

## Project Document Format for CPAP countries

### United Nations Development Programme

Country: Kiribati

### Project Document

**UNDAF Outcome(s):** Equitable Economic Growth and Poverty Reduction

**Expected CP Outcome(s):** Kiribati prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets; and national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators

*(Those that are linked to the project and extracted from the CPAP)*

**Expected CPAP Output(s):** Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate them in MDG based national policies, plans, budgets and reports

*(Those that will result from the project and extracted from the CPAP)*

**Implementing partner:** National Economic Planning Office (NEPO)

**Responsible Parties:** NEPO/MFED, UNDP, MD Consultant, AID Co-ordination Consultant, KSDP Consultant

#### Narrative

Kiribati is currently finalizing its Sustainable Development Plan (KSDP) for 2008 – 2011, and when approved, the KSDP will set out the development agenda for the country in terms of strategies to be implemented and the monitoring of progress by each responsible ministry. The KSDP will benefit from the inclusion of the MDG based indicators, work on which has commenced in 2007 and expected to be finalized in 2008. The Aid Management Component will also be undertaken in 2008 to assist in coordinating donor input around the KSDP and in strengthening local capacities to record and analyze external funding to development priorities.

Programme Period:	2008 - 2012
CPAP Programme Component:	Outcome 1
Project Title:	Support to the Implementation of the KSDP
Atlas Award ID:	_____
Start date:	October 2007
End Date:	December 2008
PAC Meeting Date:	2007

Estimated annualized budget:	USD131,000
Total resources required:	USD131,000
Total allocated resources:	USD131,000
• Regular:	USD104,000
• Other:	
○ Donor:	_____
○ Donor:	_____
○ Donor:	_____
○ Government:	_____
Unfunded budget:	_____
In-kind Contributions:	USD27,000

Agreed by (Implementing Partner): \_\_\_\_\_

Agreed by UNDP: \_\_\_\_\_



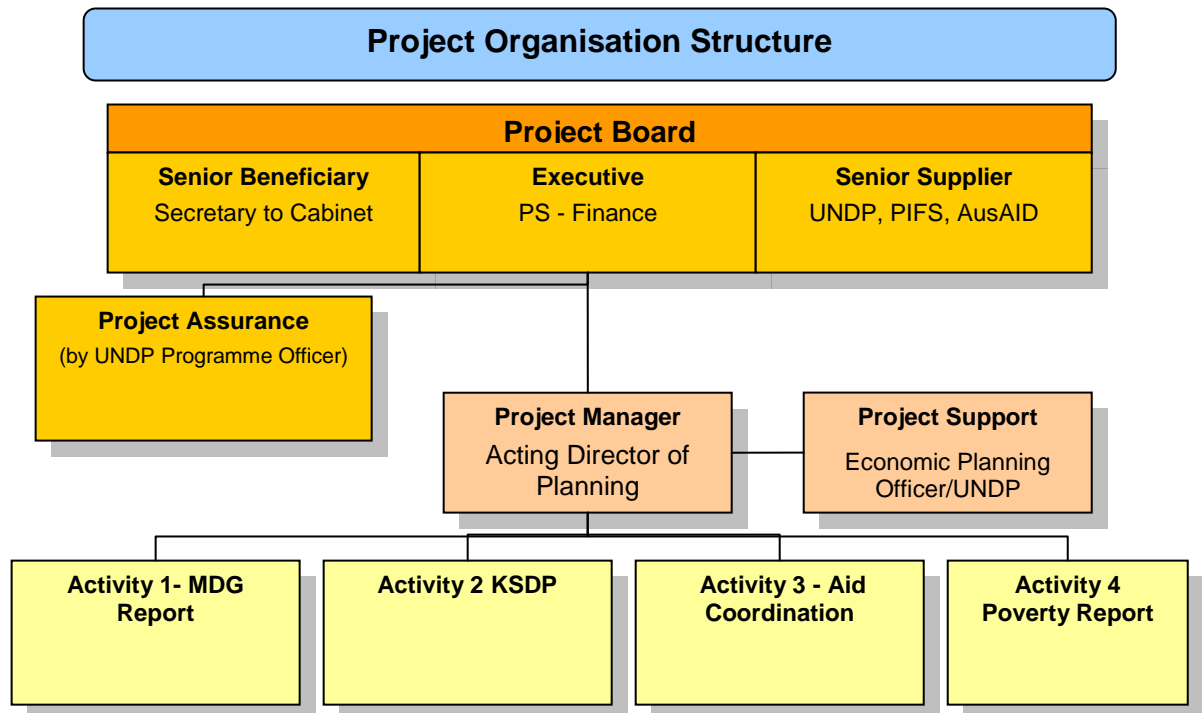
## I. ANNUAL WORK PLAN BUDGET SHEET

Year:

