

Productive Partnerships In Agriculture Project (PPAP) PROJECT IMPLEMENTATION MANUAL

Section 1 – Overview of implementation arrangements

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Table of Contents

Preface	iv
1 The Project	1
1.1 Summary Project Description	1
1.1.1 Project Development Objective	1
1.1.2 Project Components	1
Component 1: Institutional strengthening and industry coordination	1
Component 2: Productive Partnerships.....	3
Component 3: Market Access Infrastructure.....	3
1.2 Project Costs	5
2 Project Management and Coordination	6
2.1 National Project Oversight	6
2.1.1 Project Steering Committee (PSC)	6
2.1.2 Project Coordination Unit (PCU).....	6
2.2 Industry Level Arrangements	7
2.2.1 Project Management Unit (PMU).....	7
2.2.2 Industry Coordination Committee (ICC)	8
2.2.3 Technical Assistance (TA)	12
2.2.4 Staffing Schedule	13
2.2.5 M&E Procedures.....	14
2.2.6 Procurement	15
2.2.7 Financial Management.....	15
2.2.8 Project IT guidelines	16
2.2.9 Role of the World Bank during implementation.....	16
3 Implementation of Component 1: Institutional Strengthening and Industry Coordination	18
3.1 3.1 Overview	18
3.2 Industry Coordination & Policy Development (Sub-Component 1.A)	18
3.3 Communication & Information Management Systems (Sub-Component 1.B)	19
3.4 Quality promotion and sustainability management (Sub-component 1.C)	19
3.5 Project Management and Monitoring & Evaluation (Sub-component 1.D)	19

Tables

Table 2-1	Summary of PPAP implementation responsibilities	12
Table 3-1	GoPNG Staff Commitments to PPAP	13
Table 3-2	Contractual Staff (Consultants) and Technical Assistance schedule	14

Figures

Figure 2-1	PPAP Functional Chart	11
------------	-----------------------------	----

Appendices

Appendix A	PPAP Results Framework
Appendix B	Terms of Reference
Appendix C	Code of Conduct for PPAP Personnel and Members of Project Committees
Appendix D	Detailed Cost Tables for PPAP

Abbreviations

Abbreviation	Description
ARB	Autonomous Region of Bougainville
Bank	World Bank
CCIL	Cocoa Coconut Institute Limited
CIC	Coffee Industry Corporation
CPB	Cocoa pod borer
ENBP	East New Britain Province
ICC	Industry Coordination Committees
IDA	International Development Association
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation
NARI	National Agricultural Research Institute
NDAL	National Department of Agriculture and Livestock
PCR	Project Completion Report
PCU	Project Coordination Unit
PIM	Project Implementation Manual
PMU	Project Management Unit
PPAP	Productive Partnerships in Agriculture Project
PSC	Project Steering Committee
SMS	Short message system
TA	Technical assistance
TAC	Technical Appraisal Committee
TOR	Terms of reference
TTL	Task Team Leader

Preface

The Productive Partnerships in Agriculture Project (PPAP) is executed by the Government of Papua New Guinea through the National Department of Agriculture and Livestock (NDAL), the Cocoa Board and the Coffee Industry Corporation (CIC) Limited, with funding from the International Development Association (IDA) and the International Fund for Agricultural Development (IFAD).

The Project Implementation Manual (PIM) provides information on key aspects of the PPAP, including the project development objective, components, institutional arrangements, sub-project processes, financial management, procurement and monitoring and evaluation procedures among others. The main audiences for the PIM are the implementing agencies: NDAL, the Cocoa Board, and CIC, as well as other agencies involved in its implementation, such as provincial level government officials involved in Component 3, the Rural Industries Council (RIC) and the other members of the Project Steering Committee (PSC). The PIM is intended to ensure consistency, transparency and accountability in the application of project management procedures at all levels. The PIM will be reviewed and revised as needed based on lessons learned during implementation. Revisions to the PIM are subject to prior review and “no objection” from the World Bank.

Guide to the Use of this Manual

The PIM has been constructed to allow ease of use by project implementers. It includes the following sections:

- **Section 1:** An overall description of the PPAP implementation and institutional arrangements, including a summary of the project management arrangements, procurement, financial management, and monitoring and evaluation arrangements;
- **Section 2:** The implementation manual for Component 2 (Productive Partnerships), describing the operational procedures to be followed;
- **Section 3:** The implementation manual for Component 3 (Market Access Infrastructure) describing the operational procedures to be followed;
- **Section 4:** The Financial Management Manual;
- **Section 5:** The Procurement Manual; and
- **Section 6:** The Monitoring and Evaluation (M&E) manual.

The Financing Agreements for the PPAP are the legally binding documents for the implementation of the project. In case of divergence between the Financing Agreements and the PIM, the Financing Agreements take precedence. The other key documents for the implementation of the project include: (i) the Project Appraisal Document (PAD); (ii) the initial Procurement Plan (PP) for the first 18 months of project implementation, and subsequent updates to the PP; (iii) the detailed cost tables; and (iv) the Environmental and Social Management Framework (ESMF).

The Project

Summary Project Description

Project Development Objective

The development objective of the project is:

to improve the livelihoods of smallholder cocoa and coffee producers through the improvement of the performance and the sustainability of value chains in cocoa- and coffee-producing areas.

This would be achieved through strengthening industry coordination and institutions, facilitating linkages between smallholder farmers and agribusiness for the provision of technologies and services, and through the provision of critical market access infrastructure. Key outcomes are expected to be:

- Smallholder farmers adopt efficient, market responsive and sustainable production practices leading to an improvement in their income;
- Demand-driven productive partnerships are scaled-up and sustained; and
- Key infrastructure bottlenecks in the targeted value chains are addressed.

Project outcome indicators are:

- The number of smallholder farmers adopting improved farming practices;
- The number and coverage of productive partnerships successfully implemented and likely to be sustained;
- The share of the export price including quality premium received by smallholder farmers in the project area; and
- The net incomes of smallholder cocoa and coffee growing households in the project areas.

The key indicators at the component and intermediate outcome levels are presented in the Results Framework in Appendix A.

Project Components

Component 1: Institutional strengthening and industry coordination

The specific objective of this component would be to improve the performance of sector institutions and to enhance industry coordination in the cocoa and coffee sectors. The ultimate goal would be to enable those institutions to support the structural changes required in the cocoa and coffee sectors in response to market demand and other major developments such as the impact of the cocoa pod borer on yields and quality. This also requires building trust between public and private stakeholders and ensuring that public agencies are more responsive to the needs of the private sector, including farmers. This component would cover the following four sub-components:

Sub-Component A: Industry Coordination and Policy Development

This subcomponent would build the capacity of industry level coordination committees to support sector dialogue and policy development respectively in the cocoa and coffee subsectors. The CIC and

the Cocoa Board would respectively provide the Secretariat for those industry-level platforms. Support for the operation of those industry platforms would be provided as well as technical assistance for key policy studies on priority topics identified by those committees. In the cocoa sector, it is expected that those studies would cover: (i) the financial sustainability of the Cocoa Board and revision of the Cocoa Board Act; and (ii) support for the development of an industry development plan. In the coffee sector, those studies would cover: (i) the efficiency of public expenditure in the coffee sector; (ii) the efficiency and transparency of PNG coffee grades and standards; (iii) the effectiveness of industry associations represented in the board; and (iv) reviewing CIC extension services.

Sub-Component B: Communication and information management systems

This subcomponent would aim at improving transparency in the sector and support policy development. It would finance targeted communication campaigns identified by the industry coordination committees around key policy and farming practice changes. It would also support the development of effective information management systems addressing the current gaps in the collection, generation and dissemination of technical and market information to stakeholders, including on prices. The related TA, training, data collection, surveys and information dissemination would be financed by the project.

Sub-Component C: Quality promotion and sustainability management

This subcomponent would strengthen quality promotion in the coffee and the cocoa industries and support, where appropriate, the adoption of sustainability practices. In the cocoa industry, this would include: (i) re-training of fermentery owners, traders and inspectors, working with the exporters in view of the CPB impact on cocoa quality, (ii) studies on potential changes to PNG export standards and licensing regulations in response to the impact of the CPB¹, and (iii) a survey of fermenteries status and improvement in the capacity of the Cocoa Board to carry out fermentery inspections. In the coffee sector, this would include: (i) an analysis of options and benefits for PNG farmers regarding differentiated coffees, in order to inform decisions on the adoption of specific practices (including: certified coffees- Organic, Fair Trade, Bird Friendly, Rainforest, Utz, etc; gourmet coffees; and Geographical Indications) and the development and implementation of a strategy to promote differentiated coffees. This could leverage the expertise of COSA² and that of the Coffee Quality Institute; (ii) leveraging SCAN³ for training of trainers in order to reduce the costs of certification in PNG, and assessing opportunities to leverage the resources of FAST⁴. Resources would also be available for PNG origin promotion.

Sub-Component D: Project Management and Monitoring & Evaluation (M&E)

This sub-component would finance all project management functions of the Project Coordinating Unit in Port Moresby, the Project Management Units in Goroka and Kokopo (and for the latter, its sub-office in Buka), as well as the related M&E activities. This sub-component would also finance the operations of the Technical Appraisal Committee (TAC). A detailed description of project implementation arrangements is provided in Annex 6, and that of the M&E arrangements in Annex 3. This sub-component would finance local and international TA, training, vehicles and equipment, as well as operating costs of the PCU and PMUs.

¹ Introduction of two export quality standards; revision of fermentaries licensing requirements, and of the dry bean dealer licensing policy

² The Committee on Sustainability Assessment

³ The Sustainable Commodity Assistance Network

⁴ The Finance Alliance for Sustainable Trade

Component 2: Productive Partnerships

The specific objective of this component would be to foster the integration of a greater number of smallholder producers in performing and remunerative value-chains, by developing and implementing public-private alliances in the project areas. This component would have two sub-components.

Sub-Component A: Productive Partnerships in Cocoa Growing Areas

This sub-component would cover result-oriented partnerships in cocoa-growing areas which improve the profitability, quality and sustainability of smallholder cocoa production. Its implementation would be under the responsibility of the PMU within the Cocoa Board with support for proposals appraisal provided by a Technical Appraisal Committee (TAC).

Sub-Component B: Productive Partnerships in Coffee Growing Areas

This sub-component would cover result-oriented partnerships in coffee-growing areas which improve the profitability, quality and sustainability of smallholder coffee production. Its implementation would be under the responsibility of the PMU within the CIC with support for proposals appraisal provided by a Technical Appraisal Committee (TAC).

The detailed modalities for the implementation of Component 2 are described in Section 2 of the PIM (Component 2 Implementation Manual).

Component 3: Market Access Infrastructure

The specific objective of this component would be to improve smallholder market access in targeted areas under the project. Lack of market access is directly correlated with high levels of poverty in the project areas. Deteriorated market access infrastructure significantly reduces farm-gate prices, when it does not result in significant product losses, poor product quality, or total lack of market opportunities. Deteriorated transport infrastructure is also associated with higher levels of law and order issues and directly affects linkages between smallholders and the private sector.

Specific investments in infrastructure under Component 3 will only be identified following the selection of individual Component 2 project activities. Once the scope of a Component 2 investment is established, the potential transport infrastructure interventions that will directly impact on the market access of the target beneficiary smallholder communities can be identified and undergo a rigorous selection process for prioritization for funding under PPAP.

Project interventions under Component 3 will thus follow a 2-stage process: preparation and implementation, as follows:

Sub-Component A: Preparation of market access infrastructure investments

This preparation process for each Component 3 specific investment will involve identification, screening, assessment and ranking of all candidate routes/ links that provide access to and from the targeted communities. The process will be led by the PMU Transport Planner/Senior Engineer and is described in detail in Section 3 of the PIM (Component 3 Implementation Manual).

Sub-Component B: Market access infrastructure development

This implementation process for Component 3 investments is set out in detail in the Implementation Manual and comprises the following activities:

- i. Detailed design and preparation of suitable bid and contract documentation (i.e. small works, labour-based methods and/or community-based works where appropriate), of the rehabilitation works;
- ii. Procurement of consultants as required for materials testing and survey, construction supervision, and community-based maintenance training activities
- iii. Procurement and contracting rehabilitation works on selected lengths of transport route / links, through appropriate design and contract packaging; and
- iv. Working with target community groups, PPAP partners, LLGs and/or other stakeholders to develop and introduce sustainable regimes for routine and periodic maintenance of the rehabilitated transport links.

Project Costs

Total project costs are estimated at around US\$46.3 million equivalent which would be funded by an IDA Credit of US\$25 million, IFAD funding of US\$14 million, public funds from central and provincial government amounting to around US\$1.50 million, and private sector and growers funding of around US\$5.8 million.

Table 0-1 Summary Project Costs and Financing (with contingencies)

Project Cost By Component and/or Activity	Local US \$million	Foreign US \$million	Total US \$million
Component 1: Institutional Strengthening and Industry Coordination	4.02	4.72	8.74
Sub-component A: Industry coordination	0.18	0.33	0.51
Sub-component B: Communication and information	0.17	0.19	0.36
Sub-component C: Quality promotion	0.62	0.94	1.56
Sub-component D: Project Management and M&E	3.05	3.26	6.31
Component 2: Productive Partnerships	15.32	1.70	17.02
Sub-component A (Cocoa areas)	7.66	0.85	8.51
Sub-component B (Coffee areas)	10.80	1.20	8.51
Component 3: Market infrastructure development	10.70	2.86	13.56
Sub-component A (Preparation)	1.27	0.50	1.77
Sub-component B (Implementation)	9.43	2.36	11.79
Total Baseline Cost	30.04	9.29	39.32
Physical Contingencies	0.47	0.12	0.59
Price Contingencies	5.76	0.58	6.34
Total Project Costs¹	36.27	10.02	46.26
Interest during construction			
Front-end Fee			
Total Financing Required			46.26

The detailed cost tables (appraisal stage) form Appendix D of this manual.

Project Management and Coordination

National Project Oversight

Project Steering Committee (PSC)

Project general oversight and guidance will be provided by a Project Steering Committee (PSC) chaired by the Secretary of the NDAL and comprising representatives from relevant government departments and agencies, as well as from the private sector. This would include, but not be limited to: the Department of National Planning and Monitoring, the Department of Finance, the Department of Treasury, the Department of Works, the Department of Environment and Conservation, the Department of Commerce and Industry, the Cocoa Board, the Coffee Industry Corporation, the Rural Industries Council, the National Agriculture Research Institute, and the respective Provincial Governments.

The role of the PSC will be to provide guidance on policy matters, as well as quality control and endorsement of annual work programs and budgets, and to facilitate critical decisions for the implementation of the project components. The PSC will meet twice a year, and/or at the request of the PSC Chairman. The Project Coordinator based in NDAL will provide the Secretariat to the PSC and will act as a focal point to the Project at the national level.

