

**The Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA)**

**Terms of Reference (ToR)**

**Revision and Update of PERSGA Procurement Policy/ Procedures Manual  
and Supporting Project Procurement Management Team**

**Under the Project**

**Sustainable Fishery Development in the Red Sea and Gulf of Aden (SFISH)**

<b>Program/Project Number:</b>	<b>P178143</b>
<b>Activity Code:</b>	<b>PERSGA-2209-CS-INDV</b>
<b>Duration</b>	120 working days
<b>Expected Start/End Date of Assignment</b>	April 2023 up to Sep 2024

## **1. Background**

The Regional Organization for Conservation of the Marine Environment of the Red Sea and Gulf of Aden (PERSGA) is an intergovernmental organization established since 1995. PERSGA institutional framework is based on the Regional Convention for the Conservation of the Red Sea and Gulf of Aden Environment (Jeddah Convention 1982), which joins seven member states, including Djibouti, Egypt, Jordan, Saudi Arabia, Somalia, Sudan, and Yemen. Rational use of marine resources and the protection of coastal marine environment from pollution and overexploitation are central objectives of Jeddah Convention (1982) and its derived Regional Protocols and Action Plan. PERSGA runs regional programs and projects that support regional capacities and coordination to achieve these objectives.

The announced consultancy is needed for implementation of the regional project “Sustainable Fisheries Development in the Red Sea and Gulf of Aden”, referred to hereafter as the Project or SFISH, which is supported by the World Bank and executed by PERSGA in the region. The project development objectives is to strengthen capacities and regional collaboration in management of marine fisheries and aquaculture in the Red Sea and Gulf of Aden region. The SFISH project subcomponent objectives focus specifically on: i) developing PERSGA regional data center and integrated information system for monitoring and assessment, and sharing knowledge to support science-based policy and management of sustainable fisheries and aquaculture in the region, and enhancing relevant institutional and management capacities at PERSGA; ii) strengthening PERSGA platforms for capacity development and regional coordination mechanisms for sustainable fisheries and aquaculture; iii) enhancing citizens, private sector and development partners engagements in sustainable fishery through effective communication and awareness strategies.

The consultancy assignment will focus on revision and update of Procurement Policy/ Procedures Manual and supporting Project procurement management Team; assist strengthening relevant institutional and management capacities at PERSGA, and providing technical advice to the project finance management team. The purpose of the consultancy is to support PERSGA to strengthen and update the current procurement policy and procedures manuals, to ensure the alignment with the relevant international procurement standards and best practices. The consultant will also develop training modules and deliver training to PERSGA Staff on the revised Procurement Policy and Procedure Manuals, and provide advisory support to SFISH project team in procurement management aspects during his consultancy assignment.

## **2. Tasks and Responsibilities of the Consultant**

In this context, the regional consultant will work directly with the Project Coordination Unit “PCU” and in close collaboration with the PERSGA Finance, Procurement and Administration unit to undertake the following tasks and responsibilities:

**Task 1: Revision and Update of PERSGA Procurement Policy/ Procedures Manual.** The consultant will undertake comprehensive diagnostic assessment and review of the PERSGA procurement policies, guidelines and procedures with the view to establish and document the critical and functional processes; review work-flows to recommend improvements to assist and map the critical paths. She/ He will then critically revise/ develop Procurement Policy/ Procedures Manuals, Documentation System and other relevant documents, to ensure aligning with international best practices/ standards and long-term strategic planning. The key duties and responsibilities of the consultant under Task 1 include:

1.1 Assess the adequacy and gaps of the current processes and functions in consultation with PERSGA staff, including through:

- Undertaking a comprehensive diagnostic assessment of the current PERSGA Procurement Guidelines, functions and processes with the view to establish, document and map critical procedures and paths
- Reviewing work-flows and operations to recommend improvements that assist the Procurement functions to ensure aligning with international standards, applying best practices, and running a high-performance procurement functions.

1.2 Based on the above assessments and reviews, carry out a comprehensive revision and update/ develop revised PERSGA’s Procurement Policy and Procedures Manuals; documentations, reporting and record keeping.

The updated manual should consider among others the following essential shortcomings in the existing guidelines:

- Usefully broaden the objectives/principles to include competition, sustainable development, fairness, integrity; and clear reference to transparency that should apply to the entire procurement cycle.
- The presentation of procurement methods in the updated version should be clearer, in particular as to the distinct procedural features of each method
- Usefully have a graphic structure and presentation of the procurement rules to be clearer than is presently the case.

