

**Terms of Reference  
for  
Grant Management Specialist (National)  
PACKAGE NO. SD59**

**1. Introduction**

Bangladesh is situated in South Asia with the riverine Deltaic plain at the confluence of the Ganges (Padma), Brahmaputra, and Meghna rivers and their tributaries which is characterized by rich resources endowments. This is one of the world's leading fish producing countries blessed with many rivers-canal, depressions and oxbow lakes, freshwater marshes, natural and manmade lakes, estuaries, brackish water impoundment, ponds and alluvial floodplains, covering a huge area of water resources of 4.70 million hectares. Bangladesh has also established sovereign rights over 118,813 Square Km. of terrestrial sea and 200 nautical miles of Exclusive Economic Zone (EEZ) which are the habitat of a wide range of living and non-living resources. Moreover, the coastline is approximately 710 kilometers long and the coastal zone covers an area of about 2.85 million hectares, and this coastal region includes offshore islands, mudflats, chars and new accretions. The fisheries and aquaculture sector plays a very important role in the economy of Bangladesh. The sector contributes 3.57% of the country's Gross Domestic Product (GDP) and 26.50% of the contribution of the broader agriculture sector to the GDP of 2020-21<sup>1</sup>. It contributes to about 1.24% of the country's export earnings. Fish meets about 60% of the daily protein intake of the people of Bangladesh. A total of 19.5 million people (including about 1.4 million women) depend on the fisheries and aquaculture sector for their livelihood and the extended value chain of the sector offers significant economic opportunities for the stakeholders involved in the sector<sup>2</sup>.

The Fisheries Sector of Bangladesh comprises in three sub-sectors; Aquaculture (56.8% of total production), Inland Capture Fisheries (28.2%) and Marine & Coastal Capture Fisheries (15%) with total sector value estimated at US\$ 3.68 billion. Bangladesh has been renowned in aquaculture production and inland fisheries management in the world and obtained 3<sup>rd</sup> Position in the Fish Production in Inland Fisheries, 5<sup>th</sup> Position in Closed Water Aquaculture, 2<sup>nd</sup> Position in the rate of Fresh Water Fish Production, 4<sup>th</sup> Position in Tilapia Production and the 1<sup>st</sup> Position in Hilsa Production in the world. Besides, Bangladesh has also attained 8<sup>th</sup> and 12<sup>th</sup> Position in Marine and Coastal Crustacean and Fin Fish Production respectively.

In this context, Government of Bangladesh (GoB) has prepared the Sustainable Coastal and Marine Fisheries Project (SCMFP) Phase-1 with the financial support of International Development Association (IDA) and GoB which is implemented by Department of Fisheries (DoF), under the Ministry of Fisheries and Livestock (MoFL) to develop a comprehensive, multi-year programme to improve the management and economic performance of the country's coastal and marine fisheries sub-sector (both capture and culture) and improving the livelihoods of the coastal fisheries and fishing communities. The programme is designed as a long-term commitment and support to effectively strengthen in the country's coastal and marine fisheries sector as a two-phase series of project implemented through ten to twelve year fisheries

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<sup>1</sup> Bangladesh Economic Review, 2021, Bangladesh.

<sup>2</sup> DoF 2022. National Fish Week 2022 Compendium, Department of Fisheries, Ministry of Fisheries and Livestock, Bangladesh





programmes with the support of the World Bank. These programs offer a significant opportunity to contribute to targets of Vision: 2021, 7th Five Year Plan (2016-2020) and 8th Five Year Plan (2020-2025), Country Partnership Framework's (CPFs) Focus Areas: growth and competitiveness, social inclusion and climate and environment management.

The Department of Fisheries (DoF) under the Ministry of Fisheries and Livestock (MoFL) is the lead program implementation agency with overall project implementation responsibilities and direct implementing functions for the project activities under Components 1 and 2 (see project component matrix below) estimated at US\$188 million.. In addition, the Social Development Foundation (SDF), which is specialized in implementing Community Driven Development (CDD) approach, will implement Component 3 as a co-implementing agency with close cooperation and coordination of DoF in order to build community institutions that can help diversify fishers' livelihoods while supporting co-management approaches for improved fisheries resource sustainability.