As outlined in the Financial Management Manual, the PSC will establish an Audit Committee, comprising representatives of the Department of Finance, the Department of Treasury, the Cocoa Board and the Coffee Industry Corporation. This committee will review reports submitted to it by the Internal Audit Team.

Project Coordination Unit (PCU)

The coordination and overall monitoring of project implementation at national level will be the responsibility of a small Project Coordination Unit (PCU) established in the NDAL with primary responsibility for reporting to the PSC and to financiers (IDA and IFAD) and for overall monitoring and evaluation of project activities. The PCU will be staffed with a qualified Project Coordinator (PC) and a Financial Management Advisor (FMA). The TORs for these positions are available in Appendix B.

The PCU would be responsible for the following:

- a) The Project Coordinator, in liaison with Department of National Planning and Monitoring, will invite the agencies and offices listed above to confirm their nominated representatives to the PSC. The PC will provide the secretariat to the PSC;
- b) The Project Coordinator would also liaise with the respective industry boards to confirm the members of each industry coordination committee (ICC). Alternate representatives may also be nominated, but in the advent of the representative or his/her alternate no longer being available, the PCU will be responsible for obtaining new nominations from the agency concerned;
- c) The PCU will consolidate annual work programs and budgets prepared by the PMUs and ensure their timely submission to the PSC and to the World Bank;
- d) Monitoring implementation of project activities as per the M&E Manual, the Project Implementation Plan and Project Implementation Manual (including the Components Implementation Manuals, the Financial Management Manual, the Procurement Manual, and the Environment and Social management Framework);

- e) Managing the PCU designated account, consolidating financial management reporting and arranging for the annual external audits. Details are provided in the Financial Management Manual;
- f) Ensuring the timely submission of financial withdrawal applications for disbursement and liaison with the World Bank;
- g) Monitoring and evaluating project implementation progress through the implementation and coordination of project M&E activities;
- h) Liaising with core agencies and the Auditor General to ensure that the audit functions operates smoothly; and
- i) Preparing semi-annual progress reports, including activity progress against work plan (with results indicators), financial execution, procurement progress, and work program for the next semester.

Industry Level Arrangements

A key principle of project design is to decentralise core project management functions to the industries that are the focus of the project. Accordingly, project management functions will be placed respectively with the Cocoa Board and the CIC, with PMUs established within those institutions respectively in Kokopo and in Goroka. The PMUs will report to the CEO of their respective industry organisation.

Project Management Unit (PMU)

The two PMUs will have overall responsibility for project management and performance in the provinces that they cover. Initially the Kokopo PMU will cover ENBP and the ARB, while the Goroka PMU will cover the Eastern Highlands, Simbu, Jiwaka and Western Highlands Provinces. Each PMU will be headed by a PMU Manager with experience in the implementation of large investment programs.

The PMUs would be established respectively by the Cocoa Board and by the CIC at the onset of the program, and formally integrated in the organizational chart of each agency following their normal procedures (such as internal note or directive).

Each PMU would be staffed with a Senior Financial Management Officer, a Senior Procurement Officer, a Coordinator for Component 2 (Productive Partnerships), a Transport Planner/Senior Engineer, a Finance Assistant/Clerk, and administrative support staff. In addition, to support implementation of the PPAP in ARB, a Deputy PMU Manager would be based in Buka in the Cocoa Board office. The terms of reference (TOR) for these personnel are presented in Appendix B.

- a) **Project Manager (PM).** The PM will perform all daily management tasks for the PMU, including human resources management, management of the implementation of PPAP activities, and supervision of planning, financial management, procurement, communication, reporting and M&E tasks. The PM will supervise all PMU staff including in the case of the Kokopo PM, the Deputy PM located at Buka in the ARB. The PMs will have overall responsibility for those PPAP M&E and reporting functions relating to their sub-sector and will ensure that all project reports and files are kept up to date. They also have overall responsibility for the supervision of activities under each component of PPAP; for coordinating training activities under the project; and for communication with the World Bank in collaboration with the PCU.

- b) **Component 2 Coordinator (Partnership Coordinator).** The Coordinators will be responsible for the management of the implementation of Component 2, including but not limited to: information, awareness and training activities; preparation of advertising or invitations to submit proposals for partnerships; management of the overall partnership selection process; liaison with the Technical Appraisal Committee; supervision and M&E of the implementation of Partnership Agreements by the recipients; safeguards aspects under Component 2; and oversight of fiduciary aspects for Component 2.

- c) **Senior Finance Management Officer (SMFO).** The SFMO will be the lead manager for all administration, finance, and financial reporting. S/he will work closely with the respective industry body Financial Controller, and with guidance from the FMA, to establish, operate and maintain a suitable financial management information system for project operations; develop standard reporting consistent to all PPAP units and satisfying the needs of all users of the financial statements; and ensure that all financial controls are in place and operating. S/he will be assisted by a Finance Assistant/Clerk.

- d) **Senior Procurement Officer (SPO).** The SPO within each PMU will be responsible for all procurement activities for the duration of the program. S/he will ensure that all procurement is conducted in accordance with the World Bank procurement guidelines and procedures agreed for PPAP (as per the Financing Agreements); prepare TORs and bidding documents for all procurement activities required under the program; ensure proactive contract management; maintain all required procurement records; and liaise with the PNG Central Supply and Tender Board (CSTB) as required.

- e) **Deputy Program Manager, Cocoa (DPM-Cocoa).** For the Cocoa Board PMU only, there will be an additional position of DPM-Cocoa located within the ARB CB office in Buka. Under the supervision of the PMU Cocoa Project Manager, s/he will perform all daily management tasks for PPAP in the ARB, including management of the implementation of PPAP activities, the supervision of planning, financial management, procurement, communication, reporting and M&E tasks in ARB.

- f) **Transport Planner/Senior Engineer (TPSE).** The TPSE will be responsible for the management of the implementation of Component 3, including but not limited to: ensuring that all processes for the identification and selection of infrastructure for rehabilitation/upgrade is done following the PIM and ESMF; ensuring that the rehabilitation/upgrade of selected infrastructure is carried out as per the PIM and ESMF and in a timely manner. The TPSE will ensure good liaison and collaboration with all provincial level agencies involved in Component 3; supervise all consultants hired under the component; and carry out M&E and reporting for the component.

Industry Coordination Committee (ICC)

Industry Coordinating Committees (ICCs)⁵ will be established respectively for the cocoa and coffee sub-sectors to provide guidance on industry policy issues, review the annual programs and budgets prepared by the PMUs and guide each industry body and its PMU on project implementation issues. For the cocoa industry, the ICC would also provide technical guidance on CPB response strategies based on evolving scientific knowledge of the pest and effective management practices. Membership of these two committees would be drawn from:

1. **National Cocoa Advisory Committee (Cocoa industry coordinating committee):** the Cocoa Board, Cocoa Coconut Institute Limited (CCIL), National Agricultural Research Institute (NARI), PNG Grower's Association, representative of exporters/processors, representative of traders, a representative of civil society organisations, UNRE Vudal, the NDAL Islands Regional Coordinator and representatives of Provincial Governments. The Committee would select its chair annually on a rotational basis.

2. **Coffee Industry Coordinating Committee:** the CIC (Research & Grower Services and Industry Operations Divisions), NARI, representative of growers, representative of exporters/processors, representative of traders, a representative of civil society organisations, University of Goroka, the NDAL Highlands Regional Coordinator and representatives of Provincial Governments. The Committee would select its chair annually on a rotational basis.

Other members could be added, or invited to participate in specific meetings of the ICC based on the agenda.

The ICCs, which will be supported under Component 1 of the project, will also serve as Steering Committees for the project at industry level. They will meet at least four times a year to provide technical guidance regarding project implementation and assist the industry boards in the development of new policy initiatives.

The CB and CIC, with the assistance of the Project Managers of each PMU, will establish the ICC membership based on nominations from the participating entities as described above. The PMU will provide the secretariat to the ICC. The ICCs are expected to meet on a quarterly basis. The PMUs will provide the secretariat for the ICCs. Minutes of ICC meetings would be widely disseminated.

The key terms of reference of the ICCs are as follows:

- Serve as a review panel that provides input on industry perspectives on project implementation issues as required;
- Review PPAP annual work programs and budgets prepared by the PMUs to ensure that they are in line with industry priorities and emerging policy issues prior to submission to the PCU;
- In consultation with their respective boards, to assess the key challenges faced by the industry and identified key policy studies to be undertaken under Component 1. The ICC will interact with the PMU during implementation of the studies and help synthesise their findings into policy papers to be put to the respective industry board;
- Provide advice to the respective boards on the implementation of new policy initiatives to address priority challenges faced by the industry;

⁵ The industry representatives may decide on a different name for this committee. For example, during consultations in Kokopo On December 4, 2009, cocoa industry representatives suggested: National Cocoa Advisory Committee.

- Provide guidance and leverage to the respective industry organisation and PMU in developing linkages with and obtaining support from international expertise in quality issues and market trends that need to be addressed for the long-term viability of the PNG cocoa and coffee industries;
- Under Component 2 of the PPAP, review and endorse selected Partnerships; and
- Under Component 3 of the PPAP, review and endorse proposals for market access infrastructure improvements.

The ICCs will be mixed structures with representatives of the private sector, public sector organizations and the associative sector. Accordingly, they present potential risks regarding conflicts of interest and the disclosure of information that may be commercially sensitive. To reduce such risks, members of the ICCs would be required to adhere to a PPAP Code of Conduct, which includes specific requirements on conflict of interest and maintaining confidentiality. A draft PPAP Code of Conduct is presented at Appendix C.

Figure 2-1 presents the functional chart for PPAP implementation, and Table 2-1 presents a summary of PPAP implementation responsibilities.

Figure 0-1 PPAP Functional Chart

— Line of responsibility
- - - - - Flow of project funds

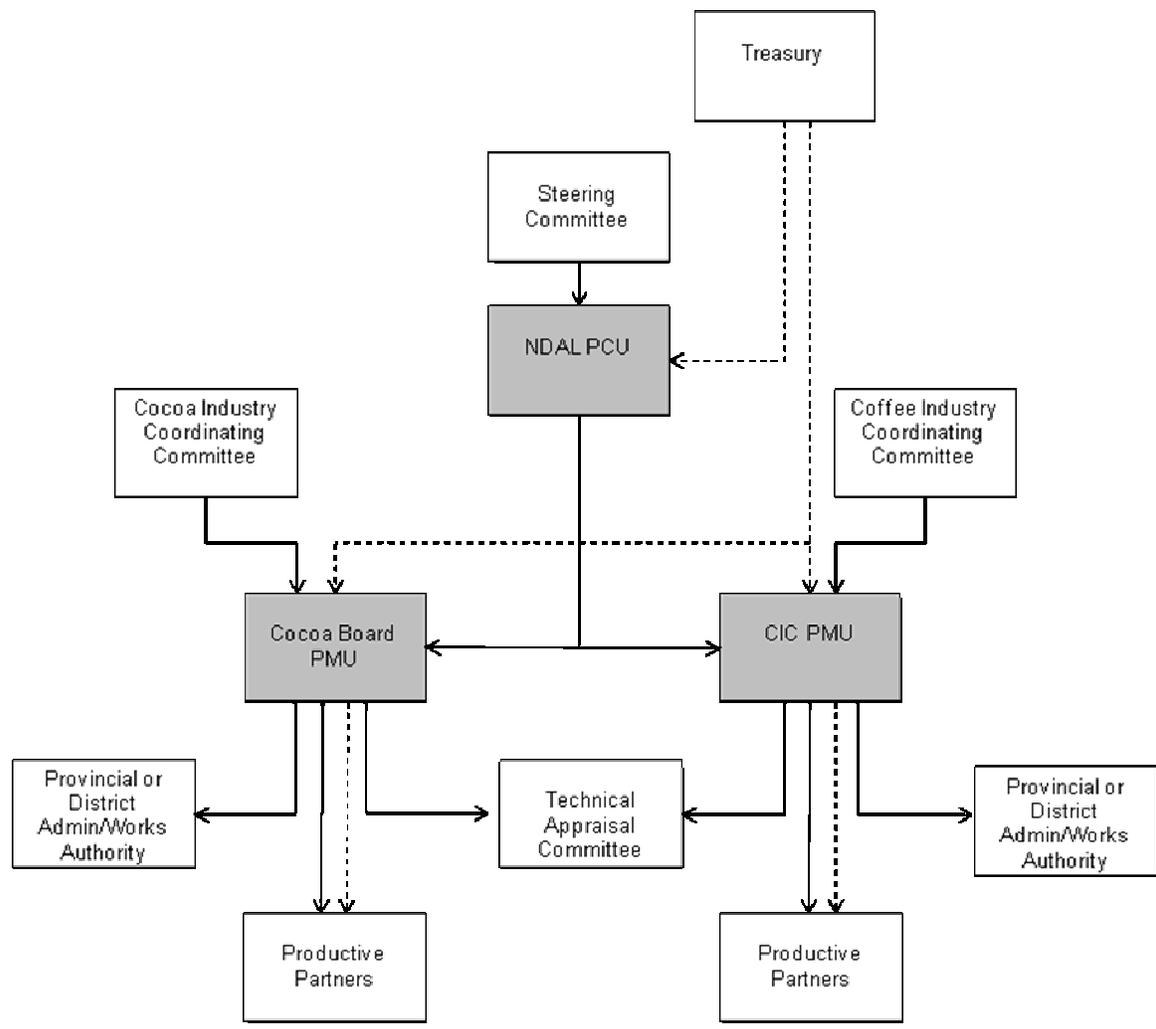


Table 0-1 Summary of PPAP implementation responsibilities

Structure	Reporting Relationship	Implementation Functions
Project Coordinating Unit (PCU)	NDAL	<ul style="list-style-type: none"> • Secretariat to the PSC • Consolidate annual PMU work programs, budgets and procurement plans, semi-annual and annual progress reports, and ensure their timely submission to the PSC and the World Bank • Coordinate project monitoring and evaluation • Managing the PCU designated account, consolidating financial management reporting and arranging for the annual external audits • Liaison with central government agencies as needed • Liaison with and reporting to the World Bank
Cocoa and Coffee Project Management Units (PMU)	CB CEO, CIC CEO	<ul style="list-style-type: none"> • Secretariat to the ICC • Preparation of annual work programs, budgets and procurement plans, preparation of six-monthly and annual progress reports • Management of all project implementation activities in line with the Financing Agreements, PAD, PIM and ESMF. • Managing the PMU designated accounts and ensuring all financial transactions follow agreed procedures • Project procurement, including works, goods, and selection of consultants and service providers • Financial management reporting • M&E and reporting of all project activities in cocoa and coffee sub-sectors • Liaison with all partners and agencies at the provincial level • Liaison with Technical Appraisal Committee

Technical Assistance (TA)

The Project would provide short-term technical assistance (TA) to the PCU and the PMUs to ensure that the procurement, financial and reporting systems are established to the required standards. This TA would include, on a short term basis, a Project Implementation Advisor, a Financial Management Advisor, a Procurement Advisor, an M&E Advisor and an Environmental Specialist. While the TA team is linked to the PCU for administrative purposes, it is envisaged that the majority of its tasks would be linked with the two industry-based institutions.

