



Terms of Reference
Small Grants Manager Consultant

5th March 2026

Supervised by: WWF Pacific PNG Conservation Program Manager
 Work location: Port Moresby (with occasional travel to field office)
 Duration: 6 weeks (possibility to extend)
 Starting Date: Upon Signing of Contract

Project Name	Small Grants Manager
Project Locations	Pomio, East New Britain, Papua New Guinea
Project Reference Number(s)	PG203600

1. Background

WWF Pacific is working together with communities and partners towards: All Pacific peoples and nations are empowered, climate resilient, and prosperous, with nature thriving and visibly and measurably recovering - a 'People and Nature Positive Pacific'. From Papua New Guinea, with the third largest tropical rainforest in the world and home to over seven percent of the world's total number of species, to the Solomon Islands with record numbers of fish species; to the world's third longest continuous barrier reef system in Fiji. The richness and diversity of species found in the Pacific is globally significant. Papua New Guinea and Solomon Islands both form part of the Coral Triangle, the centre of the world's marine biodiversity. Some of the most coral reefs less exposed to climate change are found in Fiji and Solomon Islands. WWF works across Papua New Guinea, Fiji, and Solomon Islands with offices in each country and a regional hub to serve communities and protect this region's rich and unique biodiversity.

WWF has three goals that outlines its ambition, the cross-cutting nature of its work, and what WWF is working towards long-term: empowered Pacific peoples, integrated ocean management, and climate resilient Pacific nations. WWF's overarching focus is on community

and ecosystem resilience combined with area-based conservation, working towards 30x30 and safeguarding the lands and waters of the Pacific. WWF focus on conservation priorities across 30x30: community-led conservation, sustainable fisheries and blue foods, conserving marine species, reducing deforestation, Pacific policy leadership, gender equality, Disability and Social Inclusion (GEDSI) mainstreaming and Sustainable Blue Economy.

Pomio District in East New Britain Province is currently WWF PNG's most active site spanning from tropical rainforest conservation to shoreline, inshore and potential offshore conservation. This region of the New Britain island is a biological marvel hosting 49 mammal and 64 bird species including the recently re-discovered New Britain Goshawk¹. Herpetofauna and insects are also present in relatively high numbers with opportunities for more discoveries. Floral species include exotic orchids such as the Pomio Brown and the notable tree species, Kwila. It is also home to the Nakanai Karsts tentative World Heritage Site Listing under UNESCO. Further background information into Pomio's culture and socio-economic scene can be found [here](#).

The People Powering Biodiversity (PPB) project supports community-driven conservation and sustainable livelihoods in Papua New Guinea (PNG). The project will operationalize a Small Grants Mechanism (SGM) for WWF partner communities, enabling locally determined solutions that advance biodiversity conservation and ecosystem stewardship.

In line with the donor requirement that communities themselves decide how funds are used, the project will ensure that each grant also demonstrates a clear and plausible conservation outcome. This approach respects customary governance and Free, Prior and Informed Consent (FPIC), while building community capacity for transparent, inclusive grant management suited to PNG's diverse cultural and remote contexts

¹ Gabriel. J (2024) – Pomio Landscape Assessment Report

2. Objectives of the consultancy

The Consultant will be responsible for delivering the following overall objective and specific objectives:

Overall objective:

Design, operationalize, and support implementation of a transparent, inclusive, and compliant Small Grants Mechanism that disburses PGK 5,000–20,000 grants to WWF partner communities, ensuring community-led decision-making and measurable conservation benefits.

Specific objectives:

- **Development of a small grants manual** – Develop user-friendly small granting procedures tailored to PNG community contexts and WWF partner communities and community-based organizations (CBOs).
- **Facilitation of call for proposals and selection of applications** – Deliver and manage calls for proposals, screening, due diligence, and selection support, emphasizing community ownership.
- **Small grant disbursements** – Support grant contracting, tranche-based disbursements, and simple, community-friendly financial reporting.
- **Small grant monitoring and evaluation (M&E)** – Establish simple, robust monitoring, evaluation, and learning (MEL) that captures community ownership and conservation outcomes.
- **Small grant disbursement reports** – Ensure orderly close-out, lessons learned, and sustainability/exit planning.

Deliverables are outlined below (Table 1).

3. Scope of work and methodology

Under the main objectives, the consultant will be required to:

1. **Development of a small grants manual** - Review existing project direct financing documents (direct financing mechanism framework, integrated socio-economic report, previous community engagement reports, communications/branding guidance) and propose an existing or new small grants manual that can be used to

disburse funds to community groups. This manual must detail a flow of activities from calls for proposals, applications, disbursements, M&E and reporting.