As per the Project implementation arrangement, a Project Management Unit (PMU) has been established at the DoF, headed by a Project Director, and staffed with DoF officers and technical consultants. The PMU will also establish its presence in the three regions of DoF, namely Barishal, Chattogram and Khulna. The program is the first re-engagement of GoB with the World Bank in the fisheries sector after two decades, necessitating significant project management, policy and planning, investment design and supervision, capacity building, and monitoring and evaluation supports during the implementation of the current phase of the Project.

## **2. Project Objectives and Components**

The overall objective of the project is to explore greater economic opportunity from coastal and marine fisheries resources, while promoting sustainable management of fisheries stocks and environment to reduce poverty and improve livelihoods of the coastal community.

### **Specific Objectives**

- a) To strengthen stock surveys and assessment program for shrimp, demersal and pelagic stocks in the EEZ;
- b) To build and enhance capacity of DoF and relevant public research agencies to conduct science-based stock conservation and management to promote Blue Economy;
- c) To develop mechanisms for effective implementation of Monitoring Control and Surveillance (MCS) for the artisanal and industrial fisheries;
- d) To develop infrastructure and create production facilities for coastal belt fisheries (capture and culture);
- e) To up-scale cluster farming for shrimp to disseminate best lessons learned from cluster farming approaches;
- f) To strengthen community led fisheries management and transform livelihoods in poor fishing communities by access to recovering fish stocks and reducing dependence on fishing;





- g) To develop National Marine Fisheries Management Plans for sustainable harvest of fisheries resources.

## Project Components

The SCMFP Phase I project components will support GoB in designing, establishing and effectively operating fisheries management systems for sustainable utilization of coastal and marine fisheries resources. The SCMFP Phase I has 4 (four) components as outline below.

Project Components	Sub-components
Component 1: Enabling Sustainable fisheries sector investments and growth	1.1: Stock assessment and development of national fisheries management plans 1.2: Enabling sustainable fisheries sector investment and growth 1.3: MCS development for IUU reduction
Component 2: Improving infrastructure and production practices	2.1: Infrastructure improvements for coastal belt capture and culture fisheries 2.2: Value chain and food safety 2.3: Boosting coastal aquaculture productivity
Component 3: Community empowerment and livelihoods	3.1 Fishing community institutions and alternative livelihoods development 3.2 Business development and market linkages for alternative livelihoods.
Component 4: Project management and monitoring	

### 3. Rationale/Context of the Assignment

#### 3.1 SCMFP Component 2 Grant Facility (the Facility)

Among the four components of the Sustainable Coastal and Marine Fisheries Project (SCMFP), Component 2 includes the activities for boosting aquaculture productivity by supporting applied research, piloting and commercialization. In addition to mariculture, the project will diversify culture practices in coastal aquaculture and there aquaculture windows of components focuses to boosting the shrimp and prawn, mud crab and fin fish production for export and domestic market and to promote the blue growth initiative. In this regards, component-2 of the project includes opportunities to develop the hatcheries such as Shrimp, Prawn, Mud Crab and brackish water fin fishes hatcheries in the project area through enhancement programme, enabling to produce required quantity of quality naupli, Post Larvae of Specific Pathogen Free Black Tiger Shrimp (SPF-BT-Shrimp) for support of shrimp aquaculture farming system to reduce disease prevalence and risk to crash standing crop. Moreover, Disease Free Larvae of Prawn and Mud Crab and fry/fingerling of brackish water fishes for the enhancing of quality seeds supply to boost the production of fin fishes, prawn and mud crab.