Members of the TA team will guide capacity-building tasks within the PCU, the Cocoa Board PMU and the CIC PMU, with the majority of their time expected to be allocated to the PMUs. Detailed Terms of Reference specifying their functions are given in Appendix B. In summary:

- g) **Project Implementation Advisor (PIA).** The PIA will guide the PCU and PMUs in setting up the procedures to be followed, advise on project management tasks for PPAP at critical times, including HR management, management of the implementation of program activities, and supervision of financial management, procurement, communication, reporting and M&E tasks. S/he would also train and mentor relevant staff in the PMUs and PCU on program management and implementation procedures, and provide regular guidance on all aspects of program implementation.
- h) **Financial Management Advisor (FMA).** The FMA will set up the financial management systems in the PCU and PMUs, and advise the Senior Finance Management Officers in the

PMUs to operationalise the financial management arrangements as described in the Financial Management Manual. Key responsibilities also include the consolidation of the financial reports from the two PMUs and the PCU into a PPAP financial report to the PSC, ensuring that all financial systems are operating efficiently, are ensuring that the annual audit of PPAP occurs within the prescribed time and efficiently.

- i) **Procurement Specialist (PS).** The PS will provide guidance to the Senior Procurement Officers in the PMUs on all procurement activities and assist the PCU with procurement activities carried out at that level. Key responsibilities include ensuring that all procurement is carried out in accordance with the legal agreements and procurement guidelines, ensuring that procurement activities are in line with the Procurement Plan and carried out in a timely and efficient manner; assisting the Senior Procurement Officers in updating and maintaining a well-defined filing and management system to track procurement activities; and guiding the SPOs on contract management.
- j) **M&E Advisor.** The M&E Advisor will initially establish the M&E system for the project, with support from the PC and the PMU PMs. S/he will then focus on capacity building and training of all staff involved in M&E activities, operationalising the M&E system (including the recruitment of consultants for specific M&E activities) and regular quality control of M&E activities throughout implementation.
- k) **Environment Specialist (ES).** The Environment Specialist will initially assist key PCU and PMU staff in operationalising the ESMF and ensuring that procedures are in place for its implementation across all components. S/he will then focus on capacity building and training of staff responsible for the implementation of the ESMF and provide regular quality control throughout implementation.

Staffing Schedule

The schedule of the proposed GoPNG staffing to the PPAP is presented in Table 3-1, while the schedule for PPAP contracted staffing of the PCU/PMUs and TA advisors is given in Table 3-2. This does not include short-term, specialized TA and other consultant inputs which may be required at certain stages to implement the various project components (such as policy studies under Component 1, support for Partnerships development under Component 2, and specialized consultancies under Component 3).

Table 0-2 GoPNG Staff Commitments to PPAP

No	Position	Comp	Month input/Project year						
			1	2	3	4	5	6	Total
NDAL – Project Coordination Unit									
1	Senior M&E Officer	1.D	12	12	12	12	12	12	72
2	Financial Assistant/Clerk	1.D	12	12	12	12	12	12	72
3	Administrative support	1.D	12	12	12	12	12	12	72
Cocoa Board									
1	CB CEO or representative	All	3	3	3	3	3	3	18
2	Financial Controller	1.D	1	1	1	1	1	1	6
3	Sr. M&E Officer (CCIL)	1.D	12	12	12	12	12	12	72
CIC									
1	CIC CEO or representative	All	3	3	3	3	3	3	18
2	Financial Controller	1.D	1	1	1	1	1	1	6

3	Sr. M&E Officer	1.D	12	12	12	12	12	12	72
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Table 0-3 Contractual Staff (Consultants) and Technical Assistance schedule

No	Position	Comp	Month input/Project year						Total
			1	2	3	4	5	6	
PCU (TA to work with PCU and PMUs)									
1	Project Coordinator	All	12	12	12	12	12	12	72
2	Financial Management Advisor	1.D	12	6	4	4	4	4	34
3	Procurement Advisor	1.D	9	3	1	-	-	-	13
4	Project Implementation Advisor	All	3	2	1	-	-	-	6
5	M&E Advisor	1.D	3	2	1	-	-	-	6
6	Environment Advisor	All	3	2	-	-	-	-	5
PMU in Cocoa Board									
1	Project Manager	All	12	12	12	12	12	12	72
2	Senior Financial Mgt Officer	1.D	9	12	12	12	12	12	69
3	Senior Procurement Officer	1.D	9	12	12	12	12	12	69
4	Comp. 2 Coordinator	2	9	12	12	12	12	12	69
5	Transport Planner/Sr. Engineer	3	6	12	12	12	12	8	62
6	Dep. Project Manager Buka b/	All	6	12	12	12	12	12	66
7	Finance Assistant/Clerk	1.D	9	12	12	12	12	12	69
PMU in CIC									
1	Project Manager	All	12	12	12	12	12	12	72
2	Senior Financial Mgt Officer	1.D	9	12	12	12	12	12	69
3	Senior Procurement Officer	1.D	9	12	12	12	12	12	69
4	Comp. 2 Coordinator	2	9	12	12	12	12	12	69
5	Transport Planner/Sr. Engineer	3	6	12	12	12	12	8	62
6	Finance Assistant/Clerk	1.D	9	12	12	12	12	12	69

M&E Procedures

The functions of the M&E system are described in the separate **M&E Manual (Section 6 of the PIM)**. The PPAP Results Framework, which will provide the basis for M&E of the project, is presented in Appendix A. The draft M&E systems are designed to meet the information needs of project management, of the Government of Papua New Guinea, of the World Bank and IFAD, and of other key stakeholders. They will be coordinated by the Project Coordinator (PC) based in the PCU in Port Moresby, with support from the M&E Advisor, and at the industry level by the Project Managers (PM) in each industry. To ensure that capacity is build and sustained in implementing agencies, M&E staff of those agencies will also be involved with PPAP M&E. In particular, the project M&E activities will include:

- The project's M&E system to be set up by the M&E Advisor working with the PC and with support from the PMs at the start of project implementation;
- A baseline survey to be completed within 6 months of project effectiveness and two follow-up surveys;
- Collection of "mini-baseline" data and follow-up data on Productive Partnerships;
- Capacity building and training activities with the PCU, PMUs and implementing agencies and partners to carry out their M&E tasks;

- Impact assessment and other specialised studies that provide an independent assessment on the efficiency and effectiveness of key PPAP activities;
- Consolidated half-yearly and annual progress reports for submission to the PSC.

Procurement

Procurement activities will be carried out by three agencies under PPAP: NDAL, through the PCU, and Cocoa Board and CIC through their respective PMU. The **Procurement Plan** is the document which defines the procurement activities to be carried out (initially in the first 18 months of project implementation), when, by who, and how. The Procurement Plan for the first 18 months of project implementation is agreed between the World Bank and Government at negotiations. Further updates to the Procurement Plan, as implementation progresses, are subject to the Bank's prior review and no objection.

The timely implementation of procurement activities is essential to avoid delays with project implementation. The Project Coordinator and both Project Managers will therefore closely supervise procurement planning and implementation and assist the procurement team in resolving any issue.

The **Procurement Manual (Section 4)** of the PIM) summarizes the guidelines and procedures to be used for all procurement activities (Works, Goods, Consultant Services, and procurement under Productive Partnerships).

Procurement activities are under the responsibilities of the Procurement Advisor and the SPO in each PMU, as described in the Procurement Manual. Further guidance and clarifications can also be sought as needed from the World Bank's Procurement Specialist.

Financial Management

Financial management will be carried out by three agencies under PPAP: NDAL, through the PCU, and Cocoa Board and CIC through their respective PMU. For disbursement of donor funding (IDA and IFAD), there will be three Designated Accounts for the project, respectively managed by the PCU in NDAL, and the PMUs in Cocoa Board and CIC. The FMA in the PCU and the SFO in each PMU will be responsible for financial management activities.

The timely establishment of the three Designated Accounts will be essential to avoid delays with project start up activities. NDAL, Cocoa Board and CIC will therefore need to request the opening of the accounts from the Ministry of Finance and Treasury as soon as the Financing Agreements have been executed. The opening of the accounts also requires that Government should send to the World Bank *original sample signatures* for all authorized signatories for each account.

The **Financial Management Manual (Section 5)** of the PIM) summarizes the guidelines and procedures to be used for all financial management activities under the PPAP. Another key document is the **Disbursement Letter**, which further defines disbursement modalities under the PPAP as well as the ceiling of each Designated Account.

Further guidance and clarifications can also be sought as needed from the World Bank's Financial Management Specialist.

Withdrawal applications are handled by the World Bank Office in Manila, Philippines. All original withdrawal Applications and supporting documentations are to be sent to the officer in charge of the project in Manila.

Project IT guidelines

The Project will require for efficient operation a well connected and reliable communication system with good email linkages between the PCU in Port Moresby and the PMU offices in Kokopo, Buka and Goroka and access to the internet at all locations. The project would contribute to the upgrading of hardware and software for the PCU and the PMU offices in CB and CIC to enable them to communicate reliably and in a cost-effective manner.

Hardware requirements for the PCU and PMU will be based on provision of a PC or laptop for each long-term member. A wireless Local Area Network will be installed at each office with suitable central printing facilities with photocopying and scanning capacity. At CB and CIC which are not connected to LANs, these systems will be upgraded to make it accessible to key staff members. The PCU will require a stand alone system in its NDAL Port Moresby office.

Software to be provided will include 'Office Professional' or equivalent which includes Access database, the most commonly used database system in PNG. This will be sufficient to enable development of the Management Information System, physical databases and data collation for M&E activities. As appropriate, updates of the AccPac Accounting Package or equivalent will be provided for the PCU and each PMU.

In PNG, the two most common problems are hardware damage caused by fluctuating power including surges and virus infection caused by limited access to virus protection hardware. The IT maintenance contract will cover minimising downtime and physical damage by both these causes.

Role of the World Bank during implementation

Overall supervision of the PPAP will be done by the World Bank, through the Bank's Task Team Leader (TTL). The TTL would provide guidance to the Implementing Agencies on all implementation issues. The TTL will be responsible for issuing the required "no objections" or facilitating such clearance through the Bank's Regional Procurement Advisor. Apart from supervision of the Project, the Bank's role, through the TTL, is to ensure that all PPAP funds are spent and executed in accordance with the Financing Agreements and the related Operational Directives with regards to procurement, disbursement and other Project implementation procedures. The Bank may provide further guidance to facilitate implementation, both from an administrative and technical point of view.

Joint World Bank-IFAD supervision missions will be undertaken at regular intervals, usually two to four times a year. These exercises are conducted jointly with Government of PNG. The supervision missions will assess progress in the implementation of the Project, ensure that environmental social safeguards policies and guidelines are followed, review procurement and financial management activities, and pay particular attention to credit covenants and previously agreed upon actions. The terms and conditions of the IDA and IFAD financing are specified in the Financing Agreements, as well as the Project Appraisal Document.

During the supervision missions, issues related to the Project implementation will be discussed and, to the extent possible, resolved. A key parameter to be assessed during the supervision will be progress towards achieving the Project's development objective. In the rating system applied by the Bank to assess overall success of the Project, specific reference is made to this as well as to general implementation progress, with satisfactory or unsatisfactory ratings being applied. The supervision

missions will rely on the Project's own monitoring and reporting to assist with the assessment. It is good practice for the Implementing Agencies to prepare a brief summary of Project implementation progress and issues by component to assist in focusing attention during the mission.

In addition, it is envisaged that the Government and the Bank will undertake two joint Reviews of the Project, with the first to be scheduled towards the end of Year 2 of implementation and the second towards the end of Year 4 of implementation. The Implementing Agencies will be required to prepare a progress report in preparation for those two reviews. These reviews will evaluate the Project implementation progress to date against the PAD, the progress towards achieving the development objective, including a critical assessment of whether the Project's development objective is still valid and whether substantive changes need to be made to the component activities and/or resource allocations. A plan of action will be drawn up for the remaining project period and agreed to by all parties.

At Project closing, an Implementation Completion Report (ICR) is prepared. The ICR is a tool that enables the Bank and its members to learn from experience and improve implementation of future projects, while evaluating the Project's performance. The ICR assesses and evaluates the Project components from design through implementation to closing. Attention is paid to achievement of the development objectives, overall achievements and factors affecting achievements, the performance of the Bank and the Borrower, the likely sustainability of the Project following closure, and the lessons learned. The Borrower is also required to complete its own ICR. There is no set format or length, though a ten-page summary should be made if the report is longer than this, to append to the Bank's ICR. Preparation of the Borrower's ICR should be undertaken in the final quarter of the Project, in time to be used by the Bank's ICR mission, which should be within six months of the closing date.

Implementation of Component 1: Institutional Strengthening and Industry Coordination

3.1 Overview

The specific objective of this component is to improve the performance of sector institutions and to enhance industry coordination in the coffee and cocoa sub-sectors. The ultimate goal would be to enable the key industry institutions to support the structural changes required in the cocoa and coffee sectors in response to market demand and other major developments, such as the impact of the cocoa pod borer on yields and emerging quality requirements in the marketplace.

Each industry-based Project Management Unit (PMU), based respectively in the Cocoa Board of PNG and in Coffee Industry Corporation (CIC) Limited, would have overall responsibility for the implementation of Component 1 activities, with guidance provided by the Industry Coordination Committees .

Industry Coordination & Policy Development (Sub-Component 1.A)

This sub-component would help the coffee and cocoa industries to establish and build the capacity of Industry Coordination Committees (ICCs) to support dialogue and policy development to provide strategic direction for vibrant and sustainable cocoa and coffee industries.

Under this sub-component the project would provide support and advice to the industry organisations and industry boards on the challenges to be addressed, as well as technical assistance (TA) for key policy studies on priority topics identified by the ICCs. The project will also provide support for the required consultations to support the policy development process.