- Regulations need to be updated in line with use of e-procurement and other modern techniques. They would call for the supplier database application process to be on an e-platform, accessible online.
- For some cases, there is a need improve balance in the Regulations detailing (e.g., details on contract administration in the provisions dealing with procurement of goods compared to other categories)
- The list of INCOTERMS need to be updated (some of the terms in the current manual are no longer in use, and some new terms that have been added are not reflected). In this regard, the INCOTERMS 2020 should be the relevant reference.
- Several manual parts/ provisions need to be revised for more clarification/detailing, avoid ambiguity, and better linkage of some relevant provisions. For examples:
  - Elements of annual procurement planning are to be distinguished from steps that are to be taken for more detailed planning of individual procurement proceedings
  - Reference to "the greatest extent of flexibility" seems somewhat vague and rather open-ended as a principle for implementation of procurement.
  - More clarity is needed for the requirements and conditions for advertising, solicitation of expressions of interest as part the process of establishing the shortlist
  - As a one-size-fits-all rule, inspection of procurement performance in all cases, no matter the nature or value of the procurement, by a sole person is not advisable.
  - In referring to SAP in the document, and SAP enterprise-resource planning platform, it seems not appropriate to designate a particular supplier or its systems in procurement rules
  - Some content, this seems to make advertising always optional, no matter the value of the procurement. This also lack cross-reference to sec. 5.11, which refers to advertising in the case of open bidding. In general, need to use cross references in other parts of the manual as appropriate
  - Need to comprise the use of evaluation committees to provide the technical expertise as may be needed for particular procurements
  - Need to consider rated criteria in the list of evaluation criteria for comparative evaluation of performance and quality, thus regulating the potential quality and performance aspects of bids placed into competition in a procurement proceeding
  - The scope of application of provision on “Waiver of Competitive Bidding” is not entirely clear, in view of other provisions seemingly making competition optional.
  - Regarding Procurement Authority at Field Offices, provision on this part may be elaborated/modified, to consider if the organization has grown sufficiently and operations and procurement needs may benefit from more elaborated provisions regarding procurement outside of headquarters, e.g. in case the organization fund any project procurement in member countries.
  - Several contents need to be revised for clearance and consistency, e.g. financial proposals to be submitted in separate envelopes, and only the envelopes containing the technical proposals being opened at the initial opening, and financial proposals opened only following the completion of the evaluation of technical proposals.
  - Several manual parts/ provisions need to be revised for more clarification/detailing, avoid ambiguity, and better linkage of some relevant provisions. For examples:
- Any other shortcomings in addition to above, which may be identified by the consultant through assessment of the current manuals *inter alia* consultations with PERSGA team.

**Task 2: Develop standard training modules and deliver training on the Revised PERSGA Procurement Policy/ Procedures Manuals.** The training manual/ modules and workshop to be focused particularly on the Revised Manuals, in order to support required capacities and skills conceptual and practical knowledge, software and technologies to enable effective implementation by the relevant staff. The developed training modules will also be used as standard package for systematic training and orientation of recruited PERSGA staff and teams of national partner institutes being engaged in PERSGA projects in the region. The key duties and responsibilities of the consultant under Task 2 include:

- 2.1 Develop regional technical training, including comprehensive training modules on the Revised PERSGA Procurement Policy/ Procedures Manuals.
- 2.2 Deliver a regional training workshop (4-5 days) on PERSGA Procurement Policy/ Procedures based on the training program indicated in 2.1 above.

**Task 3: Provide technical advice and backstopping to the Project’s Procurement team.** Upon request, the consultant will provide expert advice to the Project’s Procurement team during his consultancy service period (either from home-based or during his in-situ visits to PERSGA). This is expected to be through providing advice as needed for unclear cases infrequently met, and periodic check to help ensuring quality and accuracy of the project procurement procedures and function.

### 3. Key Deliverables and Tentative Timing

1. inception report which includes a summary of the context and work plan, the scope of the work, capacity building work; outlines of methodology and tools to be used, taking into consideration	2 weeks from contract
2. Assessment report on PERSGA Procurement Policy/ Procedures, with recommendations of the revision/update required	3 months from contract
3. Revised PERSGA’s Procurement Policy and Procedures Manuals; and Documentations of the Procurement System (draft)	4 months from contract
4. Revised PERSGA’s Procurement Policy and Procedures Manuals; and Documentations of the Procurement System (final)	5 months from contract
5. Regional training package including training modules on Revised PERSGA’s Procurement Policy and Procedures	6 months from contract
6. Regional training workshop on Revised PERSGA’s Procurement Policy and Procedures	8 months from contract
7. Progress reports on the consultant’s technical backstopping provided to the Project’s Finance team in fulfillment of Task 3 above.	Every 3 months for the remaining contract period
8. Final Consultancy Report including summary of all consultancy outputs and recommendations	18 months from contract

#### 4. Duty station and duration

Duty station: Home based with in-situ field visits to PERSGA HQ in Jeddah, Saudi Arabia, for consultations and provision of technical training and advice. The consultancy will be completed over 18 months, during which the consultant is expected to utilize about 120 actual working days.

#### 5. Qualification, Skills and Experience

The following qualifications and experience are required to be met by the consultant:

- A post graduate qualification (MSc., PhD) in Procurement, business management or other relevant discipline.
- An internationally recognized certification in Procurement OR equivalent qualifications
- At least 10 years combined experience in practical Procurement and consulting in the development or revision of Procurement functions and systems, preferable at regional or international organization.
- Demonstrated strong computer literacy skills, and working knowledge of Microsoft Office Package (Excel, Word), and have experience in using procurement and finance software. Experience with/working knowledge of enterprise procurement planning systems would be an asset;
- Have experience with projects engaged with international organizations would be an asset. Experience with working in World Bank funded projects procurement management and procedures would be preferable.
- Excellent oral and written communication/documentation in the development of Finance and Accounting reporting guidelines in the English language.
- Excellent communication in Arabic language is preferable.

#### Application procedure and closing date

- Interested applicant should submit Expression of Interest (EoI) letter and CV to the following email address: [procurement@persga.org](mailto:procurement@persga.org)
- Applications should be received no later than **17<sup>th</sup> March 2023 (23:59 Riyadh Time Zone)**
- EoI letter should indicate the vacancy title and Activity Code mentioned above.