Recognizing existing inefficiencies in the seafood production and value chain, SCMFP Component 2 provides for the establishment of a Grant Facility (the Facility) to catalyze farmer/private sector initiative to address them. Inadequate and ineffective seafood value chains increase costs and reduce value as inputs and fish move from support industry to producer to





consumer. Timely delivery of quality production inputs such as disease free seeds (i.e., Specific Pathogen Free Shrimp Post Larvae), quality feeds, equipment, transport, post-harvest service centre (PHSC), ice factory, chilling centre and cold storage, etc. are crucial to a modern seafood value chain. Farmers including small and medium scale investors at all stages in the value chain are seeking to adopt best practices in order to improve their competitiveness while creating local economic activity but are constrained by lack of affordable finance. SCMFP beneficiaries along the seafood value chain, especially small-scale producers and traders, lack the credibility and collateral for accessing formal credit even when provided at government preferential rates, sometimes resulting in unfavorable borrowing from informal sources. This credit market failure effectively prevents target beneficiaries in the aquaculture industry obtaining the necessary levels of finance they need to expand their business operations, which hinders increased value addition and wealth creation in Bangladesh.

To this end, the Facility is intended to help overcome this market failure and support industry expansion with increased on-farm productivity and downstream value preservation and addition in the seafood industry.

The Facility targets are shrimp hatcheries, individual firms, grower clusters and researchers etc. It supports investment in the key infrastructure and technical assistance these beneficiaries require to build their capacity to become more efficient and productive suppliers of higher quality produce, reduce wastage through improved post-harvest handling methodologies, and provide higher quality services to existing and potentially new commercial businesses in the sector. Properly operated, the Facility can help increase the number of people productively engaged in the seafood industry and raise incomes as the industry becomes more competitive on local and international markets. Grant Operation Manual for SCMFP is prepared in detail scope of grant financing, eligibility criteria, eligible cost, selection and evaluation process of grant proposal, reporting and procurement methods, and monitoring & evaluation etc. There are several windows in Grant Operation Manual, such as Window-1: Mariculture Sub-project- Mariculture Applied/Action Research, technology innovation, commercialization and production piloting; Window-2: Aquaculture Sub-projects- Production and distribution of disease free seeds for on-farm productivity improvements; Window-3: Cluster support sub-projects- Shrimp farming productivity increase quality assurance and post-harvest facilities.

### **3.2 Objective of the Assignment**

The prime objective of the Grant Management Specialist (National) assignment is to support and advise the PD/PMU of the SCMFP to undertake overall management, supervision, monitoring and coordination of grant facilities under different grant windows as specified in the DPP, Financial Agreement (FA) and Project Appraisal Document (PAD) of SCMFP specially indication for component-2. The Grant Management Specialist (National) will also assist in overall mobilization of PMU, DoF in administering, delivery, manage, operation and effective implementation of grant facilities with due consultation and in close coordination with PD, PMU in line with country perspectives and the approved Grant Operation Manual for the facility.

## **4. Scope of services, and Tasks**

### **4.1 General Scope of Services and Task**

Grant Management Specialist (National) as a member of the Project Management Unit (PMU) and under the supervision of the PD, PMU will be responsible for all aspects of the Facility's





initial setting up and subsequent management and overall operations. Most importantly, these include but are not limited to:

