



Country: Solomon Islands
Project Document

Project Title Millennium Development Goals Initiative in Solomon Islands

UNDAF Outcome(s): 1. Pacific islands countries develop and implement evidence-based, regional, pro-poor and National Sustainable Development Strategies (NSDS) to address population, poverty and economic exclusion issues, stimulate equitable growth, create economic opportunities and quality employment, and promote sustainable livelihood

Expected CP Outcome(s): 1.1 Solomon Islands prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets; national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focussing strongly on gender and demographic disaggregated data and poverty indicators

Expected Output(s): 1.1.1 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.

Implementing Partner: Ministry of Development Planning and Aid Coordination

Responsible Parties: United Nations Development Programme and Ministry Of Development Planning and Aid Coordination

Brief Description

The project envisages supporting Solomon Islands' efforts towards achievement of the Millennium Development Goals (MDGs) through MDGs-based planning and costing, targeted capacity building, and updating of the National MDGs Report.

The project will be carried in 3 stages, namely: scoping, initiating and maturing. It will focus on: the review/development of national development planning and budgetary processes and on strengthening sector strategies; prioritisation of activities and budget allocation; better linking of aid coordination and management with national priorities; and strengthening information systems for monitoring the effectiveness of national planning and budget implementation at the national, sectoral and local levels. The project will also support improvements in monitoring and reporting.

The proposed programme of support would be led by the Government and facilitated by UNDP in coordination with other organizations of the United Nations system.

Programme Period: 2008-2012
Key Result Area (Strategic Plan): Poverty eradication and achievement of the internationally agreed development goals, including the Millennium Development Goals

Atlas Award ID: 00045565
Start date: Sep 2009
End Date: Aug 2012
PAC Meeting Date: Sep 2009
Management Arrangements: UNDP Direct Implementation

2009 AWP budget:	\$100,000
Total resources required:	\$413,000
Total allocated resources:	
• Regular	\$413,000
• Other:	
o Donor	
o Government	
Unfunded budget:	
In-kind Contributions	

Agreed by MDPAC: Wjaek 9/9/09.

Agreed by UNDP: KAO 7/9/09

I. SITUATION ANALYSIS

Solomon Islands has finalised its Medium Term Development Strategies 2008 – 10 (MTDS) including national and sectoral plans and sustainable development strategies. The MDGs are fully integrated into the MTDS both as goals/targets to be achieved and also as performance monitoring indicators.

In July-August 2008, a UN MDGI Scoping Mission to Solomon Islands conducted a preliminary diagnostic analysis of key sectors. Its findings, corroborated by reports from other sources, suggest that Solomon Islands' progress towards achievement of the Millennium Development Goals (MDGs) is slow. Following the report's findings, per capita income in Solomon Islands probably remains the lowest in the region, and despite high economic growth, unemployment remains a potential destabilizing factor which is compounded by urban drift especially to the capital Honiara.

A significant reason behind Solomon Islands' mixed record in national development and MDGs achievement is weak national capacities. A joint report by the UN Department of Economic and Social Affairs (UNDESA) and the Solomon Islands Ministry of Development Planning and Aid Coordination (MDPAC) on the Solomon Islands National Economic Recovery, Reform and Development Plan (NERRDP) 2003-06, highlights the problems in national capacity. The report notes:

Another common challenge is the general lack of appropriate human capacity within the country, especially within the government establishment for the planning, development, implementation and monitoring and evaluation... The problem had been an inherent one within the Solomon Islands public service and might be an issue that had affected its general performance... The capacity issues not only relates to human capacity but also systemic or institutional issues such as systems and procedures that are either absent, neglected or are out of date and do not serve any more useful purposes.¹

The matter of weak national capacities appears to have impacted coordination of development planning processes at the national level, causing under-resourced strategies and budgets, leading in more ways than one to inevitable implementation problems at the grassroots. The UNDESA-MDPAC report suggests that though matters have improved somewhat as compared to the past, yet concerns for the coherence of strategies, policies and legislation at the national level nevertheless continues in some form. The formulation of some national development strategies apparently continue to be based on "unclear, prescriptive and poor political government policies which then make it difficult to implement those strategies that had been drawn up. In a number of circumstances, strategies and policies are not mutually conducive or compatible to each other and hence give rise to conflicting situations at the implementation level..."²

There are continuing problems with "political and administrative part of the policy development and strategizing aspects...that seem to be centered on the lack of proper national coordination."³ Moreover, there are continuing issues with coordination, monitoring and progress reporting of national development activities and intra-governmental mechanisms for the same remain weak.