2. **Facilitation of call for proposals and application selection** – Develop basic criteria for WWF's target communities to apply for small grants, facilitate call for proposals and select successful applicants (via a panel of which a member of the WWF Senior Management Team and a member of WWF's Project Team is a part of)
3. **Small Grants Disbursement** – Facilitate grant disbursements to successful applicants and target communities. (Official bank accounts or nominated bank accounts with proper risk analysis and due diligence done)
4. **Small grant monitoring and evaluation (M&E)** – Prepare an M&E plan for project team on site to monitor progress of funds used and report back.
5. **Small grant disbursement final reports** – Compile milestone and final reports of progress (and financial acquittals) and present to project team. Document all lessons and challenges faced during assignment.

4. Deliverables/expected outputs

See table 1 below.

5. Required profile

Expertise/knowledge Required

The ideal individual, organization or firm must have:

- Education: Individual having qualifications or entities with qualified personnel in development studies, conservation/natural resource management, public administration, finance/accounting, or related field.
- Experience: 5–7+ years managing small grants/community sub-awards in PNG/Melanesia; community engagement/FPIC and customary land context; grants administration; MEL & E&S safeguards; training and fraud risk controls.
- Skills: English and Tok Pisin; facilitation in rural settings; conflict sensitivity; documentation; basic financial training skills.
- Desirable: Biodiversity/conservation/livelihoods experience; familiarity with donor compliance; PNG security & logistics awareness.

Experience and skills required

- Respect community governance; document consent and participation.
- Comply with the project ESMF and do-no-harm.
- Child Protection: No hazardous work for minors; age-appropriate engagement.
- Anti-Fraud/Corruption: Zero tolerance; red-flag training; spot checks; whistleblowing channels.

6. Application

- Cover letter expressing the applicant's interest and relevant experiences in disbursing funds to community groups via a small grants mechanism/system.
- CV or Organizational Profile presenting CVs of specific staff with appropriate expertise, skills and experience.
- Technical Proposal (≤10 pages): presenting a work plan on how and funds will be disbursed, existing processes and relevant assignments.
- Budget capturing operational and delivery costs only for the duration of the assignment (exclusive of funds for small grants).

Applications should be submitted to: ppo.hr_recruit@wwfpacific.org

Table 1: Consultancy Activities and Outputs/ deliverables:

Number of Objectives	Objective:	Activities and Scope:	Outputs/deliverables:	When
1	Development of small grants manual	Review existing project direct financing documents (direct financing mechanism framework, integrated socio-economic report, previous community engagement reports, communications/branding guidance) and propose an existing or new small grants manual that can be used to disburse funds to community groups. This manual must detail a flow of activities from calls for proposals, applications, disbursements, M&E and reporting.	Small grants manual completed, reviewed and presented.	Week 1 (after signing)
2	Facilitation of call for proposals and application selection	Develop basic criteria for WWF's target communities to apply for small grants, facilitate call for proposals and select successful applicants (via a panel of which a member of the WWF Senior Management Team and a member of WWF's Project Team is a part of)	Notice for call for proposals and selection lists.	Week 2

3	Small Grants Disbursement	Facilitate grant disbursements to successful applicants and target communities. Develop simple small grants agreement form that CBO leaders sign upon receipt of funds. (Official bank accounts or nominated bank accounts with proper risk analysis and due diligence done). CBO leaders sign small grant agreement upon receipt of funds.	Transfer receipts and signed agreements.	Week 5
4	Small grant disbursement final reports	Compile milestone and final reports of progress (and financial acquittals) and present to project team. Document all lessons and challenges faced during assignment.	Final small grant disbursement report	Week 6

Annex: Additional Resources and References

Table 2: Payment Break Up for the Small Grants Manager Assignment (PENDING NEGOTIATIONS WITH PREFERRED VENDOR)

Objective:	Activities and Scope:	Outputs/deliverables:	Percentage to be paid
Development of small grants manual	Review existing project direct financing documents (direct financing mechanism framework, integrated socio-economic report, previous community engagement reports, communications/branding guidance) and propose an existing or new small grants manual that can be used to disburse funds to community groups. This manual must detail a flow of activities from calls for proposals, applications, disbursements, M&E and reporting.	Small grants manual completed, reviewed and presented.	15%
Facilitation of call for proposals and application selection	Develop basic criteria for WWF's target communities to apply for small grants, facilitate call for proposals and select successful applicants (via a panel of which a member of the WWF Senior Management Team and a member of WWF's Project Team is a part of)	Notice for call for proposals and selection lists.	15%

<p>Small Grants Disbursement</p>	<p>Facilitate grant disbursements to successful applicants and target communities. Develop simple small grants agreement form that CBO leaders sign upon receipt of funds. (Official bank accounts or nominated bank accounts with proper risk analysis and due diligence done). CBO leaders sign small grant agreement upon receipt of funds.</p>	<p>Transfer receipts and signed agreements.</p>	<p>20%</p>
<p>Small grant disbursement final reports</p>	<p>Compile milestone and final reports of progress (and financial acquittals) and present to project team. Document all lessons and challenges faced during assignment.</p>	<p>Final small grant disbursement report</p>	<p>50%</p>