- As part of the preparation of each Annual Work Plan and Budget, each Project Manager (PM) would consult with the respective ICC on the proposed policy studies and re-validate their relevance and priority for the industry. The PM would then take the lead in preparing the TOR for the specific study/policy, work, working closely with the CIC/Cocoa Board staff and with other parties as needed, and submit the proposed TORs to the ICC for their review and final endorsement;
- With support from the SPO, and in line with the project's Procurement Guidelines, the PM would mobilize the necessary consultant services to assist the CB/CIC in carrying out the work, organize consultations and/or related training as required, and provide quality control and supervision of the work of the consultants. The PM would be expected to support the CB/CIC in maintaining and developing networks with specialised international organizations likely to provide the required expertise and support to PNG;
- The PM would take the lead in presenting the outcome of the studies to the ICC to ensure effective debate prior to their presentation to the industry boards; and
- Following the adoption of policy initiatives by the respective boards, the agreed policies would be formulated into information package that are appropriate to industry stakeholders and communicated to them via the most effective channels (Component 1.B). Procedures for this would be developed in consultation with the ICCs and implemented by CB/CIC with support from the respective PMUs

Communication & Information Management Systems (Sub-Component 1.B)

This sub-component seeks to enhance transparency within the PNG cocoa and coffee industries by upgrading capacity to collect, analyse and communicate information on smallholder production parameters and market requirements/prices to growers and key stakeholders. It would support the development of effective communication and information management systems addressing the current gaps in the collection, generation and dissemination of technical and market information to stakeholders, including on prices. The related TA, training, data collection, surveys and information dissemination would be financed by the project.

- Similar to activities under Component 1. A, as part of the preparation of each Annual Work Plan and Budget, the PM would consult with the ICC on the proposed communication and information activities and re-validate their relevance and priority for the industry.
- The PM would then take the lead in preparing the TOR and other procurement documents for the mobilization of the related services and consultancy services as needed. The PM would work closely with staff of the CB/CIC involved in communication and information activities.
- The PM would be responsible for the supervision and quality control of these activities, with support from other staff of CB/CIC as relevant.

Quality promotion and sustainability management (Sub-component 1.C)

This sub-component aims to strengthen quality assessment capacity within the coffee and the cocoa industries and, where appropriate, to facilitate the adoption of sustainability practices by smallholder farmers. The project would provide TA in building capacity in the CB and CIC, together with support to establish linkages with international agencies able to assist with expertise in coffee quality and sustainability issues and the engagement of stakeholders and knowledge providers to deliver training activities.

- The PM would take the lead for mobilizing the consultancy services and organizing the training activities under this sub-component, with inputs from CB/CIC for technical aspects, and with support from the SPO and Procurement Advisor as needed.
- The PM also be responsible, in consultation with the CB/CIC and ICC, for the identification and selection of organizations and institutions to be involved in training and other capacity building activities under the Component.
- For activities that span across the cocoa and coffee industries, the PC would also support the PMs as needed.
- The PM would be responsible for the supervision and quality control of these activities, with support from other staff of CB/CIC as relevant.

Project Management and Monitoring & Evaluation (Sub-component 1.D)

This sub-component seeks to ensure that NDAL and Industry Boards have the capacity implement cost-effective M&E activities for the Project and the two PMUs have adequate capacity to efficiently manage all project implementation activities.

These functions are described in Section 2 of this Manual.

Appendix A PPAP Results Framework

PDO	Project Outcome Indicators	Use of Project Outcome Information
To improve the livelihoods of smallholder cocoa and coffee growers through the improvement of the performance and sustainability of value chains in cocoa- and coffee-growing areas.	<ul style="list-style-type: none"> the net income of smallholder cocoa and coffee growers in the project area the number of farm households applying improved farming practices the number and coverage of partnerships successfully implemented and likely to be sustained the percentage of the export price and quality premiums, received by farmers 	These indicators will help assess the extent to which the activities of the project resulted in improved livelihoods for small producers engaged in coffee and cocoa production in project areas.
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Result 1: Establishment of effective, relevant, and representative industry coordination committees, contributing to improved sector policy	<ul style="list-style-type: none"> the percentage of cocoa and coffee industry coordination committee members reporting satisfactory value, representativeness and relevance of the committees the number of policy and regulatory measures adopted and implemented the percentage of buying points with access to price and quality information 	Assess the implementation progress of component 1
Result 2: CIC and Cocoa Board establish sustainable information systems and produce high quality M&E data and reports	<ul style="list-style-type: none"> the availability and timely dissemination of quality M&E data and reports 	Ensure that adequate M&E is performed and available and, if not, take corrective measures
Result 3: PMU has adequate capacity to efficiently procure goods and services and ensure financial reporting and controls	<ul style="list-style-type: none"> Timely implementation of procurement activities and satisfactory financial management reports. 	Ensure that adequate procurement and financial management are applied and, if not, take corrective measures
Result 4: Smallholders have adopted improved cocoa management practices in project areas which results in good control of CPB infestation and improved yields	<ul style="list-style-type: none"> CPB control plan has been developed and is in place Losses due to CPB infestation are substantially reduced Cocoa yields have increased for smallholders 	Assess the implementation progress of component 2, particularly in terms of: <ul style="list-style-type: none"> Effectiveness of the control of the CPB infestation, and, if necessary, revise and adjust the CPB control plan

		<ul style="list-style-type: none"> Effectiveness of the adoption of the improved production management practices and their ability to deliver the outcome in terms of increased cocoa yields; if necessary, revise and amend the partnership agreements
Result 5: Smallholder cocoa plantations have been rejuvenated and diversification crops have been introduced and disseminated	<ul style="list-style-type: none"> Number of hectares of cocoa replanted or rejuvenated with improved planting material Number of hectares of shade and diversification crops planted 	Assess the implementation progress of component 2, particularly in terms of the effectiveness of the technical package and support measures to deliver the acreage to be replanted, and , if necessary, revise and amend the partnership agreements
Result 6: The quality of cocoa delivered by farmers in targeted areas has been maintained or improved	<ul style="list-style-type: none"> Percentage of production rejected Average dried cocoa moisture content in ARB reported by buyers 	Assess the implementation progress of component 2
Result 7: Smallholders have adopted improved coffee garden/block management practices in project areas resulting in improved yields and quality of coffee delivered	<ul style="list-style-type: none"> Coffee yields have increased for smallholders 	Assess the implementation progress of component 2, particularly in terms of the effectiveness of the adoption of the improved production management practices and their ability of to deliver the outcome in terms of increased coffee yields ; if necessary, revise and amend the partnership agreements
Result 8: Smallholder coffee gardens/blocks have been rejuvenated and diversification crops have been introduced	<ul style="list-style-type: none"> Number of hectares of coffee rejuvenated Additional volume of diversified products sold 	Assess the implementation progress of component 2
Result 9: The quality and marketability of coffee along the value chain has been improved	<ul style="list-style-type: none"> Percentage of differentiated coffee exported from PNG by value Percentage of coffee with sustainability certification exported from PNG by volume and value Percentage increase in price received by farmers in project areas over the standard quality (Y1) price 	Assess the implementation progress of component 2
Result 10: Women contribute more to increases in household income through	<ul style="list-style-type: none"> Number of women in farming households reporting increased access to, and use 	

household income through involvement in improved farming practices, processing and marketing	of, information on improved farming practices, processing and marketing	
Result 11: Critical transport infrastructure has been improved and is more likely to be maintained	<ul style="list-style-type: none">• Number of Km of roads rehabilitated and maintained as per Maintenance Agreements	Ensure that the objective of component 3 is achieved

Appendix B Terms of Reference

Introduction

[This section to be included in each Terms of Reference as background.]

The Productive Partnerships in Agriculture Project (PPAP) is an agriculture sector development project designed to improve the livelihoods of smallholder cocoa and coffee producers through the improvement of the performance and the sustainability of value chains in cocoa- and coffee-producing areas.

The project consists of the following components.

Component 1: Institutional Strengthening and Industry Coordination. The specific objective of this component would be to improve the performance of sector institutions and to enhance industry coordination in the coffee and cocoa sectors. Existing stakeholder platforms for industry coordination would be consolidated to address short- and long-term issues such as sector governance, skills development in the industry, improvement in extension services, industry strategy on threats to quality and quality promotion, information within the industry, market development and crop diversification. This component would have four subcomponents as follows:

Subcomponent A: Industry coordination & policy development: This subcomponent would improve the performance of cocoa and coffee subsector institutions and enhance industry coordination by building the capacity of industry coordination committees (ICC) to support sector dialogue and policy development in those subsectors.

Subcomponent B: Communication and information management systems: The project would improve transparency in the cocoa and coffee subsectors and support policy development through communications campaigns and strengthening the information management systems necessary to inform stakeholders' decisions.

Subcomponent C: Quality and sustainability management: This subcomponent would strengthen quality promotion in the coffee and the cocoa industries and promote, where appropriate, the adoption of certified sustainability practices (such as Organic, Fair Trade, Rainforest Alliance, Utz, and quality certification schemes).

Subcomponent D: Project management and monitoring and evaluation (M&E). This subcomponent would support all project management and M&E functions in the Project Management Units (PMUs) respectively located in the Cocoa Board and the CIC, as well as a small Project Coordinating Unit (PCU) in DAL. It would also finance the related Technical Assistance (TA) and the operations of the Technical Appraisal Committee (TAC) under Component 2.

Component 2: Productive Partnerships. The specific objective of this component would be to increase the integration of smallholder producers in performing and remunerative value

chains, by developing and implementing productive alliances between smallholders and the private sector aiming at improving market linkages in the project areas.

Those partnerships would be demand-driven and consistent with the specific priorities identified in each subsector. During project preparation, these strategic priorities have been identified as follows:

- (a) In the cocoa sector, activities which support CPB management such as training on good farming practices; the production of improved planting material (nurseries and budwood gardens) to increase their availability for replanting; the promotion of and support for rotational replanting and cocoa garden rejuvenation; market-driven diversification of cocoa-farming system; and management of quality through the adoption of more efficient and environmentally-friendly post-harvest and processing technology;
- (b) In the coffee sector, activities which support the adoption of sustainability practices and the expansion of the production of differentiated coffees; training on good farming practices; the production of improved planting material to increase their availability for replanting; replanting and coffee garden rejuvenation programs; market-driven diversification of coffee-farming systems; and management of quality through the adoption of more efficient and environmentally-friendly post-harvest and processing technology.

Project funding would be channelled through partnerships with legal entities in the private sector and civil society, which have already been successfully engaged with smallholders to increase output, productivity, quality and sustainability and which are interested in scaling up those activities. Those partnerships would be result-oriented, and expected results and cost-sharing arrangements would be specified in the partnership agreements. The project would provide assistance for the development of those partnership proposals, as needed, through contracted local service providers.

This component would have two subcomponents:

Subcomponent A: Productive partnerships in the cocoa growing areas. This subcomponent would finance result-oriented partnerships in cocoa-growing areas to increase smallholder cocoa productivity, quality and sustainability and improve cocoa-farming systems. Support would be provided through grants to those partnerships, as well as technical assistance for the preparation of those partnerships when required. The implementation of this subcomponent would be under the responsibility of the PMU within the Cocoa Board with support from a Technical Appraisal Committee (TAC).

Subcomponent B: Productive partnerships in coffee growing areas. This subcomponent would finance result-oriented partnerships in coffee-growing areas to increase smallholder coffee productivity, quality and sustainability and improve coffee-farming systems. Support would be provided through grants to those partnerships, as well as technical assistance for the preparation of those partnerships

when required. The implementation of this subcomponent would be under the responsibility of the PMU within the CIC with support from the TAC.

Component 3: Market Access Infrastructure. The specific objective of this component would be to improve market access for smallholder cocoa and coffee growers in the areas targeted under Component 2 of the project. This component would have two subcomponents as follows:

Subcomponent A: Preparation of market access infrastructure investments. This subcomponent would finance the identification and selection of priority investments to rehabilitate and maintain feeder roads, access tracks and other transport infrastructure in support of Component 2 partnerships.

Subcomponent B: Market access infrastructure development. This subcomponent would finance the related investments in infrastructure rehabilitation and maintenance, including the training of communities on the maintenance of that infrastructure.

Geographical coverage. The project would initially be implemented in East New Britain Province, the Autonomous Region of Bougainville, Eastern Highlands Province, Jiwaka Province, Western Highlands Province and Simbu Province. Most producers and the major stakeholders in the public and the private sectors are all located in those Provinces. Rural household dependency on coffee and cocoa income for their livelihoods is also high in those Provinces. A first review of possible expansion to new Provinces would be conducted during Project Year 2 (PY2), and a second during PY4. Component 1 activities would, by nature, provide benefits at the national level.

Project Management Units-Terms of Reference

Position Reference	Title	Location
	Project Manager-Cocoa	Kokopo
	Deputy Project Manager-Cocoa	Buka
	Senior Finance Management Officer-Cocoa	Kokopo
	Senior Procurement Officer-Cocoa	Kokopo
	Component 2 Coordinator-Cocoa	Kokopo
	Transport Planners/Senior Engineers – Cocoa and coffee	Kokopo & Goroka respectively
	Project Manager-Coffee	Goroka
	Senior Finance Management Officer-Coffee	Goroka
	Senior Procurement Officer-Coffee	Goroka
	Component 2 Coordinator-Coffee	Goroka

Terms of Reference

Project Manager, Kokopo PMU

Description

Project Manager (PM) heading the Project Management Unit (PMU) based in the Cocoa Board in Kokopo, East New Britain with frequent travel to the Autonomous Region of Bougainville and to other cocoa growing provinces an integral part of duties.

Reporting to the Chief Executive Officer (CEO) of the Cocoa Board, the Industry Coordination Committee (National Cocoa Advisory Committee), and working under the guidance of the PPAP Project Coordinator in the PCU in NDAL and the PPAP Project Implementation Advisor.

Key tasks and responsibilities

The PM will perform all daily management tasks for the PMU based in the Cocoa Board in Kokopo, including human resources management, management of the implementation of PPAP activities, and supervision of planning, financial management, procurement, communication, reporting and M&E tasks. The Project Manager will:

- Supervise the PMU personnel including the Deputy PM located in Buka and Kokopo-based personnel including the Senior Financial Management Officer, Senior Procurement Officer, Component 2 Coordinator, Transport Planner/Senior Engineer and administrative staff in the PMU and provide them with guidance as needed about all project procedures and policies;
 - Coordinate the preparation of the annual Work Plans and Budget by the PMU and ensure that they are submitted on time to the PSC and to the World Bank for approval;
 - Overall responsibility for those PPAP reporting functions relating to the cocoa sector (including the preparation of semi-annual and annual progress reports; the supervision of the preparation of financial management and procurement reports; the coordination of all M&E activities; ensuring all project reports and files are kept up to date both in Kokopo and Buka;
 - Ensure overall quality control and implementation of program operational procedures, including to ensure that all activities are consistent with the Project Implementation Manual and ESMF;
 - Ensure good communication and information flows between agencies involved in PPAP implantation at central and provincial level;
 - Responsible for communication with the World Bank Task Team in collaboration with the Project Coordination Unit in the National Department of Agriculture in Port Moresby
 - Liaison function for all aspects related to the Project, especially the development and maintenance of partnerships with related projects and programmes and institutions engaged in agricultural and rural development;
 - Coordinate training activities under the program, including facilitation of activities to organisation strengthening of the Cocoa Board;
 - Provide the Secretariat for the Industry Coordination Committee and manage the implementation of Component 1 in the cocoa sector;
 - Providing leadership, guidance, and catalytic input to all levels of Project participants and activities, whenever appropriate;
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- Direct responsibility for the consolidation of M&E activities in the PMU and operation of the M&E system;
- Ensure that any material risks that may come to light outside the laid down policies and procedures are highlighted, discussed with the relevant authorities (CEO of Cocoa Board, Project Coordinator, PSC as needed) and addressed at the earliest opportunity;
- Ensure that appropriate standards of Governance are applied at all times on all activities generated by or related to the PPAP; and
- Any other duties as delegated by the Project Steering Committee.