- Prepare amended Grant Operation Manual (if required) for selected grant window facilities for the project.
- Establish and operationalize the Facility in line with the country requirements and approved Grant Operation Manual and in due consultation with SCMFP, DoF and relevant stakeholders.
- Assist DoF and the PMU with mobilization, overseeing and managing the performance of the grant and also support to the PMU's regional offices.
- Ensure the Facility operates transparently, in line with World Bank and GoB fiduciary requirements, and according to publicized schedules.
- Making the Facility widely known within its target areas, so that all eligible and credible bidders have equal opportunity to take advantage of the Facility.
- Generate a pipeline of sub-projects sufficient to ensure competition for funding and for all funding to be disbursed to private and public (universities, research institutions etc.) entities with deserving investment projects.
- Assist the PMU to ensuring contracts with Grantees are properly supervised and provided course correction if needed.
- Prepare necessary documents for specific grant windows and support to PMU to organize advertising, assessment, application evaluation, finalization, awarding to ensuring the grant implementation and monitoring as per requirement of PMU.
- Perform relevant research to identify available grant opportunities and evaluate funding needs.
- Assist to identify and develop strategies to optimize the grants administration process and performance.
- Alerting the PMU at the earliest possible opportunity of any unsatisfactory Grantee performance.
- Provide regular progress reports on portfolio performance. and
- Ensuring due integration and addressing of Climate and Disaster Risks (CDR) across the entire Facility lifecycle, including calls for proposals, proposal evaluation, and grant implementation.
- Support to PMU of Bangladesh Sustainable Coastal and Marine Fisheries Project to establishment of the necessary bank accounts, financial management, accounting and financial reporting systems for the continuation of disbursement of Grant Facility funds to Grantees and for subsequent accounting of expenditure on the part of Grantees. Grant Management Specialist (GMS) will establish norms of operation grants as per approved Grant Operation Manual and requirement of PMU and this will include:
  - Update the Matching Grant Facility eligibility and assessment criteria. if necessary.
  - Update (if required) the guidelines for preparing Expressions of Interest (EoI)/RFP and full Business Proposals (business plans).





- Processes for receiving and assessing EoIs and full Business Proposals and notifications for applicants of outcomes. This shall include the assessment sheets and notes used by the Facility Team.
  - Pro-forma contracts between the Government of Bangladesh and Grantees, if required need to update.
  - Processes for disbursing funds and monitoring expenditure, including reporting mechanisms.
  - Processes for conducting due diligence on all Business (commercialization of mariculture etc.) and Action/Adaptive Research Proposals to verify the information provided in the proposal.
  - Financial management systems that adequately monitor and report on expenditure, including the disbursement of grant funding to the grantees and projects own expenditure.
  - Knowledge management systems that allow information to be consistently and effectively disseminated to staff and applicants across geographic locations, and enable the collection and communication of lessons learnt.
- Development and implementation of a carefully targeted marketing plan to attract high quality business proposals, while minimizing the risk of frivolous EoIs.
  - Establishment and implementation of a matching grant screening, review and management system for incoming EoIs and Grant Proposals, including:
    - Screening EoIs against the Facility (and related SCMFP) objectives and eligibility criteria, where necessary request additional information to assess whether eligibility criteria have been met, and reject (with written explanation) EoIs, which fail to meet eligibility criteria.
    - Feedback decisions to bidders in writing, inviting those who's EoIs were approved to submit full Business Proposals.
    - Engage and manage under contract a stable of specialized local companies to assist with specific knowledge needs that come up at irregular intervals, including aqua-businesses planning firms that can help proponents formulate their Business Proposals, and technical service providers expert in specific aquaculture technology (e.g., SPF hatcheries) to ensuring the highest quality possible.
    - Conduct and write up technical reviews of Business Proposals and conduct due diligence reviews of bidders and submit to the PD for final approval of the decision.
    - Feedback information and decisions on Business Proposals to all bidders in writing.
    - Negotiate and conclude funding contracts with successful bidders, taking into account any conditionality imposed by funding agencies, and manage the contracts in accordance with the agreed operating procedures.
    - Administer the disbursement of Facility grants to Grantees and exercise financial control over the expenditure of grants in accordance with the Facility's operating procedures.
    - Monitoring the progress of investment projects against the original Business Proposal and the implementation agreement or any agreed revisions thereof, and in the event, that the investment project departs from the original plan or other difficulties arise, work with the Grantee to address and resolve the shortcomings, seeking advice and guidance from other stakeholders as necessary.





