



**REQUEST FOR EXPRESSIONS OF INTEREST
(INDIVIDUAL CONSULTING SERVICES)
(Open/International)**

Country: Federated States of Micronesia

Project: Pacific Islands Regional Oceanscape Program – Second Phase for Economic Resilience (PROPER)

Grant No.: E371-FM

Assignment Title: Contracts Management Advisor

Reference No.: FM-NORMA-570157-CS-INDV

The National Government of the Federated States of Micronesia (FSM) has applied for financing from the World Bank toward the cost of the Pacific Islands Regional Oceanscape Program – Second Phase for Economic Resilience (PROPER) and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include providing dedicated contract management and administration expertise for the planning, mobilization, implementation, monitoring, change control, claims management, payment verification support, completion and close-out of PROPER Project contracts. The Consultant will provide advisory and administrative support throughout the contract lifecycle, working closely with the PROPER PIU, CIU Procurement and Financial Management teams, technical specialists, supervision consultants, designated legal advisers and relevant implementing agencies, while maintaining clear separation between contract administration, procurement decision-making, technical certification, legal advice and the contractual responsibilities of contractors and consultants.

The FSM National Oceanic Resource Management Authority (NORMA) now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Firm’s staff may express interest through the employing firm for the assignment and, under such situation, only the experience and qualifications of the individual applicant shall be considered in the selection process. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services (*attach curriculum vitae with description of experience in similar assignments, similar conditions, and copies of degree(s) and relevant certificates*).

The detailed Terms of Reference (TOR) for the assignment can be found on the DOFA website at dofa.gov.fm or at the NORMA website at norma.fm. The assignment is for twelve (12) months, with an estimated level of effort of up to eighty-seven (87) person-days and includes one (1) agreed in-country mission to FSM of up to fifteen (15) person-days. The expected start date is November 2026 or earlier.

The criteria for selecting the Consultant are:

Mandatory Qualifications:

- Bachelor’s degree in law, business administration, engineering, quantity surveying, construction management, procurement, project management or another field relevant to contract administration. A postgraduate qualification or recognized contract/project management certification is an advantage.

- At least seven (7) years of relevant professional experience in contract administration or contract management, including demonstrated responsibility for monitoring contract performance, variations/amendments, claims, payments, records and close-out.
- Demonstrated experience drafting, reviewing, and interpreting complex contractual documents, as well as supporting contract negotiations and change control, within a professional English-speaking business environment.
- Demonstrated experience administering consulting services, goods and works contracts, including works/infrastructure contracts and experience coordinating with supervision consultants.

Desirable Qualifications:

- Experience with infrastructure contracts.
- Experience with World Bank-financed or other multilateral development bank/donor-funded projects.
- Experience working in small island developing states, Pacific Island countries or comparable remote environments.

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025 ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Further information can be obtained at the address below during office hours 0800 to 1700 hours Pohnpei local time.

Expressions of interest must be delivered in a written form to the address below (in person, by mail, or preferably by e-mail) by **October 28th, 2026, 3:00 Pm Pohnpei Local Time**.

Ms. Camille Inatio
Executive Director
National Oceanic Resource Management Authority
Attn: Mr. Okean Ehmes, PROPER Project
PO Box PS 122
Pohnpei, FM 96941
Federated States of Micronesia
Email: proper.procurement@norma.fm

**TERMS OF REFERENCE:
CONTRACTS MANAGEMENT ADVISOR**

**Pacific Islands Regional Oceanscape Program – Second Phase for Economic Resilience
(PROPER)**

INDIVIDUAL CONSULTANT

(Open/International)

Project ID:	P178237
Position:	Contract Management Advisor (Individual Consultant)
Location:	Primarily remote, with one (1) agreed in-country mission to FSM
Expected Start Date:	November 2026 or earlier

1. BACKGROUND

In 2024, the World Bank and the Federated States of Micronesia (FSM) agreed to finance the Pacific Islands Regional Oceanscape Program – Second Phase for Economic Resilience (PROPER). The Project Development Objective is to strengthen regional collaboration and national capacity for the management and sustainable development of the oceanic and coastal fisheries sector and for the preservation of habitats in FSM.

PROPER is an FSM Government-led fisheries project implemented through the National Oceanic Resource Management Authority (NORMA), in coordination with relevant National Government agencies and the States. The Project includes activities relating to oceanic fisheries, coastal fisheries, marine habitats and waste, together with infrastructure, technical assistance, goods and consulting services required to support implementation.

