



**DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT AFFAIRS (DPLGA)**  
**Rural Service Delivery Project Phase 2 (RSDP-2)**

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**Terms of Reference (ToR)**

Position Code:	<b>PG-DPLGA-536388-CS-INDV</b>
Position Title:	<b>Staff Coordinator</b>
Unit:	<b>Rural Service Delivery Project, DPLGA</b>
Reporting to:	<b>Project Manager, DPLGA</b>
Place of Work:	<b>DPLGA, Boroko, National Capital District</b>
Duration:	<b>5 years</b>
Assignment Start:	<b>May, 2026</b>
Assignment End:	<b>May, 2031</b>
Probation period:	<b>Three Months</b>
Version:	<b>January 2026</b>

**1. Background**

The Rural Service Delivery Project Phase 2 (RSDP-2) is a six and half (6.5) year project being implemented by the Government of Papua New Guinea's Department of Provincial and Local Government Affairs (DPLGA). The RSDP-2 is financed by the World Bank through a US\$100 million IDA credit. RSDP-2 is the scaled-up successor project of the Bank financed Rural Service Delivery Project (RSDP, which operated in five provinces from 2018-2025) and aims to improve access to resilient basic infrastructure and services and strengthen participatory local governance in targeted communities including those affected by violence.

The project consists of the following four (4) key components:

- I. Preparation and Implementation of Community Sub-projects;
- II. Strengthening community and local government capacity; and
- III. Project Management, Monitoring and Learning; and Support for the National Prevention Strategy
- IV. Contingent Emergency Response Component

The project will be implemented in up to 12 provinces of PNG. A Project Management Unit (PMU) in Port Moresby, and a Provincial Project Office (PPO) in each RSDP-2 province will be responsible for the day-to-day management of the project, under the guidance of DPLGA.

To prepare this follow-on project (RSDP-2), DPLGA has received a Project Preparation Grant of US\$ 1.21 million from the World Bank Grant Facility for Project Preparation (GFPP) to support the preparation of the RSDP-2. The grant will finance the set-up of the RSDP-2 PMU and Provincial Project Offices (PPOs); capacity building; sub-national project sensitization; safeguards and procurement assessments; establishment of the Management Information System (MIS) architecture; and technical support required to inform project preparation and enhance implementation readiness of the proposed follow-on operation (RSDP-2).

## 2. Key Objective of the Consultancy

To support and advise the Project Manager on the development, implementation, and monitoring of human resource (HR) policies, procedures, and systems to ensure efficient HR administration, strategic workforce planning, timely recruitment and onboarding, and performance management, in compliance with GoPNG statutory requirements, DPLGA and project policies. The role supports high staff performance, organizational accountability, and the successful achievement of project objectives.

## 3. Scope of Work and Description of Tasks

This section outlines the scope of work and tasks required to be undertaken in two phases.

Phase 1 under this TOR will include services performed during the project preparation period and financed by the Grant Facility for Project Preparation; whilst Phase 2 will be under a separate contract and will include services that will be performed during the implementation period and financed by the loan arrangement. Subject to satisfactory performance of the tasks and responsibilities for Phase 1, the Consultant may be considered for a separate contract for Phase 2 (when RSDP-2 is effective).

The Consultant is also expected to abide by the policies and procedures of the implementing agency (DPLGA) and the RSDP-2, as outlined in the Project Operations Manual (POM).

### 3.2.1. Phase 1: Project Preparation (GFPP)

During the preparation phase 1, the consultant is expected to perform the following services, to the extent they align with activities financed under the GFPP:

#### *HR System Development*

- (1) Advise Project Manager on overall project HR policy, staffing, workload management and support overall HR planning depending on project needs.
- (2) Support the development, review, updating and adherence of internal HR policies, Staff Handbook, Code of Conduct, HR procedures, disciplinary procedures, performance management and employee benefits (e.g. leave, insurance, allowances). Ensure that all HR operations and documentation are in alignment with PNG Employment Act and other relevant labor legislation, DPLGA staff policies, applicable World Bank regulations and safeguards, and the project guidelines, budget and plans.
- (3) Recommend improvements to HR processes and procedures to increase staff performance, efficiency, motivation and compliance.

#### *Recruitment and onboarding*

- (4) Support pre-boarding, and induction/ onboarding of new project staff, ensuring all HR documentation is complete and updated in HR systems. This includes development of relevant induction and orientation training materials in coordination with the PMU Capacity Building Officer.
- (5) Assist the PMU Senior Procurement and Contracts Management Officer (SPCMO) in coordinating recruitment processes, including developing Terms of Reference, advertising, screening, shortlisting, interview coordination, reference checks and selection.
- (6) Support the SPCMO with preparing and processing contracts and ensure proper documentation and records, including in the World Bank's Systematic Tracking of Exchanges in Procurement (STEP) system, as needed.
- (7) Ensure and monitor that project consultants have necessary ICT, Personal Protective equipment and quality workstations to perform core duties. Proactively flag any gaps to Project Manager, and organize replacements in collaboration with SPCMO and the MIS officer

### ***Employee Records and HR Administration***

- (8) Establish a RSDP-2 HR database and maintaining accurate and confidential employee records, including contracts, payroll data, leave management, and personal information.
- (9) Manage employment contracts, probation confirmations, contract renewals and closures/terminations, ensuring compliance with GoPNG laws and project policies
- (10) Respond to internal and external HR-related queries promptly and professionally.
- (11) Prepare HR reports for project management and partners as required.
- (12) Establish and maintain the staff grievance redress system, oversee its functioning and respond to core grievances where appropriate and ensuring confidentiality particularly for cases involving sexual exploitation and abuse/sexual harassment (SEA/SH). This will be in coordination with relevant project staff, such as the E&S Specialist, M&E Officer and Gender/GBV Specialist.
- (13) Support schedule HR-related meetings, interviews, and events.