Finally, on the matter of budgets and financial planning for development activities in the Solomon Islands, some all too familiar challenges can be gleaned from the UNDESA-MDPAC report, which states: "The implementation of annual budgets however has its constraints and weaknesses and not

¹ UNDESA, DNPAC/MDPAC. "Support for the Formulation of National Sustainable Development Strategies in Pacific Small Island Developing States: National Assessment Report Solomon Islands." 2006, p16

² Ibid., p23

³ Ibid., p24

all that is budgeted for gets implemented due to a variety of factors, which are mostly linked to financial and human resources. This is especially the case when the plans and the budget are formulated without much consideration on the availability of relevant resources.”⁴

Given the above context of weak national capacities, reporting and controlling mechanisms; loose intra-governmental coordination; and weak budgeting and planning capacities -- support for the said areas of limitation becomes a necessary condition for achievement of MDGs.

In this context, it is to be noted that although achievement of MDGs will require a combination of conditions that include not only government capacity building for MDGs-related planning, diagnostics and policy enhancement, on the one hand, but also require a strengthening of actual delivery capacities, on the other hand; however, emphasis on government capacity building for planning *et al* remains a basic necessity and this (MDGI) project will emphasize this aspect. Focus on the other aspect, i.e., strengthening of actual delivery capacities, too, shall be forthcoming from this project, through (1) improved MDGs reporting and (2) through technical support to develop Monitoring & Evaluation of Government policy implementation and ongoing support to SIG M&E activities. Thus through enhanced reporting of Monitoring & Evaluation findings, identifying gaps and making policy/government reform recommendations based on such findings, it is hoped that the MDGI project will catalyze improvements in government service deliveries.

Accordingly, the UN MDGI Scoping Mission to Solomon Islands (2008) consulted the Prime Minister's Office, a range of national Ministries and important functionaries, and came away with the general positive consensus that:

- All were positive towards the MDG Initiative
- Positive response also received from MDPAC & PMO, and sector ministries can see need for and benefits of using costing tools and pursuing MDGs as good development goals
- The MTDS (Solomon Islands Medium Term Development Strategy) gives a strong entry point for MDGI, particularly in:
 - monitoring and evaluation framework
 - establishment of MTDS working groups, and in
 - capacity building for planners (national, provincial and sectoral) to support MTDS⁵

As such, some of the essential future steps that emerged through the Scoping Mission's consultative process were:

- Support Monitoring & Evaluation for MTDS
- Support MTDS working groups
- Coordinate new MDGs Report using latest data
- Mentoring for MDPAC staff
- Training team for costing tools
- Support to provincial planners to localise MDGs using new data and basic planning training/capacity building.
- Project/sector/economic policy and planning training/capacity building for MDPAC⁶

⁴ Op cit., p31

⁵ UNDP. "UN MDGI Scoping Mission to Solomon Islands - Summary Report of Mission." 2008, pp16-17

⁶ Ibid., p17

Within the context as described above, the MDG Initiative seeks to support Solomon Islands' efforts towards achievement of the Millennium Development Goals (MDGs) through MDGs-based planning and costing, targeted capacity building, and updating of the National MDGs Report.

II. STRATEGY

The MDG Initiative (MDGI) will build on prior support from UNDP to the Solomon Islands Government (SIG) in formulating national development policies and strategies. MDGI process will be led by the government through the MDPAC, supported by sector/thematic Task Forces (TTF) to coordinate the work across priority sectors.

On the part of UNDP, the process will be facilitated by the Solomon Islands sub-office (SOISO) of the Multi-Country Office in Suva (MCO), with the technical support to be provided by the Regional Centre Colombo (RCC) and the Pacific Centre (PC). The process will also involve other UN agencies and development partners.