A Project Implementation Unit (PIU) within NORMA manages and supports the day-to-day implementation of PROPER. The PIU coordinates with the Department of Resources & Development, Department of Finance and Administration, Department of Health & Social Affairs, Department of Environment, Climate Change and Emergency Management, State Governments and other implementing partners. The Central Implementation Unit (CIU), established within the Department of Finance and Administration, provides cross-cutting support to World Bank-financed projects, including procurement, financial management, environmental and social risk management, monitoring and evaluation, and communications.

PROPER includes a growing portfolio of consulting services, goods, works and infrastructure contracts at different stages of procurement and implementation. Effective contract administration is therefore required to ensure that contractual obligations, deliverables, schedules, payments, variations, claims, risks, records and close-out requirements are systematically monitored and managed. NORMA seeks the services of an experienced Contract Management Advisor to work with the PROPER PIU, with support from the CIU, to strengthen end-to-end contract administration across the Project portfolio.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to provide NORMA and the PROPER PIU and relevant National Government/implementing agencies with dedicated contract management/administration expertise for the planning, mobilization, implementation,

monitoring, change control, claims management, payment verification support, completion and close-out of Project contracts. Support to other implementing agencies shall be provided as directed by NORMA.

The Consultant will serve in an advisory and contract administration role, working closely with the Project Manager, PIU, CIU Procurement and Financial Management teams, technical specialists, supervision consultants, the Department of Justice and/or designated legal advisers. The Consultant will help ensure that contracts are administered consistently with their terms, applicable FSM requirements, and relevant World Bank requirements, while maintaining clear separation between contract administration, procurement decision-making, technical certification, legal advice and the contractual responsibilities of contractors and consultants.

3. SCOPE OF SERVICES

The Consultant shall provide contract administration support throughout the contract lifecycle for PROPER contracts. The services are advisory and administrative in nature and do not replace the responsibilities of the Project Manager, procurement personnel, Financial Management personnel, technical specialists, supervision consultants, legal advisers, contractors or other contracted parties.

3.1 Contract Planning, Mobilization and Administration

- Prepare and maintain contract implementation and administration plans for priority contracts, identifying key obligations, deliverables, milestones, approvals, securities, insurance requirements, payment conditions, reporting requirements and critical dates. Monitor contract expiry dates for all contracts.
- Establish and maintain a consolidated contract management register and action tracker covering the Project portfolio.
- Support contract kick-off and mobilization activities and clarify contractual roles, interfaces, communication protocols and decision points among relevant parties.
- Prepare and maintain systematic contract files and records of correspondence, notices, approvals, deliverables, instructions, payment-related documentation, variations, claims and close-out records.

3.2 Procurement-to-Contract Transition and Contract Formation Support

- Work with CIU Procurement and technical specialists to review scopes of work, specifications, TORs, Employer's Requirements and other procurement inputs from a contract administration and implementation perspective.
- Provide contract-related inputs to procurement documents, evaluation templates, technical or contractual clarifications and negotiations as requested by the PIU and CIU Procurement team. The Consultant shall provide advisory input only and shall not exercise procurement approval or decision-making authority unless expressly authorized under applicable procedures.
- Support preparation and finalization of contract agreements using approved Government and World Bank forms and templates, in coordination with designated legal advisers and procurement personnel.
- Identify ambiguities, inconsistencies, interface risks, unrealistic milestones or contract administration issues before contract signature and recommend practical corrections.

3.3 Contract Performance, Schedule and Deliverables Monitoring

- Monitor contract milestones, deliverables, reporting requirements, expiry dates, securities, insurances and other time-bound obligations.
- Review contractual deliverables for administrative and contractual completeness against contract requirements and coordinate comments from responsible technical and project personnel. Technical review, certification and acceptance shall remain with the appropriately designated technical authority.
- Maintain and communicate contract schedules and changes affecting critical milestones and advise the Project Manager on emerging delay risks and proposed recovery actions.
- Prepare concise contract status summaries identifying progress, overdue actions, key risks, decisions required and recommended follow-up.

3.4 Variations, Amendments, Claims and Dispute Avoidance

- Establish and maintain registers for variations, amendments, claims, extensions of time and other contractual changes.
- Review requests for changes or additional services/works, verify the contractual basis and supporting documentation, and review extension-of-time requests, and on cost, time, entitlement and technical implications, coordinating inputs from the appropriate specialists.
- Prepare or support preparation of contract amendments, variation documentation notices and recommendations for approval in accordance with delegated authorities and applicable procedures.
- Interpret contract provisions for contract administration purposes and support early identification and resolution of contractual issues. Formal legal opinions shall be provided by the Client's designated legal adviser where required. The Consultant shall not make binding determinations on claims, extensions of time or entitlement unless such authority is expressly delegated under the relevant contract.
- Support meetings and correspondence concerning claims, delays, non-performance and other contractual issues, and maintain complete records of agreed actions and decisions.

