



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

Terms of Reference (ToR)

Position Code:	PG-DPLGA-XXXXX-CS-INDV
Position Title:	Provincial Capacity Building and Partnerships Officer
Unit:	Rural Service Delivery Project, DPLGA
Reporting to:	Project Manager, DPLGA
Place of Work:	DPLGA, Boroko, National Capital District
Duration:	5 years
Assignment Start:	May, 2026
Assignment End:	May, 2031
Probation period:	Three Months
Version:	January 2026

1. Background

The Rural Service Delivery Project Phase 2 (RSDP-2) is a six and a 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 (including provincial market 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 Objectives of the Consultancy

The objective of this assignment is to coordinate the capacity building activities at the Provincial level to support inclusive and participatory local development planning and project implementation; as well as engage and build strong partnerships with subnational stakeholders to support sustained achievement of the RSDP-2 Project Development Objective.

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).

3.1. 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:

Capacity Building Development and Implementation

- (1) Support the PMU and Provincial Project Coordinator (PPC) in coordinating all capacity building activities in the province and providing technical oversight and guidance to project field officers on training matters.
- (2) Contribute to the development and provincial implementation of the overall capacity building strategy for RSDP-2, including project orientation and the design of Training of Trainers (TOT) cascading system¹ and training refreshers to strengthen capacity of project staff, relevant government staff and communities in supporting effective project implementation.
- (3) Support the PMU Capacity Building Specialist in the development of training materials, the coordination and delivery of trainings in the province on the following key areas, amongst others:
 - *RSDP-2 project sensitization and orientation/* onboarding so that PPO staff and relevant subnational government officers are well-appraised of RSDP-2 objectives, principles, policies, and procedures and are able to effectively perform their roles and communicate lessons learned with their principals, other stakeholders, and community representatives.

¹ This TOT system will be led by the Capacity Building Specialist of the national Project Management Unit (PMU) and the Provincial Capacity Building and Partnership Officers at the Provincial Project Office (PPO) level. The project will train a team of Master Trainers comprising the Capacity Building Team and selected officers from DPLGA, who would in turn train field officers (CDWs, TFs, and FFs), along with selected Provincial and District Officials. Such sub-national trained personnel will provide facilitation, training and support services to LLGs, wards and communities to manage the participatory Ward Development Meetings and sub-project implementation.

- *Community Driven Development (CDD)* and participatory planning and facilitation
 - *Subproject implementation*, including on Financial Management (FM), procurement, Management Information System (MIS), Environment and Social (E&S) risk management, technical/ construction, subproject progress monitoring and reporting, social accountability mechanisms, technical/financial audits, Operations and Maintenance (O&M)
 - *Specialized training*, such as participatory climate and disaster resilient assessment and planning, climate resilient livelihoods, women's economic empowerment, gender and gender based violence (GBV), conflict sensitivity and conflict resolution
 - *Institutional and system strengthening of the participating LLGs* towards building capacity for institutionalizing bottom-up approaches for local development, e.g. FM, budget and planning to promote financial transparency and accountable reporting; as well as M&E and data management
 - *Any additional training for project staff*, e.g. onboarding, intensive field staff project training, such as basic book-keeping and accounting skills for finance facilitators, technical construction skills training for technical facilitators.
- (4) Gain competency of Trainer to effectively use Trainers' Manual, field manual, and other training resources to and its effective use in implementing the ToT system for RSDP-2 implementation. Provide feedback and improvements to relevant documentation where relevant or as advised.
 - (5) Contribute to the preparation and regular updating of all training manuals, and related resources like field guides (including digital and physical copies).
 - (6) Support the coordination and timely delivery of the Department of Justice and Attorney training (financed under the project) of gazetted village court official on the Family Protection Act (if applicable to the province).
 - (7) Explore and build partnerships with external training programs and providers (e.g. subnational government, NGO/ CBO programs) for specialized training for project staff and communities (e.g. livelihood and business training, women leadership).

Partnership and communications

- (8) Support the PMU and Provincial Project Coordinator (PPC) in coordinating all partnership and communications activities in the province and providing technical oversight and guidance to project field officers on such matters.
- (9) Support the development and implementation of the project's communications and partnership strategy for RSDP-2 in the province, including project sensitization, stakeholder engagement, mobilizing local counterpart support, partnership outreach.
- (10) Support the coordination and implementation of the Project's Stakeholder Engagement Plan (SEP) in the province.
- (11) Coordinate the projects efforts to inform and develop strategic partnerships with relevant subnational stakeholders to enhance project implementation effectiveness. Stakeholders could include government agencies, private/ extractor sector (e.g. sponsorships, Corporate social responsibility), NGOs, contractors/ suppliers, logistic firms, civil society and communities.
- (12) Support the PMU and PPC in awareness raising and updates on RSDP-2 among subnational stakeholders by undertaking the following activities in the province:
 - Support the design, development, printing coordination and distribution of *project sensitization and communication materials*, including but not limited to brochures, posters, infographics, statement/newspapers inserts, social media posts, radio / TV broadcast, short videos and other communications materials
 - Support the design, development, printing coordination and distribution of *regular project updates and promotional materials to mobilize local counterpart support* through quarterly newsletters, regular social media posts, and other