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD
<p><b>Output 1</b> Kiribati Sustainable Development Plan (KSDP) 2008 – 2012 <b>Baseline:</b> National &amp; sectoral plans not aligned with national MDG priorities; <b>Targets:</b> Sectoral and national budgets aligned to the KSDP <b>Indicators</b> # of national and sectoral development plans that are aligned with MDGs and linked to national budgets <b>Related CP outcome:</b> Kiribati prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets; and national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators</p>	<p><b>1. Finalize MDG Report (MDGR)</b> - Meeting of the MDG Task Force to map out w/plan. - Finalize MDG Comments and engage stakeholders in workshop/discussion - Paper to brief/and seek endorsement of Cabinet on the report - MDGR finalised and printed. - MDGR launched.</p>	X	X			NEPO Staff UNDP MDG Task Force Consultant	UNDP	72100 – Sub-Contract 71300 - Consultant	24,000
	<p><b>2. Finalize KSDP</b> - Integrate comments from Ministries/Govt. Depts - Consolidate and circulate draft for review. - Finalize report for Publication - Launch KSDP</p>	X	X			NEPO Staff	UNDP	72100 – Sub-Contract	60,000
							<b>PIFS</b>	<b>Parallel</b>	<b>7,000</b>
							<b>AusAID</b>	<b>Parallel</b>	<b>20,000</b>
	<p><b>3. Aid Management Scoping Study</b> - Finalize schedule and meeting appointments for consultant - Arrange meeting of local stakeholders - review draft and provide comments - follow up on recommendations</p>		X	X		NEPO Staff UNDP Consultant	UNDP	72100 – Sub-Contract 71300 - Consultant	20,000
<p><b>4. Preparation of the Poverty Report</b> - Finalization of HIES Data - Draft Poverty Report - Stakeholder Consultation - Poverty Definitions - Poverty Report Finalised</p>					NEPO/Statistics Staff UNDP	UNDP			
<b>TOTAL</b>									<b>USD131,000</b>

## II. MANAGEMENT ARRANGEMENTS

In accordance with the definitions of the Results Management Guide of UNDP, the following will comprise membership of the project board:



1. The **Executive Role** is by default the chair to the Project Board which has the responsibility to assist the Project Manager in making decisions relative to the successful implementation of the project. In playing this role, the Project Board will review and approve the workplans for each of the 4 project activities managed by the Project Manager. The Project Board will also review and approve the final outcome of each activity. For the purposes of the project, the Executive will be the Permanent Secretary for Finance, or her designated representative.
2. The **Senior Beneficiary's** role is to ensure that the final project outputs are in line with the expectations of the beneficiaries and it is recommended that the Secretary of Cabinet or his designated representative will be playing this role in the board.
3. The **Senior Supplier's** role is defined as one that provides guidance on the technical feasibility of the project and/or is the supplier of resources/funds for the achievement of project outputs. In the project context, the Senior Supplier will be made up of one representative each from the AusAID, Pacific Island Forum Secretariat, and UNDP.
4. The **Project Assurance** role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. During the Running a Project process, this role ensures appropriate project management milestones are managed and completed, UNDP designates a person to provide this oversight, which is mandatory for all projects. As the Project Manager and Project Assurance roles should never be held by the same individual for the same project. a UNDP Programme Officer typically holds the Project Assurance role.

At the implementation level, the project will be managed by the Project Manager whose TOR will be discussed and approved by the Project Board in the first meeting. A generic TOR is attached as Annex 2. The Project Manager will be responsible for the day to day management and decision making of the project as well as supervise the contractors to ensure that the outputs are consistent with project requirements. In undertaking this responsibility, the project manager i.e. the Acting

Director of National Planning will be supported by the Economic Planning Officers/UNDP Programme Portfolio Manager (as Project Support) and will prepare detailed and costed workplans for each of the project activities, to be approved by the project board.

Once approved, the Project Manager will implement the workplan and will provide regular progress reports to the Project Board. Additionally, the project manager will be assisted by the UNDP Programme Portfolio Manager to keep a Risk Log outlining any potential hindrances to the successful accomplishment of the project outputs including mitigating actions. An Issue Log will also be maintained to record any events/issues that will potentially affect the achievement of project outputs. Initial Risk Log and the template of the issues log is attached as Annex 1 and 2.

