**REQUEST FOR APPLICATION  
TERMS OF REFERENCE FOR CONSULTING SERVICES  
PROCURING ENTITY REQUIREMENTS**

**Procurement No:** 21-CS001-25

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## About the Ministry

The MFOR is principally charged with a key role to achieve a sustainable and vibrant economy for the people of Kiribati through the development of fisheries and marine resources, and it is recognized to take a lead role in the implementation of the objectives of the current Kiribati Development Plan.

While the Ministry has encountered many challenges in the implementation of the plan, it has been able to make some major achievements and embark on milestones which further warrant for changes to follow, and which are now embraced at the forefront of the Ministry’s mission and vision.

The establishment of the Kiribati Fish Limited (KFL) in 2012 made a breakthrough and a prime development change by bringing fishery development to Kiribati shores for the first time in history. It consequently resulted in the creation of more candid benefits to the local community in terms of employment and processing skills. A move has also been implemented from focusing on foreign fishing vessels revenue to establishing joint ventures, as an attempt to increase Kiribati’s ability to harvest its own resources and to increase onshore development that will generate more employment for Kiribati people and potentially diversify fishery products.

An equally important component to the development of onshore fisheries through these partnerships was the establishment of onshore facilities to allow for increased fish export production and access to potential markets that led to the setup of a fully operational Kiribati Seafood Verification Division. This is another achievement and one that the Ministry will continue to strengthen as it prepares for potential export to the European Union.

With all these activities and more development initiatives in the making, equally important, as embraced in Kiribati’s vision, is the need to ensure that in realizing these development

aspirations, all efforts are equally dispersed in a strategic and sustainable manner that will enable proper protection and conservation of our oceans and marine resources for future generations. This calls for collaborative work in developing tactical marine use regulations and amendments to the Fisheries Act vital for fisheries management and conservation.

Another related milestone achievement was the completion and the subsequent deposit of Kiribati’s Maritime Boundaries with the United Nations which now provides the Ministry with confidence and confirmed boundaries that significantly assist with the Ministry’s various MCS activities.

## Project Background and Objectives

The **Kiribati Ministry of Fisheries and Ocean Resources** (MFOR) seeks to strengthen its participation in the tuna value chain through the establishment of a **National Purse Seine Fishing Company**. This initiative aligns with the strategic goals of the Parties to the Nauru Agreement (PNA), aiming to promote greater local ownership, economic returns, employment, and fisheries management capacity in the Western and Central Pacific Ocean (WCPO).

The MFOR is seeking a **Technical Advisor** to provide support and expert guidance on the planning, structuring, and operationalization of different business models.

The primary objective of the consultancy service is,

* To provide technical, legal, financial, and operational advice for the design and implementation of different models of purse seine fishing company; and
* To ensure the company is economically viable, legally compliant, and aligned with national and regional fisheries management and development strategies.

## Service Requirements (TOR)

*The Engage Technical Advisor is required to undertake and perform the following consultancy work, including any additional tasks that may be required and deemed necessary for the successful completion of the assignment. Consultant Terms of Reference are as follows.*

1. **Conduct Feasibility Arrangement**

* Analyze tuna resource availability, access rights, and market potential.
* Evaluate capital and operational costs of establishing and operating a purse seine vessel fleet*.*

1. **Study and advice on legal and institutional frameworks**

**Company Structure:**

|  |  |
| --- | --- |
| * Dry Lease Charter (barefoot) | Harvest Contract Model |
| * Wet Lease Charter (block charter) | Harvest Contract model |
| * SOE -Fishing Company -buy boat | Manage and operate |
| Outsource management and operation |
| * JV with Local Kiribati companies |  |

1. **Develop Purse Seine Company Business Plan**

* Financial models
  + CAPEX – Capital Expenditures
  + OPEX – Operation Expenditure
  + ROI – Return On Investment
* Operational plans (fleet acquisition, manning, transhipment and offloading ports, market access)
* Risk assessment and mitigation strategies.

1. **Support Access Negotiation**

* Identify opportunities for vessel day allocations, PNA Regional Access License (RAL) arrangements, or partnerships with existing fleets
* Licensing, flagging, and compliance with Kiribati Fisheries Management Act and PNA/VDS requirements.
* Option catch in a certain zone-based harvest program belongs to the Kiribati Fishing Company

1. **Capacity Building**

* Recommend institutional strengthening, human resource needs, and training pathways.

1. **Stakeholders Consultation**

* Engage with government, private sector, regional bodies (e.g., PNAO, FFA, SPC, PIFS), and local communities.

### Suggested methodology

This section is mandatory, where the applicant is required to provide a brief description of the methodology and procedures to be used to carry out this assignment. Provide at least half a page (maximum 2000 words) with diagrams or other visual aids as necessary to demonstrate how to deliver deliverables within the assignment timeline (Refer to Section D)

|  |  |
| --- | --- |
| EDUCATION | Masters in Fisheries, Commerce, Marine Affairs, Maritime Economics, or related field |
| EXPERIENCE | Min 10 years in commercial tuna fisheries, especially purse-seine |
| KNOWLEDGE | VDS system, RFMO frameworks (WCPFC), Pacific legal/regional context. Vessel operation and market |
| SKILLS | Business planning, stakeholder engagement, investment strategy |

### Competence requirements and allocation

**Interested individual consultants /firms or consortium should submit the following;**

1. **COVER/APPLICATION LETTER** – expressing interest and with a summary of relevant experience
2. **CURRICULUM VITAE** – Highlighting qualifications and experience. For firms/Consortium individual team members Qualifications and experience are required. Use template 4.a Terms of Reference Narrative Template Section F for submission of Curriculum Vitae.
3. **TECHNICAL PROPOSAL** – Detailing the proposed methodology, workplan, budget and timeline for the delivery of the assignment within the required timeframe.
4. **FINANCIAL PROPOSAL** – Including the total cost with a summary/breakdown which inline with the technical proposal.
5. **REFERENCES** - Provide at least three references from previous engagement in similar consultancy work

## Timetable and Reporting Arrangements

### Submission of Deliverables (Specific dates will be agreed in the Contract.)

|  |  |  |
| --- | --- | --- |
| **No.** | **Deliverables** | **Timeline**  *(from project start date***)** |
| 1 | Submission of Inception Report (Workplan, timeline, stakeholder map) | 1 Month |
| 2 | Feasibility Study (Technical, financial, legal feasibility) | 2 Months |
| 3 | Draft Business Plan (Investment, fleet operations, HR, Marketing) | 3 Months |
| 4 | Legal & Institutional Advice (Recommendations on ownership, structure, governance) | 4 Months |
| 5 | Final Report & Presentation (Consolidated findings and roadmap) | 5 months |

### Reporting Arrangements

*The Consultant's work progress will be monitored primarily through monthly review meetings/calls, the precise schedule of which is to be determined based on consultation with the Consultant. Following the timeline for each deliverable, the Consultant has to report directly to the Secretary, Ministry of Fisheries and Ocean Resources (MFOR)*