Duration

Six years commencing in mid-2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications

Required:

- The Project Manager will be an experienced manager with a proven record in the implementation of large scale programs or projects. S/he will be required to establish excellent working relationships with other staff and stakeholders and be proactive in identification of and solving problems before they impact on PPAP implementation.
- Minimum 12 years of experience in Government, NGO, a donor organization or the private sector at management level or with management responsibilities.
- Demonstrated management and leadership skills; ability to lead a multi-sector team; demonstrated communication and HR management skills.
- Experience with and good understanding of Government systems and procedures;
- Willingness to travel.
- Good writing and communication skills; fluency in English.

Preferred:

- Experience with donor financed programs and demonstrated operational skills.
 - Good knowledge of rural development issues and specifically of the cocoa industry.
 - Tok Pidjin spoken.
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Terms of Reference

Deputy Project Manager, based in Buka

Description

Deputy Project Manager based in the Cocoa Board office in Buka, Autonomous Region of Bougainville (ARB).

Reporting to the Project Manager (PM) based in the Cocoa Board head office in Kokopo and working collaboratively with the Cocoa Board manager based at Buka.

Key tasks and responsibilities

Under the supervision of the PM in the Kokopo PMU, and as a staff of the PMU, the Deputy Project Manager will perform all daily management tasks for PPAP in ARB, including management of the implementation of PPAP activities, the supervision of planning, financial management, procurement, communication, reporting and M&E tasks. The Deputy Program Manager will:

- Ensure overall quality control and implementation of program operational procedures, consistent with the Financing Agreements, PAD, PIM and ESMF, in ARB.
- Contribute to the preparation and timely delivery of the annual work programs, including annual budgets and procurement plans.
- In ARB, have responsibility for all PPAP reporting functions including the preparation of semi-annual and annual progress reports; the preparation of financial management and procurement reports; all M&E activities; and ensuring all project reports and files are kept up to date.
- Manage the PMU satellite office in the Cocoa Board in Buka;
- Ensure good communication and information flows between agencies involved in PPAP implementation at provincial level, and good communication with the Kokopo PMU.
- Support the PM in the implementation of Component 1 activities regarding ARB;
- Be directly responsible for the management of the implementation of Component 2 in ARB, with support from the Component 2 Coordinator;
- Be directly responsible for the management of the implementation of Component 3 in ARB, with support from the Transport Planner/Senior Engineer;
- Regularly undertake field visits to the project areas of ARB to supervise project implementation; and
- Any other duty as delegated by the PM in the Kokopo PMU.

Duration

5.5 years commencing in late 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications

Required:

- The Deputy Program Manager will be an experienced manager with a proven record in program implementation at national and/or provincial level. S(he) will establish excellent working
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relationships with other staff and be proactive in identification of and solving problems before they impact on PPAP implementation.

- Minimum 8 years of experience in Government, NGO or the private sector in PNG at management level and/or with management responsibilities.
 - Demonstrated operational skills.
 - Experience with and good understanding of Government systems and procedures.
 - Good knowledge of rural development issues in PNG and particularly in ARB.
 - Willingness to travel frequently to the field as part of duties.
 - Good written and communications skills. Fluent in English, and Tok Pidgin preferred.
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Terms of Reference

Senior Financial Management Officer, Kokopo PMU

Description

Senior Financial Management Officer (SFMO) based in the Kokopo PMU (Cocoa Board), with frequent travel to ARB and other cocoa growing provinces an integral part of duties. Reporting to the PM in the Kokopo PMU.

Key tasks and responsibilities

The SFMO will be the lead manager for all administration, finance, and financial reporting. S/he will work closely with the Cocoa Board Finance Manager, who manages the core CB finances. The SFMO will be specifically responsible for:

- With guidance from the Financial Management Advisor (FMA), establishing and operating a suitable program financial management system for project operations both in Kokopo and ARB, including maintaining detailed desk operating instructions, using the PPAP Financial Management Manual as guidance;
 - Work with the FMA to develop standard reporting consistent to all PPAP units and satisfying the needs of all users of the financial statements;
 - Ensuring that the program complies with the *Public Finance and Audit Act and associated Financial Instructions*;
 - Preparing the stand alone PPAP CB Financial Statements (quarterly, semi-annual and annual), including the submission of annual statements for audit and liaising with the OAG on the audit process;
 - Establishing a good working relationship with the auditors and ensuring that all financial documentation is made available for the external auditors;
 - Oversight of PPAP financial management operations in ENB Province and ARB and supervision of Financial Instructions;
 - Ensuring that the PPAP complies with the provisions of the financing agreements;
 - Manage all aspects of the Designated Bank account, including the financial controls around that account. Effectively managing the cash flow of the PMU will be a critical requirement;
 - Maintaining fixed asset records so that the location and condition of assets can be determined at all times;
 - In conjunction with the PM, ensure that PMU fiduciary risks are adequately covered at all times;
 - Providing guidance and assisting the Coordinator for Component 2 and to the Transport Planner/Senior Engineer (for Component 3) regarding all financial management aspects, including the preparation of the annual budgets and financial management reporting tasks;
 - Assist the PM in drafting the Annual Budget for the PMU;
 - Ensuring that the program financial files and records are properly set up, maintained and in working order;
 - Ensuring that as far as possible, the most robust division of duties is adopted within the PMU;
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- Ensuring that sub project (partnerships) disbursements under Component 2 are made in accordance with required approvals and procedures; and
- Supporting the Project Manager in providing routine reports on PPAP progress. These will include:
 - An Inception Report two months after start-up of the project that sets out a project implementation plan for PY1 with agreed milestones and budgets;
 - Quarterly financial management reports in a format agreed with the World Bank, that summarize progress, current expenditures and forecast cash requirements for the coming period; and comply with GOPNG financial instructions;
 - A semi-annual and an annual financial report that summarizes progress against meeting agreed milestones and budgets and which would form the basis of annual financial statements; and
 - Other progress reports as instructed by the PM.

Duration

5.5 years starting in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Required qualifications

The SFMO will be an experienced finance manager with a demonstrated track record in a similar position (Financial management of a large scale investment program). S/he will establish good working relationships with other staff and be proactive in identification of and solving financial management issues. Knowledge of PNG Government systems and working with development projects would be required. The successful candidate would be expected to have the following qualifications and experience:

- Tertiary qualification in finance or accounting (CPA or equivalent preferred);
 - At least 10 years work experience in financial management, with some experience as a manager;
 - Ability to communicate effectively, orally and in writing;
 - High integrity and accountability in all aspects of project financial management;
 - Computer literate and extensive knowledge of the accounting software to be used under PPAP or demonstrated experience in a similar accounting package.
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Terms of Reference

Senior Procurement Officer, Kokopo PMU

Description

Senior Procurement Officer (SPO) based in the Kokopo PMU in the Cocoa Board, with travel to the Autonomous Region of Bougainville and other provinces an integral part of duties. Reporting to the Project Manager (PM) in the PMU.

Key tasks and responsibilities

The Senior Procurement Officer will be mentored and guided by a Procurement Advisor on a part-time basis. S/he will be responsible within the Kokopo PMU for the implementation of all procurement activities for the duration of the project. S/he will ensure that all procurement is conducted in accordance with the World Bank procurement guidelines and the procedures agreed between the Work Bank and the Government for PPAP (as set out in the Financing Agreements). S/he will liaise with the PNG Central Supply and Tender Board (CSTB) as required. Key tasks will include:

Procurement Process Management:

- Prepare annual procurement plans and procurement documents, with inputs from the technical specialists and under the supervision of the PM;
- Monitor procurement activities and ensure that the Procurement Plan is updated as needed and submitted to the World Bank for its review and “no objection”;
- Review technical specifications, Terms of Reference (ToR) and prepare SPNs, requests for EOI, Requests for Proposals (RFP) and bidding documents using standard bidding document designed for PPAP;
- Review procurement documents received and assist in the process of selecting consultants, contractors and suppliers;
- Liaise with PPAP implementing partners and the World Bank to ensure the timeliness of procurement processing, including getting key documents (such as TORs, RFPs and bidding documents) approved and issued in a timely manner according to the approved procurement plan;
- Manage the advertising process involved in procurement, procurement correspondence, bid receipt, and bid opening in strict accordance with agreed procurement procedures;
- Manage the PMU’s procurement filing system in a systematic manner and monitor filing of procurement documents by the Buka office;
- Provide support to the Buka Deputy Project Manager on all procurement related issues;
- Participate in contract negotiations on behalf of PPAP as delegated by the Project Manager;
- Manage contracts throughout their implementation (including: monitoring of inputs of consultants and deliverables; implementation of works against contracts; etc) and promptly seek guidance from the PM when issues arise; and
- Prepare and execute purchase orders and requisitions.

Vendor Management:

- Maintain list of vendors supplying various items;
- Monitor vendors' performance (quality, delivery times, etc.) and communicate results internally and externally as necessary;
- Check invoices to ensure correct price, follow through to ensure that materials ordered have been received, examine the condition of materials received, and approve invoices for payment; and
- Maintain procurement records such as items or services purchased, costs, delivery, product quality or performance, and inventories, compiling data on these for internal monthly reports.

Procurement Reporting:

- Prepare and review evaluation reports to submit to PPAP management for approval;
- Monitor and report the procurement implementation status and progress to the Project Manager, the PCU and the World Bank as required.

Duration

5.5 years starting in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications

Required:

- A post graduate degree in public administration, finance or any related discipline;
 - Strong knowledge of project management. As the position involves dealing with a wide range of local stakeholders and organisations, it is also important that the procurement officer has considerable knowledge of business operations in PNG, and preferably with international financial institutions such as World Bank or ADB;
 - At least 5 years of experience working on procurement;
 - Ability to communicate effectively, orally and in writing;
 - Ability to listen; ability to find and communicate accurate information concerning process, policies and procedures;
 - High integrity and accountability in all aspects of project procurement; and
 - Ability to establish and maintain effective working relationships with colleagues, other departments, vendors and the public.
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Terms of Reference

Coordinator for Component 2, Kokopo PMU

Description

PPAP Component 2 Coordinator based at the Kokopo PMU in the Cocoa Board, with travel to ARB and other cocoa growing provinces an integral part of duties. Reporting to the Project Manager (PM) in the PMU.

Key tasks and responsibilities

The Coordinator for Component 2 in the Kokopo PMU will work under the supervision and guidance of the PM in the PMU. S/he will coordinate daily implementation of Component 2 of the PPAP to ensure that all activities are carried out in line with the Financing Agreements, the PAD, PIM and ESMF.

This will include but not be limited to the following tasks:

- Contribution to the preparation of annual Work Plans and Budgets;
- Ensuring the timely flow of draft work programs, budgets and procurement documentation.
- Support for the establishment of the TAC and training of TAC members;
- Preparation of information packages and carrying out awareness activities targeting potential beneficiaries/proponents;
- Prequalification of service providers, with support from the Senior Procurement Officer, and monitoring of their performance and management of subsequent adjustments;
- Training of prequalified service providers on Component 2 procedures, and the management of other training activities under Component 2;
- Preparation of advertising and calls for proposals under Component 2, with support from the Senior Procurement Officer;
- Preliminary analysis of proposals as per the PPAP agreed guidelines;
- Carrying out field checks ahead of appraisal by the TAC and follow-up checks as needed;
- Liaison with the TAC and preparation of TAC files;
- Preparation of proposals for approval for the ICC;
- Preparation of the partnership agreements and management of their signature;
- With support from the Senior Financial Management Officer, monitoring of disbursements and financial reporting under each partnership; and
- M&E activities relating to Component 2, preparing regular briefing notes for the PM on the status of partner program implementation and corrective measures as required and all other reporting tasks relating to Component 2.
- Coordinate enabling activities under Component 2 to facilitate scaling-up of the PPAP to new provinces as required.

Duration

5.5 years commencing in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications:

Required:

- A post graduate degree in management, agribusiness, agricultural economics or a related discipline.
 - Minimum 10 years of experience in Government, NGO or the private sector at management level.
 - Previous experience in management and coordination position implementing national programs or projects.
 - Experience with donor financed programs and demonstrated operational skills.
 - Demonstrated management and leadership skills.
 - Experience with Government systems and procedures.
 - Good knowledge of the cocoa industry in project provinces, including smallholder production, processing, marketing and trade.
 - Excellent communication and inter-personal skills, including demonstrated ability to interact effectively with a broad range of stakeholders (e.g. women and youth at village level; the private sector; NGOs; government agencies; technical specialists, etc).
 - High integrity and accountability.
 - Willingness to travel frequently to the field in different provinces.
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Terms of Reference

Transport Planners/Senior Engineers (one based in the Goroka PMU and one in the Kokopo PMU)

Description

The project will require the services of two Transport Planner / Senior Engineers, who will be based in separate Project Management Units (PMU), one located within the Coffee Industry Corporation (CIC) in Goroka, Eastern Highlands Province and the other at the Cocoa Board (CB) in Kokopo, East New Britain Province. Each TPSE will report to the Project Manager (PM) heading up the respective PMU. Travel will be required to the other project provinces. The TPSE will be required to develop good working relationships with the respective provincial and district administrations, and affected local level governments, as well as the PPAP industry partners and their target communities.

Key Tasks and Responsibilities

The Transport Planner / Senior Engineer (TPSE) will be the principal transport and engineering specialist in each PMU. S/he will be primarily responsible for the management of all Component 3 activities and performing planning and engineering functions relating to transport infrastructure in that sector of the project. The TPSE will provide the following range of services:

1. **Project Management:** The TPSE will direct and manage all Component 3 activities, reporting to the PMU Project Manager. The TPSE will be responsible to the PMU Project Manager for the timely completion of Component 3 activities in strict compliance with the project and component objectives
2. **Transport Planning:** The TPSE will be responsible for identifying, screening and scoping market access infrastructure sub-projects in consultation with all affected parties. The TPSE will negotiate the future arrangements for the funding and implementation of maintenance of rehabilitated infrastructure with public and private stakeholders.⁶ The top-ranked recommendations will be submitted to the ICC for funding approval. The TPSE will consult and collaborate with the Intermediate Transport Specialist as required in the development of sub-projects;
3. **Site Investigation:** The TPSE will lead and manage all site investigation activities, undertaking asset inventory and condition surveys, instructing and overseeing consultants on materials sampling and testing, and any engineering surveys required.
4. **Detailed Design:** The TPSE will undertake the design process with input from local consultants as required, based on analysis of data from surveys, design parameters and standards, and prepare design calculations, sketches / drawings as required, specifications and Bills of Quantities sufficient to define the scope and cost of the works. The TPSE will prepare a brief design report for each sub-project for submission to the authorities for technical approval and to the IAC for funding approval.
5. **Procurement Assistance:** The TPSE will assist the PMU Senior Procurement Officer to plan procurement, prepare bidding documents and provide technical support during the bidding and evaluation process;

⁶ It is expected these stakeholders will include Provincial and Local Governments, Productive Partners and Communities.