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### III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, and in line with the relevant clause of the Kiribati Country Programme Action Plan (CPAPP), the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager with support from the UNDP Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format..
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

OUTPUT 1: Support to the integration of MDG indicators into the KSDP 2008 – 2011		
<b>Activity Result 1</b>	<i>Activity 1- Finalize MDG Report (MDGR):</i>	Start Date:Aug 2007 End Date:June 2008
<b>Purpose</b>	<i>Produce an MDG report for Kiribati reflecting progress made by Kiribati under each of the 8 goals and the relevant indicators</i>	
<b>Description</b>	<i>Consultants engaged to assist the National Economic Planning Office in the collection of data, and compilation of the report...</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Stakeholder Endorsement of MDGR	Meeting	April 2008
MDG related policies adapted in KSDP	KSDP	April 2008
MDG targets/strategies costed and aligned with National Budget	National Budget/Parliament Endorsment	November 2008
<b>Activity Result 2</b>	<i>Activity 2 – Finalize KSDP</i>	Start Date:October 2007 End Date: June 2008
<b>Purpose</b>	<i>KSDP finalized and released.</i>	
<b>Description</b>	<i>Assist ongoing effort by NEPO to integrate sectoral submissions into one coherent document and obtain endorsement/support from stakeholders.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Stakeholder Endorsement of KSDP	Meetings/Cabinet Paper	April 2008
Public Knowledge and Understanding	Newspaper/Media Articles, School Competions	June and December 2008
Ministry/Govt. Financial Planning	Budget Alignment to KSDP Strategies	November 2008
Ministry/Govt Operational Plans	Strategic Alignment to KSDP	November 2008
<b>Activity Result 3</b>	<i>Aid Coordination Scoping Document</i>	Start Date: End Date:
<b>Purpose</b>	<i>To carry out a comprehensive review of the current mechanism for aid management and coordination with the broader framework of the Paris Declaration and Produce a Document for an Aid Management Improvement System to be aligned with the implementation of strategies under the KSDP</i>	
<b>Description</b>	<i>Consultancy, Meetings and Desk Reviews.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Aid Management Document Endorsed	Meetings/Cabinet Paper	June 2008
Project Funding/Support Obtained from Key Sources	Funds/Resources Pledged	July 2008
Recommendations Adopted	Review	December 2008
<b>Activity Result 3</b>	<i>Kiribati Poverty Report</i>	Start Date: End Date:
<b>Purpose</b>	<i>National Poverty Report for Kiribati developed</i>	

<b>Description</b>	<i>Review of HIES data by technical consultant and preparation of Poverty Definitions and Report.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
HIES Data	Technical Review	May 2008
Poverty Indicators	Meeting/Consultations	June 2008

#### **IV. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## ANNEX 1: RISK ANALYSIS

<b>Project Title: Support to KSDP</b>	<b>Award ID:</b>	<b>Date: 25 February 2008</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	NEPO Capacity is stretched at this point in time. with the retirement of its Director.	21-Feb-08	Organizational – Institutional Capacity	P=4 I=4	While the project has by design included technical assistance to support NEPO, other commitments	Project Manager	UNDP PPM	21-Feb-08	Ongoing
2	Budget Shortfall given that the activities were costed in 2007 may delay implementation of project	21-Feb-08	Financial- Internal	P=3 I=2	Project Manager to revisit while preparing detailed budget for approval of the Project Board.	Project Manager	UNDP PPM	21-Feb-08	Ongoing
3	The finalization of the MDG and the KSDP requires strong participation from Ministries as well as availability of Consultants to finalize report	21 Feb 08	Organizational – Implementation Arrangements	P=2 I=2	Project Manager and Support Staff to share workplan with Ministries and seek active participation from the outset	Project Manager	UNDP PPM	21 – Feb-08	Ongoing
4	Political Support and	21-Feb-	Political Government –	P=2	Project Manager to	Project	UNDP	21 –	Ongoing



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Cabinet Approval is absolute requirement in Kiribati Context	08	Commitment	I=4	consider writing a broad cabinet paper seeking endorsement of all outputs rather than approaching on a one to one basis	Manager	PPM	Feb-08	

<b>ANNEX 2 - ISSUES LOG</b>	<b>Date: 25 February 2008</b>
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<b>Award ID:</b>	<b>Support to KSDP</b>	<b>Project:</b>
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<b>V.</b>	<b>Type</b>	<b>Date Identified</b>	<b>Description and Comments</b>	<b>Status</b>	<b>Status Change Date</b>	<b>Author</b>

### **ANNEX 3: Terms of Reference for Project Manager**

The Project Manager for the purposes of the project will be the Acting Director of the Planning.

The roles and duties of the Project Manager would include:

- Act as the focal point for the project within government;
- Be the primary point of contact for UNDP and other development partners in all matters relating to the project;
- Schedule Project Board meetings, and ensure timely and regular meeting, at least quarterly, of the Project Board takes place and records are taken and maintained of all meeting discussions and outcomes;
- Preparation for the approval of the Project Board; detailed and costed workplans including timelines of delivery of each output.
- Ensure timely financial, progress, as all other reporting required by the project occurs efficiently, accurately and in a timely fashion;
- Certify consultants output/deliverables as well as other contractors for payment
- Ensure that appropriate national counterparts are identified to receive project training and in case of changes for whatever reasons additional counterparts are identified speedily to ensure sustainability of training;
- Provide overall guidance, support and encouragement to all project staff and counterparts
- Undertake other responsibilities in relation to the project that may come to be identified in consultation with UNDP

