positions in large donor funded projects: 10 years for Master's Level, 15 years for Bachelors level holders. (20%)
- Proven experience in Project management and delivery in a challenging and multi-stakeholder environment. Challenging and multi-stakeholder environment is defined by low capacity implementing agency, managing highly technical team members, challenging project deliverables, coordination and reporting relationship with multiple ministries / stakeholders. (30%)
- Breadth of experience in project management in different geographic locations by continents. (20%)
- Having proven innovation in project implementation activities; e.g. process improvement, quality improvement, use of technology, management and relationship improvement etc. (10%)
- Experience with Development Bank (World Bank/ Asian Development Bank etc.) financed projects, processes and procedures is an advantage.

Essential Specialized Skills/Knowledge/Competencies

- Demonstrated ability to work effectively within a diverse culture and multidisciplinary team.
- Clear understanding of project management, project objective, results framework, implementation challenges, monitoring and evaluation of performance.

- Knowledge of general principles of procurement, financial management, and safeguards requirements, policies and practices.
- Proficient in developing work plan, resource plan, budget, operation manual.
- Demonstrated ability to prioritization of tasks to meet deadlines, resource allocation to meet budget and quality expectations, conflict resolution.
- Strong oral and written communication skills and persuasiveness in presenting, discussing and resolving difficult issues.
- Effective team leader, understands group dynamics and management techniques.

6. Performance Evaluation Criteria

- Delivered the Scope of Service ensuring quality and timeliness.
- Dealt sensitively in multi-cultural environments and built effective business relationships with clients and colleagues.
- Identified complex issues, responded and handled accordingly; did not add unnecessary complexity to tasks or projects.
- Demonstrated ability to prioritize and responding to competing needs
- Show ability to function effectively in multi-disciplinary teams within a matrix management environment.

7. Reports

The PM is responsible for ensuring the timely completion of the following outputs:

Output	Timeframe
Inception Report <ul style="list-style-type: none"> a. Typical yearly work plan (arranged by month) based on the scope of services b. Relationship management strategy outlining objectives, agenda, frequency, and expected outcome c. Establishment of service quality feedback d. Capacity building strategy and capacity building results framework consistent with the SET project 	2 weeks from start date
Participate in Projects mission and provide CSU report on project specific activities carried out	Periodic/as and when required
Portfolio performance report	Semester report for the MOF, World Bank and all implementing agencies
CSU Performance Report, Resource Planning, Budget and CSU staff contract management	Semester for Bank and MOF
Yearly performance report of the CSU	Yearly