6. **Construction supervision and contract administration:** The TPSE will oversee and monitor the construction supervision consultants and act as Engineer/Project Manager on all construction contracts, and will chair monthly site meetings;
7. **Maintenance systems:** The TPSE will provide technical assistance in maintenance planning and organisation to the district administrations during the preparation activities, and will support the Training Specialist in post-construction activities;
8. **Reporting:** In addition to the specific reporting above, the TPSE will support the PMU Project Manager to comply with reporting requirements by preparing regular progress reports relating to Component 3 activities.

This will include:

Under sub-component 3A (preparation of investments), undertake the following tasks for each partnership:

- In collaboration with stakeholders and with the support of the CLO and Lands Officer, identification and scoping of all infrastructure that provides market access within the target area of the partnership, and selection of discrete sections for consideration as sub-projects;
- Screening the sub-projects to eliminate those that do not meet the project eligibility criteria.
- Ranking of the individual sub-projects based on a rigorous comparative socio-economic cost / benefit analysis;
- Maintenance sustainability assessment of top-ranked sub-projects
- Preparation and submission of concise Selection Report for approval to fund and implement the top-ranked sub-project.

Under sub-component 3B (infrastructure development), undertake the following responsibilities during pre-construction, construction and post-construction stages:

- Preparation of Terms of Reference and provision of general technical support to all involved in the selection process and appointment of the engineering consultants for site investigation and construction supervision;
- Managing, coordinating and overseeing activities of all engineering consultants;
- Responsible for detailed design, cost estimates and technical documentation of works contracts, and provision of technical support to all those involved in the procurement process and award of works contracts;
- Acting as Project Manager / Engineer in the works contracts on behalf of the Employer
- Coordinating and managing activities of other PMU Transport Specialists (ITS and RMTS)
- Maintaining close working relationship with technical departments and officers at provincial, district and local level government.
- Oversee and monitor the enforcement of the Environmental and Social safeguards relating to Component 3 implementation

Deliverables

The deliverables by the TPSE will include but not be limited to:

- Infrastructure Identification & Scoping Reports: One month after establishment of each partnership, and following consultation with all stakeholders' representatives, a brief report
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identifying and scoping all discrete sections of market access infrastructure located within the target area of the partnership that may be considered for screening and ranking under PPAP Component 3. The report will be circulated for comment to stakeholders.

- Ranking Reports: On completion of the preparation process for each partnership, a brief report setting out the eligibility screening and ranking processes and their results will be circulated for comment to the partner and affected communities.
- Sub-project Selection Reports: Annual or twice-yearly reports submitted to the Industry Coordination Committee to obtain funding approval of the recommended top-ranked sub-projects under each partnership. The reports will set out the background, analysis and rationale for the recommendations, and will include details of the identification, consultations, screening, ranking and maintenance assessment processes.
- Detailed Design Reports: To be submitted to the Provincial Government for technical approval before approval by the PMU Manager. Will include design parameters and standards, analysis of data, design calculations, construction cost estimate (based on priced BOQ), drawings and specifications for each sub-project.
- Procurement documents in relation to the appointment of investigation, design and supervision consultants and construction contractors. These include: (i) Consultant Request for Proposal, (ii) Construction Bid Invitation Documents; (iii) Tender Evaluation Report (prepared in collaboration with other Tender Evaluation Committee members) and (iv) Conformed Contracts;
- Contractual documents and reports under the responsibility of the Project Manager /Engineer;
- Progress reports in relation to Component 3 activities.

Duration of Assignment

A total of approximately 66 months input by each TPSE will be required over the life time of the project (there will be a six month probation period). This is a full time position.

Required qualifications and experience

- Degree in civil engineering or transport planning from an internationally recognised tertiary educational institution, and membership of an internationally recognised professional engineering / transport body
- Minimum 10 years of experience in the public or private sector at management level including a minimum of 5 years experience in planning and managing minor road rehabilitation and maintenance programs in developing countries
- Minimum of 5 years experience in feasibility, preliminary and detailed design and documentation of rural transport infrastructure
- Experience with donor financed programs.

Preferred:

- Experience and/or training in participatory community development programs
 - Experience in PNG or the Asia / Pacific region.
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Terms of Reference

Project Manager, Goroka PMU

Description

Project Manager (PM) heading the Project Management Unit (PMU) based in the Coffee Industry Corporation (CIC) Ltd in Goroka, Eastern Highlands Province, with travel to Simbu, Western Highlands, Jiwaka Provinces and other coffee growing areas an integral part of duties.

Reporting to the Chief Executive Officer (CEO) of the CIC, the Industry Coordination Committee, and working under the guidance of the PPAP Project Coordinator in the PCU in NDAL and the PPAP Project Implementation Advisor.

Key tasks and responsibilities

The PM will perform all daily management tasks for the PMU based in the CIC in Goroka, including human resources management, management of the implementation of PPAP activities, and supervision of planning, financial management, procurement, communication, reporting and M&E tasks. The Project Manager will:

- Supervise the PMU personnel including the Senior Financial Management Officer, Senior Procurement Officer, Component 2 Coordinator, Transport Planner/Senior Engineer and administrative staff in the PMU and provide them with guidance as needed about all project procedures and policies;
 - Coordinate the preparation of the annual Work Plans and Budget by the PMU and ensure that they are submitted on time to the PSC and to the World Bank for approval;
 - Overall responsibility for those PPAP reporting functions relating to the coffee sector (including the preparation of semi-annual and annual progress reports; the supervision of the preparation of financial management and procurement reports; the coordination of all M&E activities; ensuring all project reports and files are kept up to date;
 - Ensure overall quality control and implementation of program operational procedures, including to ensure that all activities are consistent with the Project Implementation Manual and ESMF;
 - Ensure good communication and information flows between agencies involved in PPAP implantation at central and provincial level;
 - Responsible for communication with the World Bank Task Team in collaboration with the Project Coordination Unit in the National Department of Agriculture in Port Moresby
 - Liaison function for all aspects related to the Project, especially the development and maintenance of partnerships with related projects and programmes and institutions engaged in agricultural and rural development;
 - Coordinate training activities under the program, including facilitation of activities to organisation strengthening of the CIC;
 - Provide the Secretariat for the Industry Coordination Committee and manage the implementation of Component 1 in the coffee sector;
 - Providing leadership, guidance, and catalytic input to all levels of Project participants and activities, whenever appropriate;
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- Direct responsibility for the consolidation of M&E activities in the PMU and operation of the M&E system;
- Ensure that any material risks that may come to light outside the laid down policies and procedures are highlighted, discussed with the relevant authorities (CEO of CIC, Project Coordinator, PSC as needed) and addressed at the earliest opportunity;
- Ensure that appropriate standards of Governance are applied at all times on all activities generated by or related to the PPAP; and
- Any other duties as delegated by the Project Steering Committee.

Duration

Six years commencing in mid-2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications

Required:

- The Project Manager will be an experienced manager with a proven record in the implementation of large scale programs or projects. S/he will be required to establish excellent working relationships with other staff and stakeholders and be proactive in identification of and solving problems before they impact on PPAP implementation.
- Minimum 12 years of experience in Government, NGO, a donor organization or the private sector at management level or with management responsibilities.
- Demonstrated management and leadership skills; ability to lead a multi-sector team; demonstrated communication and HR management skills.
- Experience with and good understanding of Government systems and procedures;
- Willingness to travel.
- Good writing and communication skills; fluency in English.

Preferred:

- Experience with donor financed programs and demonstrated operational skills.
 - Good knowledge of rural development issues and specifically of the coffee industry.
 - Tok Pidgin spoken.
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Terms of Reference

Senior Financial Management Officer, Goroka PMU

Description

Senior Financial Management Officer (SFMO) based in the Goroka PMU (CIC), with frequent travel to Simbu, Western Highlands and other coffee growing provinces an integral part of duties. Reporting to the PM in the Goroka PMU.

Key tasks and responsibilities

The SFMO will be the lead manager for all administration, finance, and financial reporting. S/he will work closely with the CIC Finance Manager, who manages the core CIC finances. The SFMO will be specifically responsible for:

- With guidance from the Financial Management Advisor (FMA), establishing and operating a suitable program financial management system for project operations, including maintaining detailed desk operating instructions, using the PPAP Financial Management Manual as guidance;
 - Work with the FMA to develop standard reporting consistent to all PPAP units and satisfying the needs of all users of the financial statements;
 - Ensuring that the program complies with the *Public Finance and Audit Act and associated Financial Instructions*;
 - Preparing the stand alone PPAP CIC Financial Statements (quarterly, semi-annual and annual), including the submission of annual statements for audit and liaising with the OAG on the audit process;
 - Establishing a good working relationship with the auditors and ensuring that all financial documentation is made available for the external auditors;
 - Oversight of PPAP financial management operations for the PMU and supervision of Financial Instructions;
 - Ensuring that the PPAP complies with the provisions of the financing agreements;
 - Manage all aspects of the Designated Bank account, including the financial controls around that account. Effectively managing the cash flow of the PMU will be a critical requirement;
 - Maintaining fixed asset records so that the location and condition of assets can be determined at all times;
 - In conjunction with the PM, ensure that PMU fiduciary risks are adequately covered at all times;
 - Providing guidance and assisting the Coordinator for Component 2 and to the Transport Planner/Senior Engineer (for Component 3) regarding all financial management aspects, including the preparation of the annual budgets and financial management reporting tasks;
 - Assist the PM in drafting the Annual Budget for the PMU;
 - Ensuring that the program financial files and records are properly set up, maintained and in working order;
 - Ensuring that as far as possible, the most robust division of duties is adopted within the PMU;
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- Ensuring that sub project (partnerships) disbursements under Component 2 are made in accordance with required approvals and procedures; and
- Supporting the Project Manager in providing routine reports on PPAP progress. These will include:
 - An Inception Report two months after start-up of the project that sets out a project implementation plan for PY1 with agreed milestones and budgets;
 - Quarterly financial management reports in a format agreed with the World Bank, that summarize progress, current expenditures and forecast cash requirements for the coming period; and comply with GOPNG financial instructions;
 - A semi-annual and an annual financial report that summarizes progress against meeting agreed milestones and budgets and which would form the basis of annual financial statements; and
 - Other progress reports as instructed by the PM.

Duration

5.5 years starting in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Required qualifications

The SFMO will be an experienced finance manager with a demonstrated track record in a similar position (Financial management of a large scale investment program). S/he will establish good working relationships with other staff and be proactive in identification of and solving financial management issues. Knowledge of PNG Government systems and working with development projects would be required. The successful candidate would be expected to have the following qualifications and experience:

- Tertiary qualification in finance or accounting (CPA or equivalent preferred);
 - At least 10 years work experience in financial management, with some experience as a manager;
 - Ability to communicate effectively, orally and in writing;
 - High integrity and accountability in all aspects of project financial management;
 - Computer literate and extensive knowledge of the accounting software to be used under PPAP or demonstrated experience in a similar accounting package.
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Terms of Reference

Senior Procurement Officer, Goroka PMU

Description

Senior Procurement Officer (SPO) based in the Goroka PMU in the CIC, with travel to Simbu, Western Province and other provinces an integral part of duties. Reporting to the Project Manager (PM) in the PMU.

Key tasks and responsibilities

The Senior Procurement Officer will be mentored and guided by a Procurement Advisor on a part-time basis. S/he will be responsible within the Goroka PMU for the implementation of all procurement activities for the duration of the project. S/he will ensure that all procurement is conducted in accordance with the World Bank procurement guidelines and the procedures agreed between the World Bank and the Government for PPAP (as set out in the Financing Agreements). S/he will liaise with the PNG Central Supply and Tender Board (CSTB) as required. Key tasks will include:

Procurement Process Management:

- Prepare annual procurement plans and procurement documents, with inputs from the technical specialists and under the supervision of the PM;
- Monitor procurement activities and ensure that the Procurement Plan is updated as needed and submitted to the World Bank for its review and “no objection”;
- Review technical specifications, Terms of Reference (ToR) and prepare SPNs, requests for EOI, Requests for Proposals (RFP) and bidding documents using standard bidding document designed for PPAP;
- Review procurement documents received and assist in the process of selecting consultants, contractors and suppliers;
- Liaise with PPAP implementing partners and the World Bank to ensure the timeliness of procurement processing, including getting key documents (such as TORs, RFPs and bidding documents) approved and issued in a timely manner according to the approved procurement plan;
- Manage the advertising process involved in procurement, procurement correspondence, bid receipt, and bid opening in strict accordance with agreed procurement procedures;
- Manage the PMU's procurement filing system in a systematic manner and monitor filing of procurement documents;
- Participate in contract negotiations on behalf of PPAP as delegated by the Project Manager;
- Manage contracts throughout their implementation (including: monitoring of inputs of consultants and deliverables; implementation of works against contracts; etc) and promptly seek guidance from the PM when issues arise; and
- Prepare and execute purchase orders and requisitions.

Vendor Management:

- Maintain list of vendors supplying various items;
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- Monitor vendors' performance (quality, delivery times, etc.) and communicate results internally and externally as necessary;
- Check invoices to ensure correct price, follow through to ensure that materials ordered have been received, examine the condition of materials received, and approve invoices for payment; and
- Maintain procurement records such as items or services purchased, costs, delivery, product quality or performance, and inventories, compiling data on these for internal monthly reports.

Procurement Reporting:

- Prepare and review evaluation reports to submit to PPAP management for approval;
- Monitor and report the procurement implementation status and progress to the Project Manager, the PCU and the World Bank as required.

Duration

5.5 years starting in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications

Required:

- A post graduate degree in public administration, finance or any related discipline;
 - Strong knowledge of project management. As the position involves dealing with a wide range of local stakeholders and organisations, it is also important that the procurement officer has considerable knowledge of business operations in PNG, and preferably with international financial institutions such as World Bank or ADB;
 - At least 5 years of experience working on procurement;
 - Ability to communicate effectively, orally and in writing;
 - Ability to listen; ability to find and communicate accurate information concerning process, policies and procedures;
 - High integrity and accountability in all aspects of project procurement; and
 - Ability to establish and maintain effective working relationships with colleagues, other departments, vendors and the public.
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Terms of Reference

Coordinator for Component 2, Coffee Goroka PMU

Description

PPAP Component 2 Coordinator based at the Goroka PMU in the CIC, with travel to Eastern Highlands, Western Highlands, Simbu and other coffee growing provinces an integral part of duties. Reporting to the Project Manager (PM) in the PMU.