3.5 Payment and Financial Administration Support

- Monitor contractual payment milestones and conditions in accordance with the Project Operations Manual and verify that required contractual documentation has been submitted before payment processing.
- Conduct administrative completeness checks of payment certificates/payment requests and supporting documentation against contractual requirements. Technical certification, financial verification and payment authorization shall remain with the officially designated personnel.
- Coordinate with technical personnel responsible for certification and with Financial Management staff responsible for payment processing. The Consultant shall not independently certify technical performance or authorize payment unless expressly delegated in writing by the Client.
- Maintain records of contract values, approved variations, commitments, payments, retention where applicable, and remaining contract balances, and flag potential cost overruns or inconsistencies.

3.6 Compliance, Records, STEP and Audit Support

- Support compliance with contractual requirements, World Bank procurement requirements applicable to contract management, and relevant FSM procedures.

- Maintain and update contract information required for World Bank STEP or other Project systems/tools, in coordination with CIU Procurement and authorized system users.
- Support procurement reviews, financial or technical audits and World Bank implementation support missions where contract administration records are required.
- Recommend practical templates, checklists and contract management tools appropriate to the PROPER portfolio. Any proposed software requiring procurement, licensing or recurrent costs shall be subject to prior Client approval.

3.7 Capacity Building and Knowledge Transfer

- Provide practical mentoring and on-the-job knowledge transfer to PIU and relevant implementing agency staff on contract administration, record keeping, change control, claims awareness, deliverable tracking and contract close-out.
- Prepare simple templates, checklists and guidance notes that can be used by Project staff beyond the consultancy period.
- Provide focused briefings, mentoring or on-the-job knowledge transfer where requested and agreed in the approved work plan.

3.8 Contract Completion and Close-out

- Monitor completion requirements, outstanding deliverables, defects or corrective actions, final documentation, warranties, performance securities/guarantees, securities and other close-out obligations.
- Support preparation of contract completion and close-out records, including confirmation that required documents and approvals have been obtained.
- Identify lessons learned and recurring contract administration issues for incorporation into future PROPER procurements and contracts.

3.9 Reporting

- Prepare concise contract administration notes and advice as required.
- Prepare quarterly progress reports summarizing contracts supported, key milestones, deliverables, contract values, approved variations, commitments, payments, remaining balances, variations/claims, risks, issues, decisions required and next-quarter priorities.
- Prepare a Mission Back-to-Office Report following the one (1) agreed in-country mission.
- Prepare a Final Consolidated Report summarizing support provided, status of active contracts, outstanding issues, lessons learned, tools/templates developed and recommended next steps, and hand over the updated Contract Management Register, Action Tracker, templates and outstanding-actions list.

4. DELIVERABLES AND INDICATIVE TIMING

The Consultant shall submit deliverables in English and electronic format to NORMA's designated focal point. Deliverables shall be concise, practical and suitable for inclusion in Project contract administration, procurement and implementation records.

No.	Deliverable	Expected Content	Indicative Timing
1	Inception Report	Methodology, work plan, priority contract review, communication arrangements, proposed registers/templates, initial contract risk/issues register and capacity building approach.	Within 15 calendar days of contract effectiveness

No.	Deliverable	Expected Content	Indicative Timing
2	Contract Management Register and Action Tracker	Portfolio register covering contract value, dates, milestones, deliverables, payments, securities, variations/claims, risks, actions and close-out status.	Initial version with Inception Report; maintained throughout assignment
3	Contract Administration, Procurement Support and Technical Notes	Inputs to TORs, RFQs, RFPs, ITQs and contract documents; written advice on contractual issues, deliverables, schedules, notices, changes, claims, amendments, payment certificates/payment requests and conditions and close-out matters.	As required
4	Quarterly Progress Reports	Summary of contracts supported, progress, milestones, deliverables, contract values, approved variations, commitments, payments, remaining balances, variations/claims, risks, decisions required and next-quarter priorities.	Quarterly
5	Mission Back-to-Office Report	Mission preparation and meetings, contract reviews, mentoring/knowledge transfer undertaken, key findings, actions and recommendations.	Within 10 working days after the one agreed mission
6	Contract Close-out / Completion Notes	Close-out status, outstanding obligations, final documentation, performance securities/guarantees, warranties/securities and recommended actions for contracts reaching completion.	As applicable
7	Final Consolidated Report	Summary of support provided, status of active contracts, key decisions, outstanding issues, lessons learned, tools/templates developed and recommended next steps; handover of the updated Contract Management Register, Action Tracker, templates and outstanding-actions list.	At end of assignment