- communication materials (e.g. video testimonials, factsheets, success stories newspapers articles, community radio, collateral material, direct mail, and Business Relationships posters)
 - Support the production of engaging content for various platforms, including the project website, social media channels and community radio programs.
 - Support the drafting and dissemination of press releases, media advisories, and other media materials.
- (13) Help set up and manage the project social media account (e.g. Facebook), or mass media channels (newspaper, radio broadcast) for the province and manage content to increase awareness and support ground monitoring on the project's progress and achievements amongst stakeholders and target communities
- (14) Help plan and execute media events in the province such as press conferences, road shows, radio spots, TV appearances, field visits for journalists, and project-related interviews and presentations at appropriate venues.
- (15) Capture and showcase Project's activities impact in the province through photography, short videos, and articles/write-ups, as required.
- (16) Contribute to the development and maintenance of central database of stakeholders/ partnerships and communication materials on RSDP-2 for the province.
- (17) Support the coordination and organization of the project events (e.g. opening/ ribbon cutting ceremonies) in the province, including pre-event and post event communications and sensitization.
- (18) Support the organization of the Provincial Project Coordination Committee (PPCC) and provide secretarial support (as assigned by PPC) to promote coordination and strategic partnership across sectors (e.g. health, education).
- (19) Facilitate and coordinate stakeholder consultations, workshops and public forums at subnational and community levels to promote effective partnerships with key subnational stakeholders.

Monitoring and Evaluation

- (20) Provide technical oversight and monitoring for the delivery of quality project TOT trainings in the province (national, provincial, LLG and ward); as well as ongoing technical and coaching support to project field officers to ensure quality facilitation and implementation support to LLGs and Ward Communities.
- (21) Help facilitate and support quality assurance visits by the Master Trainers from National and Sub-national teams to LLGs and ward sub-project locations for oversight, mentoring, coaching and quality checks on training quality/standards to promote improved outcomes at the local level.
- (22) In collaboration with the M&E Unit, support the effective implementation (and continuous refinement) of the monitoring systems for Component 2 capacity building activities for the timely collection and digital management of the following training data:
 - Training project results indicators
 - Training attendance and participant feedback
 - Trainer evaluations (for performance management)
 - Learning/ knowledge assessments for training participants, such as pre- and post-knowledge test
- (23) Support the planning and implementation of regular reviews of the TOT trainings – at least annually - to assess the quality, relevance and delivery of the training materials, timeliness of training data reporting. Analyze the training data (from attendance, feedback, trainer evaluation and knowledge assessment results) and propose recommendations for improvements for the province.
- (24) Support and participate in lessons learned workshops at sub-national and national level to feed into the planning for next grant cycle and to inform updates to the POM and training resources.

Reporting

- (25) Provide provincial input on capacity building, communications and partnerships to the Annual Work Plan and Budget on Components 2.
- (26) Ensure that emerging policy and operational issues on capacity building and partnerships being encountered by the provincial, LLG, and ward level officers are taken up with PPO and PMU for its resolution and to inform project improvements/ course corrections.
- (27) Review and update the sections relating to capacity building, communications and partnerships in the Project Operations Manual (POM) and relevant training manuals.
- (28) Coordinate and consolidate data on capacity building, communications (e.g. testimonials, success stories) and partnerships from across the provinces on a monthly basis to feed into the quarterly reporting of Results Framework indicators for timely submission to World Bank (i.e. Quarterly Progress Report).
- (29) Support the preparation of provincial inputs to relevant internal and external reports, including semi-annual Project Progress Reports to the World Bank, as well as project evaluation and completion reports.
- (30) 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. 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 include but is not limited to:

Reports / Outputs	Schedule / Deadline
1. Provide input to the PMU Capacity Building Strategy and Communications and Partnership Strategy	Within 4 months of commencement
2. Provide provincial input on capacity building, partnerships and communications to annual workplan and budget	Beginning of the Budget year and then quarterly.
3. Monthly consolidation of provincial training monitoring data to feed into the quarterly Progress Report on Results Framework Indicators submission to World Bank	Monthly; quarterly
4. Provide provincial input to training Review Report, with analysis on training data, performance and recommendations	Minimally annually
5. Provide provincial input on capacity building, partnerships and communications to Project evaluation and completion reports	Ongoing and as required

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

It is expected that the consultant will be an individual with the following qualifications and experience:

Essential:

- (1) Tertiary qualification in Education / International Development/Sustainable Development, Sociology, Social work, Communications/ Public Relations, or another relevant field.
- (2) Minimum 5 years of relevant experience in Capacity Building in donor funded projects or with a government or private training agency.
- (3) Experience in the design and administration of capacity building activities at the national, subnational and community levels.
- (4) Proven experience in training community development workers and communities.
- (5) Demonstrated capability in local stakeholder engagement including relevant experience in local development.
- (6) Experience in project monitoring and reporting.
- (7) Computer literate, proficiency in the use of Microsoft Office Suite.
- (8) Good oral and written communication and report writing skills
- (9) Strong written and spoken communications skills in English and at least one (1) other common PNG language.
- (10) Ability to travel frequently to provinces and remote LLGs and wards to undertake community level activities for extended periods.

Desirable:

- (1) Previous experience in Curriculum Development using Adult Learning methods.
- (2) Working experience with development partners such as the World Bank; DFAT etc. on delivery of similar donor funded projects and procedures is desirable.
- (3) Proven track record of managing media relations and producing high- quality communication materials
- (4) Proficiency in using communication software and tools (eg; graphic design software, content management systems, social media platforms
- (5) Demonstrated experience in developing and implementing stakeholder engagement and communication strategies and action plans

7. Place of Work

For the duration of the assignment, the consultant will work at the respective _____ (Province) Provincial Project Office of the _____ (Provincial Administration).

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

The Project Manager will have overall responsibility of the assignment. The Provincial Project Coordinator will be responsible for the technical day-to-day management in respect to the consultant's tasks and activities at the provincial level. The PMU Capacity Building Specialist and PMU Communication and Partnership officer will provide technical guidance to the consultant.

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