Key tasks and responsibilities

The Coordinator for Component 2 in the Goroka PMU will work under the supervision and guidance of the PM in the PMU. S/he will coordinate daily implementation of Component 2 of the PPAP to ensure that all activities are carried out in line with the Financing Agreements, the PAD, PIM and ESMF.

This will include but not be limited to the following tasks:

- Contribution to the preparation of annual Work Plans and Budgets;
- Ensuring the timely flow of draft work programs, budgets and procurement documentation.
- Support for the establishment of the TAC and training of TAC members;
- Preparation of information packages and carrying out awareness activities targeting potential beneficiaries/proponents;
- Prequalification of service providers, with support from the Senior Procurement Officer, and monitoring of their performance and management of subsequent adjustments;
- Training of prequalified service providers on Component 2 procedures, and the management of other training activities under Component 2;
- Preparation of advertising and calls for proposals under Component 2, with support from the Senior Procurement Officer;
- Preliminary analysis of proposals as per the PPAP agreed guidelines;
- Carrying out field checks ahead of appraisal by the TAC and follow-up checks as needed;
- Liaison with the TAC and preparation of TAC files;
- Preparation of proposals for approval for the ICC;
- Preparation of the partnership agreements and management of their signature;
- With support from the Senior Financial Management Officer, monitoring of disbursements and financial reporting under each partnership; and
- M&E activities relating to Component 2, preparing regular briefing notes for the PM on the status of partner program implementation and corrective measures as required and all other reporting tasks relating to Component 2.
- Coordinate enabling activities under Component 2 to facilitate scaling-up of the PPAP to new provinces as required.

Duration

5.5 years commencing in the second half of 2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Qualifications:

Required:

- A post graduate degree in management, agribusiness, agricultural economics or a related discipline.
 - Minimum 10 years of experience in Government, NGO or the private sector at management level.
 - Previous experience in management and coordination position implementing national programs or projects.
 - Experience with donor financed programs and demonstrated operational skills.
 - Demonstrated management and leadership skills.
 - Experience with Government systems and procedures.
 - Good knowledge of the coffee industry in project provinces, including smallholder production, processing, marketing and trade.
 - Excellent communication and inter-personal skills, including demonstrated ability to interact effectively with a broad range of stakeholders (e.g. women and youth at village level; the private sector; NGOs; government agencies; technical specialists, etc).
 - High integrity and accountability.
 - Willingness to travel frequently to the field in different provinces.
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Technical Assistance for PCU-based staff and TA
Terms of Reference

Position Reference	Title
	Project Coordinator (PC)
	Project Implementation Advisor
	Financial Management Advisor (FMA)
	Procurement Advisor
	Monitoring and Evaluation Advisor (M&E Advisor)
	Management Information Systems Advisor
	Environment Advisor (add latest from ESMF)

Terms of Reference

Project Coordinator (PC), Port Moresby

Description

Project Coordinator (PC) heading the Project Coordination Unit (PCU) based in the Department of Agriculture and Livestock (DAL) in Port Moresby with travel to the project provinces an integral part of duties.

Reporting to the Secretary of DAL.

Key tasks and responsibilities

The Project Coordinator (PC) will manage the PCU, based in NDAL, which is responsible for overall monitoring and evaluation activities for the PPAP. S/he will work closely with the two Project Managers (PM) in the PMUs in Kokopo and Goroka, with support from a short term Project Implementation Advisor in the first years of project implementation. S/he will be the focal person for the PPAP at national level, and play a key role in ensuring that all work flows and processes operate efficiently with good coordination among agencies involved at national and local level. S/he will play a supportive role vis a vis the PMUs and facilitate their interactions, as needed, with Port Moresby-based agencies and partners.

Specifically, s/he will:

- Provide the secretariat to the PSC and be responsible for PPAP management reports to the PSC and to the World Bank;
 - Take the lead in the establishment and staffing of the PCU and PMUs at project inception, with support from the two PMs;
 - Liaise with the respective industry boards to confirm the members of each industry coordination committee (ICC) and manage the nomination process for the TAC, with support from the PMs;
 - Consolidate annual work programs and budgets prepared by the PMUs and ensure their timely submission to the PSC and to the World Bank;
 - Manage the PCU and its staff and activities on a daily basis;
 - Ensure that all TA and training activities are mobilised/implemented in a timely manner;
 - Monitor progress with procurement and financial management activities and play a supportive role vis a vis the PMUs to avoid any bottleneck or delay at project level;
 - Ensure good collaboration with the Ministry of Finance and Treasury and other national level agencies (e.g. CSTB, DNPM, etc);
 - Monitor implementation of project activities as per the M&E Manual, the Project Implementation Plan and Project Implementation Manual (including the Components Implementation Manuals, the Financial Management Manual, the Procurement Manual, and the Environment and Social management Framework);
 - Monitoring and evaluating project implementation progress through the implementation and coordination of project M&E activities;
 - Ensure good communication flows between the PCU and the two PMUs;
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- Manage external communication about PPAP at national level;
- Liaise with the Auditor General, with support from the FMA, to ensure that the audit functions operates smoothly, and liaise with the internal audit committee; and
- Consolidate semi-annual progress reports, including activity progress against work plan (with results indicators), financial execution, procurement progress, and work program for the next semester.

Duration

Six years starting in mid-2010 (Probationary period of six months, annual performance review determines whether contract would be continued). This is a full time position.

Required Qualifications

- The PC will be a seasoned manager with extensive experience with the management and coordination of large-scale programs, and a demonstrated track record in such position. At least 12 years experience in a management position with similar responsibilities.
 - Post graduate degree in management, or another relevant field.
 - Excellent understanding of Government procedures and processes, and ability to work with a range of agencies at national (Treasury, Finance, DNPM), provincial and local level.
 - Previous experience with donor financed programs would be highly desirable.
 - Excellent communication and inter-personal skills. Ability to make clear, structured presentation to a broad range of audiences.
 - Excellent writing skills and ability to prepare clear, concise reports.
 - Good knowledge of PNG rural areas would be an advantage.
 - Fluent in English, Tok Pidgin would be preferred.
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Terms of Reference

Project Implementation Advisor (PIA)

Description

Project Implementation Advisor to work with the Project Coordination Unit based in the Department of Agriculture and Livestock (DAL) in Port Moresby and the Project Management Units for Cocoa at Kokopo, East New Britain and for Coffee at Goroka, Eastern Highlands Province.

Reporting to the Secretary of DAL.

Key tasks and responsibilities

- Assist DAL in setting up the Project Coordination Unit and assist the Cocoa Board and Coffee Industry Corporation in establishing the PPAP PMUs.
- Advise and assist the PCU and PMUs on the organisation and implementation of PPAP activities, including start-up activities in the first year of project implementation.
- Advise the PCU and the PMUs on World Bank procedures and policies in the performance of key functions, in line with the PIM and ESMF.
- Advise the two Program Managers on daily project management tasks for PPAP, including HR management, management of the implementation of project activities, and supervision of financial management, procurement, communication, reporting and M&E tasks.
- Train and mentor relevant staff in the PMUs and PCU on project management and implementation procedures, and provide regular guidance on all aspects of project implementation.
- Perform regular visits to the PMUs to supervise project implementation and coach and mentor PMU personnel.
- Assist the Project Managers in ensuring overall quality in the implementation of project operational procedures.
- Assist the Project Managers and the Project Coordinator with the consolidation of work programs, proactively addressing issues affecting program implementation, and all reporting and communication activities.

Duration

Six months over 3 years, including 3 months in PY1, 2 months in PY2, 1 month in PY3.

Required qualifications

- Minimum 12 years of international experience in senior management position implementing development programs.
 - Previous experience in similar position (management and implementation advisor to Government for a nationwide program or project in a relevant sector).
 - Experience with programs financed by international finance institutions, preferably direct experience with World Bank policies and procedures.
 - Demonstrated leadership skills; ability to lead a multi-sector and multi-cultural team.
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- Proven communication and HR management skills.
- Good knowledge of rural development issues.
- Willingness to travel to the Provinces.
- Fluent in English.

Terms of Reference

Financial Management Advisor (FMA)

Description

Description

The Financial Management Advisor (FMA) will work with the Project Coordination Unit (PCU) in the Department of Agriculture and Livestock (DAL) in Port Moresby and the Project Management Units in Kokopo (Cocoa Board) and in Goroka (CIC). Travel to all project provinces will be an integral part of duties.

Reporting to the PCU Project Coordinator based in DAL.

Key tasks and responsibilities

The Financial Management Advisor will provide guidance to the PPAP Senior Financial Management Officers (SFMO) in the PMUs to operationalize the financial management arrangements for the PPAP as described in the Financial Management manual. The FMA will be specifically responsible for:

- Reviewing the accounting software used by the two PMUs to establish whether any upgrades or enhancements are required to benefit PPAP. After this review work with the SFMOs to establish a uniform chart of accounts, training (where necessary) in operation, identifying and preparing instructions for all reconciliations required;
 - Resolving with interested parties, particularly the WB and the OAG, the content and form of all regularly produced financial statements. Preparing PPAP financial reports based on the templates contained in the financial management manual with instructions on how these are to be maintained;
 - Design and implementation of suitable records for:
 - Contract Management
 - Establishing a budget preparation mechanism, consistent with Government budget preparation processes, to be used across the program and which will provide the inputs into the annual joint reviews of PPAP implementation;
 - Preparing the first annual budget (AWP) for the entire PPAP;
 - Managing the Designated Account of the PCU;
 - Managing the day to day financial affairs of the PCU to ensure that financial transactions and requirements are effected efficiently and are accurately recorded;
 - Overseeing all accounting activities in the two PMUs, providing guidance and assistance to SFMOs whenever required;
 - Consolidating all PPAP reports from the three units (two PMUs and the PCU) to form the consolidated PPAP reports. These consolidated reports will be produced on a monthly basis for management, and quarterly and annually for third party use;
 - Ensuring that the annual audit of PPAP occurs within the prescribed time and efficiently. This will require coordination with the two SFMOs;
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- Working with auditors (both internal and external) and establishing a good relationship to ensure that appropriate and efficient processes are being employed by PPAP at all times;
- Providing advice on appropriate solutions to the project MIS requirements and assisting the SFMOs to implement the solutions;
- Reviewing the implementation of the PPAP financial management procedures, quality controls and upgrades as needed, in particular at critical times in PPAP implementation;
- Ensuring that all PPAP risks are appropriately addressed and managed at all times;
- Providing guidance and leadership to the SFMOs in the two PMUs to ensure that the highest possible accounting and professional standards are followed at all times and that a superior degree of governance is followed by all PPAP staff; and
- Mentoring the two SFMOs as needed.

Duration

Thirty-four (34) months over the life of the project (12, 6, 4, 4, 4, 4).

Required qualifications

The Financial Management Advisor will be an experienced manager with a financial background and a track record of working in environments similar to Papua New Guinea. S/he will need to establish excellent working relationships with the SFMOs and be able to demonstrate familiarity with project finance requirements. The successful candidate would be expected to have the following qualifications:

- University Degree in finance or accounting. A professional Accountancy qualification would be required;
 - At least 10 years work experience at international level, with at least three years working in Development Finance and experience with projects financed by IFIs such as the World Bank and IFAD. Previous experience with the World Bank would be an advantage;
 - Experience with training and mentoring of counterpart staff;
 - A good level of written and spoken English language; and
 - Computer literacy to a high competency level (Knowledge of Accounting Softwares used in the project would be necessary).
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Terms of Reference

Procurement Specialist (PS)

Description

The Procurement Specialist will work with the Project Coordination Unit (PCU) the of Department of Agriculture and Livestock (DAL) in Port Moresby and the Project Management Units (PMU) in the Cocoa Board at Kokopo, East New Britain and in the CIC at Goroka, Eastern Highlands Province. Travel to the project provinces is an integral part of duties.

Reporting to the Project Coordinator in the PCU in DAL.

Key tasks and responsibilities

The Procurement Specialist will provide guidance to the PCU and to the PPAP Senior Procurement Officers in the PMUs for all procurement activities for the PPAP as described in the Procurement Manual. The PS will:

- Ensure that all procurement is carried out in accordance with the legal agreements (Financing Agreements) and that the procurement arrangements are consistent with the Project Implementation Manual (PIM) and the Project Appraisal Document (PAD);
 - Update and maintain as needed the Procurement Manual, including procedures and standard forms to be used during implementation;
 - With the Senior Financial Management Officers and Financial Management Advisor, assist the Senior Procurement Officers in updating and maintaining a well-defined filing and management system to track procurement activities;
 - Provide training and mentoring to the SPOs and other key project staff on procurement aspects of PPAP;
 - Ensure the timely procurement and delivery of goods, works, and services in accordance with the project needs;
 - With the Senior Procurement Officers, prepare the necessary procurement documentation for all procurement activities such as the preparation of advertisements, identification of possible suppliers/contractors/consultants, preparation of bidding documents, Requests for Quotations for procurement under Shopping procedures, preparation of short-lists of suppliers for procurement through Shopping, evaluation reports, obtaining the necessary clearances (e.g. from government procurement office, No Objection Letters from the World Bank), arranging for contract negotiation and signatur;
 - Contract management. With the Senior Procurement Officers, monitor the implementation of the contracts, and the performance of suppliers/contractors/consultants/service providers in delivering the contracted goods, services, and works (including taking action for non-performance). This should include reviewing invoices and outputs, ensuring liquidated damage claims against late deliveries, assisting the PMs to handle warranty and insurance claims, and assist the PMs in the issue of acceptance documents and release of final payments;
 - Assist the Senior Procurement Officers to establish a procurement filing system, including records of goods received and works and services delivered, their quality and quantity, compliance with contract specifications, and accounts for actual deliveries;
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- With the Senior Procurement Officers, preparing quarterly reports of procurement monitoring in accordance with Government and the World Bank requirements;
- Assist the PMs in managing all contractual payments, disbursements, and internal and external audits;
- With the Senior Procurement Officers, establish contact links with suppliers and brief them on the procurement and transaction system within the government in regard to the requirements of the PPAP;
- Monitor the procurement plan and updated it on the regular basis, ensure that all procurement is carried out in accordance with the agreed procurement plan.

Duration

Fifteen (13) months over the life of the project – PY1, 9 months, PY2, 3 months and then PY 3, 1 months.