### ***Payroll***

- (14) In coordination with the Senior Finance Officer, support payroll preparation and inputs, including tracking attendance, verifying staff entitlements, leave, allowances, statutory deductions (e.g. superannuation, tax) in compliance with GoPNG laws and Project policies.
- (15) Implement and maintain salary sacrifice payroll responsibilities with IRC;

### ***Performance Management***

- (16) Support the development and implementation of a performance appraisal management system, including setting staff Key Performance Indicators (KPI) to track staff performance, prepare performance appraisal templates and materials, and schedule performance reviews.
- (17) Track probation and performance review cycles.
- (18) Provide guidance and advise Project Manager on performance improvement processes and HR issues.

### ***Training and Staff Development Support***

- (19) In collaboration with the PMU Capacity Building Officer, develop and maintain a Staff Capacity Development Plan, periodically identifying training needs, and assessing core skills gaps.
- (20) Coordinate staff training and capacity-building initiatives, in collaboration with Capacity Building Officer.
- (21) Maintain training records and monitor completion of mandatory trainings.

### ***Reporting and Planning***

- (22) Prepare quarterly HR progress reports for project management review, including recruitment, turnover, and staff training.
- (23) Review and update the HR sections in the Project Operations Manual (POM) and contribute to the preparation of workplan and budget preparation for the project.
- (24) Serve as focal point to liaise on HR matters with World Bank, DPLGA, PSC and GoPNG, in coordination with Project Manager and Deputy Project Manager.
- (25) Fulfil any other tasks or prepare relevant deliverables assigned to this role under the RSDP-2 Project Operations Manual (POM), internal procedures, plans or agreements with DPLGA, World Bank or other relevant stakeholders. If there is any discrepancy with the TOR, the POM and applicable procedures shall prevail.

### 3.2.2. Phase 2: Project Implementation

Upon project effectiveness of RSDP-2, the consultant is expected to achieve similar deliverables (under Phase 1) for the duration of their contract under RSDP-2.

#### 4. Schedule for Completion of Tasks and Deliverables

Schedule for completion and delivery of outputs will be as follows:

Reports and Activities	Schedule
1. Develop and maintain HR Administration system and relevant HR policies and procedures	Within six months of commencement
2. Establish and maintain HR personnel and contract management records	Within six months of commencement
3. Prepare Staff Capacity Development Plan	Within six months of commencement
4. Provide input to the RSDP-2 Annual Work Plan and Budgets (AWPB)	Within 3 months of commencement date
5. Quarterly HR Progress Report summarizing achievements, key HR data and trends, issues, and recommendations (for process improvements)	Not later than 15 days after the end of each calendar quarter
6. Develop induction/orientation materials to onboard new staff	6 months upon contract signing (Phase 1)
7. Review Annual Staff Remuneration based on project budget and plans	Annually (Q4 each calendar year)
8. Support Recruitment of new staff	Ongoing
9. Support Performance Management - Prepare performance review materials, organize reviews, and support staff appraisal processes	Semi-annually / As scheduled

#### 5. Duration of Assignment

The position is full-time for the duration of Phase 1 till the closing of the GFPP grant. A three-month probationary period will apply at the start of the assignment.

A performance appraisal will be conducted at the end of Phase 1.

Subject to satisfactory performance during Phase 1, the assignment may be extended under a new contract for Phase 2 when RSDP-2 is effective.

## **6. Profile of the Consultant**

The successful candidate should meet the following qualifications and experience:

### Essential:

- Bachelor's degree in human resource management, Industrial/Organizational Psychology, Business Administration, or a related discipline.
- Minimum 5 years of proven experience in HR coordination, administration, or staff management roles.
- Demonstrated experience in recruitment, onboarding, performance management, and employee relations.
- Strong knowledge of HR policies, procedures, labor regulations, and employment practices applicable in Papua New Guinea.
- Excellent organizational, time management, and reporting skills.
- Strong communication and interpersonal skills, with the ability to maintain confidentiality and professionalism.
- Ability to work independently under minimal supervision and deliver outputs within set deadlines.
- Ability to collaborate effectively with multi-disciplinary teams and development partners

### Desirable:

- Familiarity with HR information systems (HRIS) and database management tools.
- Working experience with development partners such as the World Bank; DFAT etc. on delivery of similar donor funded projects and procedures is desirable.

## **7. Place of Work**

For the duration of the assignment, the officer will work and be located at the Project Management Unit office of the Department of the Provincial and Local Level Government Affairs in Port Moresby. The officer is required to travel to project offices outside of Port Moresby.

## **8. Reporting, Data, Services and Facilities to be provided by the Client**

The consultant will be part of the PMU established within DPLGA. The Consultant will report directly to the Project Manager. The Project Manager will have overall responsibility for the assignment and will be responsible for day-to-day management of the technical content of the consultant's tasks and activities.

The Client will provide the necessary tools and resources including any background knowledge or understanding relating to performing the service.