



**GOVERNMENT OF KIRIBATI**  
**MINISTRY OF FISHERIES AND OCEAN RESOURCES**  
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**Terms of Reference (TOR)**  
**Consultant for Outer Islands Fish Center Assessment**

**Background:**

1. For the long-term benefits of outer island communities, particularly in support of the sustainable supply chain for fisheries and seafood to support livelihood and promotion of trade and marketing from the outer islands, the Ministry of Fisheries and Ocean Resources has established twenty fish centres.
2. The project started in the early 1980's under the Outer Island Project (OIP) operated under the Mautari, with later establishment of the remaining centres, funded by the Government of Kiribati, Japan, and under the Italian fund through provision of solar power systems).
3. The facilities provide essential cold systems for maintaining fresh fish to allow fishers to preserve their catches, increase their income, and ensure a consistent supply of fresh fish for local consumption and trade.
4. Through this collaboration, all fish centers in Kiribati are equipped with essential equipment like ice machines and generators, freezers for storage of fish, few processing equipment, boat and engine and other equipment to support the operation of the center.
5. With the assistance of the Mechanical and Workshop team under the Coastal Fisheries Division, ongoing maintenance and technical support is provided to address repair work of the machineries from time to time.
6. Through the Ministry collaboration with Japan's OFCF, ongoing support programme under the FDAPIN offers annual support including provisions of spare parts, replacement of machineries plus onsite technical support is delivered.
7. The centers continue to operate, however ongoing challenges and issues remain to hinder the successful operations of the centers including inadequate technical skills, facilities that don't meet market standards, inconsistent supply of raw material, limited business acumen, and a lack of both sustainability and maintenance plans and the overall operation of the centre as a business entity.
8. In addressing these challenges, the Ministry of Fisheries and Ocean Resources is seeking hiring of a Consultant to collaborate with the Planning and Development Division (PDD).

9. This role is expected to last within a duration of 30 days, but further extension as deem necessary based on the schedule of travel.
10. The Consultant is expected to work with the PDD team to carry out the assessment of 4 outer island fish centres. Through this work, collaboration will involve assessing the fish centres, building upon existing monitoring and evaluation data to determine the most effective business models.

### **Objectives:**

11. The primary objective of this consultancy work is to carry out the assessment of the Outer Island fish centers, focusing on 4 centers for this assignment. Through this work it gears to achieve the following areas;  
:
  - a. **Document and analyse** the existing business models of selected fish centers, including their revenue streams, cost structures, market linkages, and value chains.
  - b. **Assess the operational efficiency and effectiveness** of the fish centers, focusing on areas such as fish handling, processing, storage, quality control, and logistics and overall fish center asset register.
  - c. **Identify key challenges and constraints** faced by the fish centers in terms of business operations and sustainability.
  - d. **Identify and document best practices** and innovative approaches adopted by successful fish centers.
  - e. **Provide actionable recommendations** for improving the current business structure with options on the best business model to be adopted that could improve the operation to ensure profitability is acquired for long term sustainability of the surveyed fish centers.

### **Scope of Work:**

12. Through this assignment, the consultant will be responsible to deliver the following tasks:
  - a. **Develop a detailed survey methodology** and data collection tools, including questionnaires, interview guides, and observation checklists.
  - b. **Conduct on-site surveys** of 4 selected fish centers with different business models
  - c. **Collect and analyze data** on the following aspects of the fish centers:
    - i. Business models – to review current operation and recommend best options of business operations, focus more on ownership, financing, marketing, sales.
    - ii. Operational processes – how fish centers operate (what kind of business they run).
    - iii. Financial performance – to evaluate the nature of business operations with the focus on revenue, costs, profitability.

- iv. Market access and linkages – to identify potential avenues and opportunities for trade and route use to access market.
- v. Compliance with regulations and standards.
- vi. Environmental sustainability practices.
- vii. Human resource management and capacity– how many staff running the Fish centers (what is their qualifications and business structure) and existing skill sets.

**13. Conduct interviews and focus group discussions** with key stakeholders, including fish center managers, staff, fishers, buyers, and local communities.

**14. Document and analyze best practices** and innovative approaches observed during the surveys.

**15. Prepare a comprehensive report** detailing the findings, analysis, and recommendations.

**16. Present findings and recommendations and conduct transfer of knowledge upon completion of first trip. The Consultant should closely work with the** Planning and Development Division staff and other relevant stakeholders.

**Deliverables:**

17. The consultant is expected to work in collaboration with the PDD team in the design of the workplan. Through this assignment he/she should deliver the following reports and work within the period assigned to complete this work.

**a. Inception report:** Detailing the survey methodology, data collection tools, and work plan.

**b. Data collection tools:** Questionnaires, interview guides, and observation checklists.

**c. Survey data/Raw data:** Collected during the surveys.

**d. Trip report:** Providing a trip report for every trip carried out

**e. Transfer of knowledge:** technical knowledge is successfully transferred to PDD staff

**f. Draft report:** Presenting the findings, analysis, and preliminary recommendations

**g. Final report:** Incorporating feedback from Ministry of Fisheries and Ocean Resources through PDD and other stakeholders, including:

- Executive summary
- Detailed description of the survey methodology

- Analysis of the business models and operational practices of the surveyed fish centers
- Identification of key challenges and opportunities.
- Identification of non-functional and functional assets within the Fish center.
- Documentation of best practices and innovative approaches
- Actionable recommendations for improving the business models and operational efficiency of the fish centers.
- Appendices containing relevant data and supporting documents.

**h. Presentation:** Presenting the key findings and recommendations to MFOR and other stakeholders.

**Timeframe:**

18. The consultancy work is expected to start upon signing of contract from end of August 2025 to end of October,2025. A detailed work plan with specific timelines for each deliverable should be submitted in the inception report.

**Consultant Qualifications:**

19. The consultant shall have the following qualifications and experience:

- a. Minimum qualification of a degree in business administration, economics, fisheries management, and any related field. At least 3 years of experience in business administration and any related field.
- b. Diploma in business administration, economics, fisheries management, and any related field. At least 5 years of experience in business administration, economics, fisheries management and any related field.
- c. Proven experience in conducting surveys and research on business models and operations, preferably in the fisheries sector within the last five to ten years
- d. Strong understanding of the fisheries supply chain and market dynamics.
- e. Excellent analytical and report writing skills.
- f. Experience in working with diverse stakeholders, including fishers, cooperatives, fish processors, and relevant government agencies.
- g. Familiarity with the context of Kiribati is an advantage.
- h. Strong communication and presentation skills.

**Reporting and Supervision:**

20. The consultant will report to the Director of PDD and is expected to work closely with the PDD team and any relevant stakeholders. Regular meetings will be held to discuss progress and address any challenges.

**Budget:**

21. The consultancy budget will cover consultant fees. MFOR will be responsible for other expenses including travel expenses, data collection costs and other related expenses. Payment will be made in instalments based on what is agreed in the contract.

**Proposal Submission:**

- Interested consultants are invited to submit a proposal that includes:
- A cover letter expressing their interest and suitability for the consultancy.
- A detailed technical proposal outlining their understanding of the TOR, proposed methodology, work plan.
- A financial proposal detailing the consultant fees on a daily basis.
- CVs of the consultant(s) demonstrating their qualifications and experience.
- 2 References detailing previous relevant work.

**Evaluation Criteria:**

- Proposals will be evaluated based on the following criteria:
- Consultant qualifications and experience (e.g., education, relevant experience)
- Technical approach and methodology (e.g., understanding of the TOR, proposed methodology, work plan)
- Financial proposal (e.g., cost-effectiveness)
- Overall quality of the proposal.