Qualifications

- Tertiary qualifications in an appropriate field.
 - At least ten years experience with procurement management at international level, including procurement of goods, services, and works.
 - Experience with similar positions and providing training and mentoring to counterpart staff.
 - Familiarity with World Bank procurement guidelines and procedures is strongly preferred and knowledge of PNG Government Tendering is desirable.
 - Excellent level of English (spoken and written).
 - Computer literate.
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Terms of Reference

Monitoring and Evaluation Advisor (M&E Advisor)

Description

The M&E Advisor will be based in the PCU in NDAL and will report to the Project Coordinator who heads the PCU. With extensive experience in the design and administration of monitoring and evaluation instruments and systems, s/he will be hired to work under the supervision of the Project Coordinator in NDAL in designing and supporting the use of such instruments and systems by PPAP project staff, including the Project Managers in the PMUs and the Monitoring, Evaluation and Survey (MES) Officers in CB/CCI and CIC.

Key Tasks and Responsibilities

The M&E Advisor will provide technical support to the PPAP Project Coordinator with respect to his/her overall project reporting responsibility within NDAL and to the World Bank and IFAD. The consultant will also support other staff involved in M&E activities, such as the Project Managers, Component Coordinators, and the MES Officers in CB/CCI and CIC through assistance on specific activities as well as overall skill building. More specifically, the M&E Advisor will:

- Facilitate and assist in the organization of a start-up “M&E Implementation Workshop” and, in consultation with the Project Coordinator, the PMs and PMU MES Officers, agree on specific actions and a division of responsibility for implementing the specific activities outlined in the M&E Manual;
 - Fully develop and operationalize the project’s M&E system, at project level and at component/activity level (e.g. monitoring of each partnership) and provide the related training to all PPAP staff;
 - Modify the Data Collection and Reporting section of the Arrangements for Results Monitoring in an updated version of the M&E Manual based on discussions at the Workshop;
 - Make additional revisions to the M&E Manual as a “living document,” upon agreement with the Project Coordinator and two MES Officers to incorporate new instruments and approaches which are developed during project implementation;
 - Design the format for the Annual Stakeholder Feedback Meetings, including templates for documents to be disseminated before during and after meetings, and train the MES Officers and Project Managers in the use of this format (including supporting and attending the first annual meeting for each PMU);
 - Assist in the design of reporting formats for the semi-annual & annual progress reports and, for Component 2, the Partnership Progress Reports and Final Reports;
 - Liaise with the designer of PPAP’s Management Information System (MIS) to ensure that all of the required M&E data and information is appropriately included and structured in the system;
 - Recommend topics for possible M&E “specialized studies” to delve deeper into areas of PPAP that are not adequately captured by the main M&E instruments;
 - Assess the suitability of short-term M&E training courses for PCU and PMU M&E staff, assessing the qualifications and suitability of the staff to undertake this training in an objective manner and, where applicable, undertaking the required processes to nominate and send staff to these courses; and
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- Ensuring that project reports capture gender issues, specifically by identifying separately the number of male and female beneficiaries, the nature of their participation and the ways in which they have benefited from the project.

Specific outputs will include:

- A report of the M&E Implementation Workshop, summarizing actions agreed upon;
- An operational M&E system and PPAP staff fully trained on its use;
- Intermittent revisions to the M&E Manual, including the following sections: Data Collection and Reporting section of the Arrangements for Results Monitoring, Annual Stakeholder Feedback Meetings, etc.;
- A Guide on Conducting Annual Stakeholder Feedback Meetings, including templates for documents to be disseminated before during and after meetings;
- Regular assessments of PPAP M&E Activities, reviewing the effectiveness of instruments used, gaps in data and information collection, staff and organizational skills/capacity needs, and recommendations for strengthening the system in the following year, including possible specialized studies and recommended training/capacity building opportunities.

Duration

The consultant will be hired for a total of up to 6 months spread out over the first three years of the project (PY 1: 3 months; PY2: 2 months, PY3: 1 month), with the bulk provided in the first two years when most of the M&E activities design will be taking place.

Required Qualifications

The assignment requires a consultant with extensive experience in the design and administration of monitoring and evaluation instruments and systems, preferably in an advisory/consulting capacity. The consultant will require the capacity to operate independently in the main project areas (initially East New Britain Province, the Autonomous Bougainville Region and Eastern Highlands Province). The consultant is expected to be fully self-sufficient regarding the staff, transport facilities and equipment required to fulfil the assignment, although their work will be facilitated by the PCU in NDAL. In addition, the consultant must have knowledge of socio-cultural norms of the organizations involved in the project.

The successful candidate would be expected to have the following qualifications:

- Extensive experience in the design and administration of monitoring and evaluation instruments and systems, specifically participatory M&E and information systems;
 - Experience in providing management-level technical assistance and in building consensus among project staff in the implementation of agreed upon actions;
 - Familiarity with the agriculture sector, and preferably some experience with M&E in the agriculture sector;
 - At least 10 years professional work experience performing some of the functions described in this TOR;
 - Tertiary qualification in related fields such as business management, public administration, communications, agriculture, rural development, etc.;
 - Strong interpersonal, group facilitation and interview skills;
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- Ability to communicate effectively in English, orally and especially in writing;
- Previous experience in PNG and understanding of specific data collection/analysis constraints would be an advantage.

Terms of Reference

Management Information Systems Advisor (MISA)

Description

The MIS Advisor will work with the Project Managers at Kokopo and Goroka with each PMUs and with the Project Coordinator (PC) in the PCU in NDAL. S/he will report to the PC in the PCU.

Key tasks and responsibilities

The MIS Advisor will:

- Review the existing information systems of the PCU, Cocoa Board PMU and Coffee Industry Corporation PMU;
- In collaboration with CB and CIC, establish future MIS requirements within the context of the need and use of the information, the capacity of CB and CIC to operate and maintain hardware, software systems and to gather, collate, interpret data and disseminate it; and
- Assist the PCU, and the CB PMU and CIC PMU to develop an appropriate MIS through recommendation of appropriate systems and then in the establishment, training and operation of those systems.

Duration

Approximately six weeks (4 weeks in year one to set up the system, and two weeks in year 2 for adjustments as needed).

Required qualifications

- University Degree in an appropriate field.
 - At least 10 years work experience at international level
 - Previous work experience in the Asia Pacific would be highly regarded.
 - A good level of written and spoken English language.
 - High level computer literacy (knowledge of management information systems and software would be essential).
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Terms of Reference

Environment Advisor (EA)

Description

The Environment Advisor (EA) will report to the Project Coordinator (PC) of the Project Coordination Unit (PCU) located within the NDAL in Port Moresby. S/he will work closely with the PC and also with the Project Managers of the PMUs in Kokopo and Goroka. Travel to the project provinces is an integral part of duties.

Key tasks and responsibilities

The EA will ensure that all PPAP activities are implemented as per Government of PNG and World Bank safeguards policies as described in the ESMF. The EA will also train all key PPAP staff to ensure that they have the capacity to implement the project as per the requirements of the ESMF. Be responsible for quality control related to the application of the ESMF until the PC/PMs are fully trained to take over that responsibility. S/he will Specifically the EA will:

- Undertake field visits to the PPAP provinces to supervise environmental management of the components of the PPAP. This will also involve training of the appropriate personnel at the PMUs (PM, Component 2 Coordinator, and Transport Planner/Senior Engineer).
- Review the preliminary screening of all infrastructure projects (under Component 3) and all partnership proposals (under Component 2) carried out by the PMUs to identify the need for environmental studies as per World Bank requirements and PNG regulations.
- Liaise with DEC on the ongoing discussion and approval of environmental management guidelines for Component 3 investments.
- Develop procedures and work flows for effective environmental management within the PPAP during the project duration in line with the ESMF, and monitor their effective implementation at all levels.
- Provide inputs to a revision of the standard specifications for road and bridge construction in order to ensure that existing practices take into account more fully environmental aspects.
- Report on any issue identified in implementing the provisions of the ESMF and provide recommendations to the PPAP management and PSC on how they could be addressed.

Duration

Five months over 2 years. PY1, 3 months, PY2, 2 months.

Required qualifications

The successful candidate would be expected to have the following qualifications:

- University Degree in an appropriate field;
 - At least 10 years work experience in environmental monitoring, preferably in PNG or a similar environment;
 - A good level of written and spoken English language;
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- Excellent understanding of World Bank safeguards policies to be able to advise Government; and
- Good writing and communication skills.

Draft Terms of Reference

PPAP Steering Committee

A Project Steering Committee (PSC) for the implementation of the Productive Partnerships in Agriculture Program (PPAP) will be established at the start of program implementation.

Composition

The Steering Committee will be chaired by the Secretary of the Department of Agriculture and Livestock or alternatively by the Secretary in the Department of National Planning and Monitoring, and include the following members:

The Secretaries or his/her nominated representative of the following Departments

- National Planning and Monitoring
- Finance
- Treasury
- Works
- Environment and Conservation
- Commerce and Industry.

The Chief Executives or his/her nominated representatives of

- Cocoa Board
- Coffee Industry Corporation
- Rural Industries Council
- National Agricultural Research Institute

Provincial administrators or his/her nominated representatives of the following provinces

- Highlands Region- Eastern Highlands, Simbu, Jiwaka and Western Highlands
- Islands Region- East New Britain, Autonomous Region of Bougainville

Responsibilities

The Steering Committee will provide guidance to the PPAP Management team on key policy and implementation issues for the PPAP. The PSC would meet at least twice a year, preferably before and in preparation of the joint donor supervision missions. In particular the PSC would:

- Review and endorse annual work programs and budgets for the PPAP;
 - Review semi-annual and annual progress reports presented by the Project Coordinator;
 - Provide recommendations on policy or implementation issues on which guidance is sought from the PPAP management team;
 - Provide recommendations on the periodic expansion of PPAP to new areas and new provinces;
 - Review proposals regarding any changes to PIM, other key project documents, such as annual budgets and costs;
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- Ensure consistency of implementation across participating Provinces;
- Contribute to exchanges of information and coordination among participating Provinces;
- Oversee good coordination between PPAP and other Government initiatives;
- Inform the PPAP management team on any relevant policy development; and
- Provide guidance to the PPAP management team in preparation for joint donor supervision missions.

Appendix C Code of Conduct for PPAP Personnel and Members of Project Committees

This code of conduct sets out what is expected of staff working on PPAP, as well as of those of individuals representing their respective organisations on the Industry Coordinating Committees and those serving on the Technical Appraisal Committee (TAC). The Code sets out the practices and principles of behaviour that PPAP staff and committee members are required to follow throughout all project-related operations to ensure that the organisations they represent receive and maintain public reputations of the highest order.

Integrity

Integrity should be a principle at the forefront of the mind of all. This includes full accountability and transparency in dealings with clients and suppliers. It requires honesty, fairness and truthfulness in all dealings.

Staff should ensure that all PPAP documents and records are completed accurately, truthfully and in a timely manner. The making of false or misleading entries or documentation is strictly prohibited. Any funds provided under the project are expected to be fully acquitted by the required times, with all supporting documents such as receipts and invoices.

Respect for people and non-discrimination

It is the policy of PPAP that all employees are treated with fairness and respect. The project will not tolerate discrimination within the organisation based on nationality, ethnic group, clan group, religion, sex, age, marital status, sexual orientation, or disability. Particular attention needs to be given to non-discrimination against individuals who are HIV positive.

All PPAP staff are expected to treat their colleagues, counterparts and clients with equality and respect at all times.

Commercial Confidentiality

PPAP recognises that commodity dealing for cocoa and coffee is a commercially competitive business and that information, including but not limited to pricing, purchasing arrangements, agreements with local growers and financial dealings, is commercially sensitive.

PPAP wishes to promote private public relationships that benefit all stakeholders and will co-fund agreed activities. Hence, in all its dealings with private organisations, PPAP will only request sufficient non-commercial information that will provide the necessary base for the relevant Project Management Unit and its advisers to monitor that any co-investment in the partnerships will reasonably deliver the agreed outcomes. All PPAP personnel who may receive information during the course of their duties that may be commercially sensitive are required to respect the confidentiality of that information and not divulge it to others.

Conflict of Interest

A conflict of interest is any situation in which a staff or committee member may have two or more duties or interests that are not compatible, and may influence that person's ability to be impartial.

To maintain the highest degree of integrity when conducting project work and to maintain independent judgement, all PPAP staff and committee members must avoid any activity involving personal interest that creates, or has the appearance of creating, a conflict between their interests and the interests of the project.

Personal interests must be declared on in writing if there is a potential conflict. In these circumstances the work or decision would be delegated to another colleague. The reason for doing this is to avoid any conflict of interest, maintain an open and transparent environment and minimize risks of corrupt practices.

Drugs and alcohol

All staff when representing PPAP must be fit for duty and free of drugs and alcohol. This includes legal and illegal drugs. *Buai* is not to be chewed inside the project offices, which are also smoke free.

Gifts

The giving or receiving of gifts, by staff members or by members of their family, can potentially cause problems as such acts may be seen as an attempt to earn certain favours.

Staff members, or their immediate families, may not request, accept or give any gift or payment in connection with their work for the project beyond that of token value. Gifts such as *bilums* and local handicrafts presented at a formal function are acceptable, but any more expensive gifts should be declared. If there is any uncertainty then the Project Coordinator and/or Chairman of the Project Steering Committee should be consulted. PPAP project staff may not accept or expect payments from clients for the work they do on behalf of the project.

Project Assets

It is the responsibility of all project staff to ensure that assets and consumables are used only for PPAP business and are well looked after. Unless given specific permission in special circumstances, Project assets and consumables shall be kept on PPAP premises.

All purchases of equipment and services under the project should be made strictly on the basis of quality, suitability, service, price and efficiency. All purchases and contracts must be made on the basis of the Procurement Guidelines.

Use of Communications resources

Project communications resources such as telephones, faxes, e-mails and the Internet are for official use only.

In addition, all e-mails and personal files stored on the PPAP IT network are the property of the project. Staff should therefore have no expectation of privacy in connection with these resources.

Media

Staff should not speak to the media or release press statements on behalf of the project without clearance through their respective Project Manager and/of the CEO of the CB/CIC (respectively). The preparation and release of material for release to the media will follow a clearly defined process requiring formally signed approvals for the release of the material, usually on the part of the respective industry agency that the PMU represents.

Politics

PPAP staff are free to belong to or support any political party or candidate, but this should never be on work time or conflict with their project responsibilities. Project staff should never use their position to build up political support for themselves or a political party or group.

Responsibility of disclosure

If a PPAP staff member has good reason to believe another project worker is in breach of the Code of Conduct, he/she should bring this information to the knowledge of the responsible Project Manager or deputy. This information will be treated in the strictest confidence.

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Appendix D Detailed Cost Tables for PPAP

Please refer to Costab and Excel files.

The image shows a large table structure. At the top, there is a solid grey horizontal bar. Below this bar, a series of vertical lines extend downwards, forming a grid. The table is currently empty of data.