5. DURATION AND LEVEL OF EFFORT

- The assignment will be for twelve (12) months from contract effectiveness, with a total estimated level of effort of up to eighty-seven (87) person-days.
- The Consultant will provide regular remote contract administration support by email, virtual meetings, document review and preparation/maintenance of contract management records.
- The assignment includes one (1) in-country mission to FSM of up to fifteen (15) person-days, inclusive of mission preparation, in-country contract reviews, meetings,

mentoring/knowledge transfer activities and preparation of the Mission Back-to-Office Report.

- Any extension shall be subject to satisfactory performance, continued need, availability of funds and mutual written agreement.

	Deliverables	Effort in Person Days
1	Inception report	4
2	Ongoing Contract Administration Support and Quarterly Reports (4), including:	64
	* Contract Administration / Technical Notes	
	* Contract Management Register and Action Tracker	
	* Procurement Support Inputs	
	* Contract document drafting and review	
	* Contract Close-out / Completion Notes	
3	One (1) in-country Mission and Mission Back-to-Office Report	15
4	Final Consolidated Report	4

* The ongoing contract administration outputs listed above shall be prepared and submitted as required by the progress of relevant activities. These outputs shall also be summarized and referenced in the applicable Quarterly Progress Report. Where provided in the Contract, acceptance of the Quarterly Progress Report shall constitute the relevant payment milestone.

6. REPORTING AND COORDINATION

- The Consultant shall report to NORMA's PROPER Project Manager.
- The Consultant shall coordinate closely with the PIU, CIU Procurement and Financial Management teams, technical specialists, supervision consultants, legal advisers and other relevant counterparts as directed by NORMA.
- The Consultant shall maintain a simple action tracker identifying key contractual issues, pending decisions, responsible parties and agreed follow-up dates.
- All reports and contract administration notes shall be submitted in English unless otherwise agreed.

7. CLIENT INPUTS AND FACILITIES

- Designate a focal person for day-to-day coordination and timely direction on priorities.
- Provide access to relevant contracts, procurement documents, correspondence, schedules, payment records, technical reports and Project systems, subject to applicable access controls.
- Facilitate coordination with PIU/CIU personnel, technical specialists, legal advisers, supervision consultants, contractors and other stakeholders.
- Provide timely comments, decisions and approvals on recommendations and deliverables.
- Provide or facilitate authorized access to STEP and other Project contract management tools where required.
- Support logistics, scheduling and introductions required for the one (1) agreed in-country mission.

8. QUALIFICATIONS AND EXPERIENCE

Mandatory Qualifications:

- Bachelor's degree in law, business administration, engineering, quantity surveying, construction management, procurement, project management or another field relevant

to contract administration. A postgraduate qualification or recognized contract/project management certification is an advantage.

- At least seven (7) years of relevant professional experience in contract administration or contract management, including demonstrated responsibility for monitoring contract performance, variations/amendments, claims, payments, records and close-out.
- Demonstrated experience drafting, reviewing, and interpreting complex contractual documents, as well as supporting contract negotiations and change control, within a professional English-speaking business environment.
- Demonstrated experience administering consulting services, goods and works contracts, including works/infrastructure contracts and experience coordinating with supervision consultants.

Desirables:

- Experience with infrastructure contracts.
- Experience with World Bank-financed or other multilateral development bank/donor-funded projects.
- Experience working in small island developing states, Pacific Island countries or comparable remote environments.

9. PROFESSIONAL STANDARDS AND ROLE BOUNDARIES

- Provide impartial, timely, practical and contractually sound advice in the best interests of NORMA and the Project.
- Maintain confidentiality of Project and contract information and avoid conflicts of interest.
- Exercise professional judgment and maintain complete, auditable contract administration records.
- Support compliance with applicable FSM requirements, World Bank requirements, the applicable GoFSM Code of Conduct and relevant environmental, social, health and safety obligations where these are incorporated in Project contracts.
- Ensure recommendations are realistic for the FSM context, including remote island logistics, market capacity, supply chains and implementation constraints.
- The Consultant's review, advice or administrative support shall not relieve contractors, consultants, supervision firms, technical certifiers, procurement personnel, Financial Management personnel or legal advisers of their respective contractual or professional responsibilities.