- Take such action as necessary in accordance with the provisions of the contract in the event that the integrity of the Matching Grant Facility or its funds are put at risk by any funded investment project.
  - Develop and implement a dissemination strategy to communicate results, findings and lessons learned from sub-projects to key industry groups in the coastal regions of Bangladesh, and promote the achievements of Facility to other interested parties in Bangladesh and elsewhere.
- Establishment of an up-to-date Project Database/Profile to record progress against the results framework and milestones, and all interactions between the Facility and project proponents and grant recipients for the duration of the SCMFP. Information generated by this database will assist in monitoring and evaluation and the disaggregation of impact according to sub-sector; size; location and gender. From this database, the Grant Management Specialist (GMS) will establish a Monitoring and Evaluation (M&E) system that measures the results and impacts of funded projects and the direct and indirect benefits of projects at both the individual project and BMGF levels, and work with Grantees to implement the M&E system;
  - As a member of the PMU management team, the GMS will prepare and submit the work plans, budgets and implementation schedule for the Facilities in each year and reports on progress against agreed performance indicators to the PMU as required.
  - Aligning, synchronizing and prioritizing the project activities, including to harmonize the matching grants, cluster mobilization and other upstream and downstream interventions, including access to finance for a more effective support to the aquaculture sector.
  - Setting up the aquaculture and fisheries business round table and investors forum both as a platform for generating demand for the Facility and a mechanism for attracting return seeking investors as well as for expanding fisheries products markets.

## **5. Qualifications and Experiences**

### **a. Qualification**

- The Grant Management Specialist (National) will have Masters in Economics/MBA/Finance/Development Economics/Development Studies or other relevant subject.

### **b. Experiences**

- Fifteen (15) years of working experience in the development and management of fisheries and aquaculture/agriculture or other natural resources-based programme management etc.
- The candidate have at least 5 (Five) years working experiences in managing grant/credits, micro finance in Fisheries/Agriculture/Natural Resources sector through various instruments such as micro-finance, matching grants, conditional and competitive grants, loan guarantee funds, quasi-equity financial instruments etc.



- Possesses adequate knowledge of fisheries & coastal aquaculture and seafood Research & Development, value chain, finance and demonstrated experience in working with government, industry, and/or NGO partners will be an advantage
- Experience in fisheries/aquaculture/agriculture sector working Multilateral Development Partners/World Bank's funded same natured development project and familiarity with the process will be an advantage.
- Experiences in Planning and implementing large investment projects and supervision capability, as well as analyzing and reporting on aquaculture production systems, markets and value chains.
- Experience in a position of accountability and decision-making responsibility to manage development investment projects.
- Experience in preparing reports on project operation and performance reviews.
- Capacity to organize events, and support/assist for overall grant advertising, proposal evaluation and execution.
- Fluency in English with excellent written and oral communications skills, literacy in computer skill, problem-solving, teamwork and leadership skill etc.

## **6. Duration of the Assignment**

The duration of this assignment is 12 months. However, the duration may be increased or decreased based on the performance of the consultant, project needs and availability of budgets.

## **7. Location of the services**

The location of the services will be PMU, DoF, Dhaka, Bangladesh and the consultant will join at PMU immediately after agreement.

## **8. List of Deliverables, Reports and Milestones**

The reports and deliverables shall be submitted in English language. The reports shall be submitted by electronic mail in MS Word/Excel or PDF format, and hard (print) copy as appropriate. MS Power Point presentations may also be required. List of deliverables and reports are as follows-

- i. Inception Report and Implementation Workplan
- ii. Up-date (if required) of Grant Operation Manual and related documents
- iii. Development of a Carefully Targeted Promotion/Marketing Plan for the Grant Facility
- iv. Report on Grant Operation and Management
- v. Progress Report including Portfolio Performance; Monthly, Quarterly, Biannual, Annual and as required by PMU
- vi. Other Reports (Any other reports have to be provided as and when required by PMU relevant to assignment and project.)
- vii. Draft Final Report
- viii. of Final Report

## **9. Data Personnel, Facilities and Local Services to be Provided by the Client**





The consultant is responsible to familiarize her/himself with the project immediately upon commencement of the assignment and work with the Project Director, PMU, and any other relevant partners to generate all necessary information to fulfill this assignment. In rendering services and preparing reports & deliverables, Deputy Project Directors and Assistant Project Directors of SCMFP will assist the consultant with the coordination of the Project Director. The Client will provide relevant data, information, references, documents etc. required to perform the services. Office space and necessary logistical supports will be provided from the project.