The "full package" of support consists of three inter-related areas:

- (a) MDGs-based diagnostics, investments and planning. This area will provide support to Solomon Islands to (i) identify the investments needed to achieve MDGs related targets, (ii) what these investments might cost, (iii) how to link those identified investments to the national macroeconomic framework, and (iv) how those investments could be financed by government, domestic resource mobilisation and external sources. Support will also be provided to mainstream the investments identified at the macro-economic level: this is to be achieved by incorporating the identified investments and development priorities into national budgets via a Medium Term Expenditure Framework (MTEF). (In the Asia context, a simple macroeconomic framework has been developed to determine a country's investment requirements, estimate the financial gap and how this can be bridged with modelling of the growth and poverty linkages. In the Solomon Islands context, while such a macroeconomic model might not be appropriate, it will be important nevertheless to focus both on improving the effectiveness of external aid and improving domestic financing.)
- (b) Widening policy choices and options: This focuses on the design of policies supporting MDGs-based development strategies including broad based employment strategies, cash transfers, social protection, trade policies, governance reforms, reforms to land and property rights to benefit women and local government policies. Solomon Islands faces particular constraints in policy choices as government often has to respond to external developments in areas such as trade, climate change and natural disasters. The Solomon Islands is also facing a period that is likely to see severe budget constraints. However there are ways to increase the poverty reducing impacts of certain policy choices and this would form the focus of this area of work.
- (c) Strengthening national capacity to deliver. This area of support includes capacity development of both governments and civil society in key areas such as planning and policy formulation, budgeting, aid policy and management, public administration, public finance management, community empowerment and decentralisation, statistical and analytical capacity, public-private partnerships and MDGs monitoring. Solomon Islands faces many capacity challenges in these areas including low levels of adult literacy, particularly in the rural areas and among the urban poor, limited economies of scale in service delivery and high-levels of dependence on external development finance and expertise. Some of these challenges can be reduced by building on regional capacity and south-south lesson learning within the region.

MDGI will mostly focus on the component A, and evolve through three stages, depending on the country's demand and the Government's ownership of the process:

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- Scoping. UN(DP) undertook initial scoping review, leading to (i) a more detailed baseline assessment of the national planning and policy making capacities, (ii) capacity to implement MDGs and (iii) data readiness to support fact based policy making and planning as three critical factors.
- Initiating. During this stage a national MDGI coordination structure will be established, involving CSO, line ministries and development partners, to ensure implementation. Furthermore, Government and other partners will be trained on MDGs Needs Assessment methodology, Costing Tools and in other relevant skills to develop national capacities for MDGs attainment. Based on participation at the training, Working Groups (WG) or Thematic Task Forces (TTF) will be set up and their roles defined. The training modules will be so designed that by the end of the first salvo of trainings participants (national counterparts) will be able to envision and create an outline of how the work of MDGs needs to be done nationally (based on better understanding of Needs Assessment & Costing Tools, linking to the macro framework, MTEF & annual budget, and the Financing Strategy, etc.). This will lead to a process of fine tuning the results of the scoping exercise, balancing the need to achieve MDGs results rapidly with the need to be able to sustain gains, and estimating the overall availability and requirement of resources (national capacities and finances).
- Maturing. During this stage the process of MDGs planning and costing will be integrated sequentially into national systems, plans and policies. This may entail the development of MDGs-based medium-term prospective investment plans and development of multi-year expenditure frameworks.

Decisions to move from one stage to the next will be in a consultative fashion through stakeholder meetings, taking into account national absorptive capacities and the long term sustainability of outputs. Consultations at specific points may be required to validate the work and check duplication and/or double counting. All stages would be implemented to lead to national ownership and leadership, and the development of national capacities.

In consultation with SIG, embedding project staff in at least two high-level government departments will be proposed: one for the MDGI project coordination itself, and the other to manage the technical aspects of the MDGI. Based on discussions with Government, it is proposed that **(1) the National Steering Committee (NSC) exercise overall oversight and leadership on the whole MDGI project via the Project Coordinator who should be placed in MDPAC to provide assistance, while Thematic Groups be responsible for coordination at the working/operational level.** The conditions and salary scale of government will apply for this post, as MDPAC intends to absorb the person within government structure at the end of the project⁷. **(2) The technical advice, particularly costing and linking to the MTEF and national budget should be done appropriately through the department of finance or planning, if necessary by embedding technical project support staff there.** Regular meetings will be proposed between those two embedded units to exchange information and make decisions in terms of strategic directions.

⁷ The following caveat needs to be kept in mind and included in Risk Analysis (Annex 1): Currently, there is a recruitment freeze across the Public Service for an indefinite period in light of the Global Financial and Economic Crisis, which would affect the intended absorption of project staff in government.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcomes as stated in the Country Programmes Results and Resources Framework: 1.1 Solomon Islands prepares and implements sectoral and national plans and sustainable development strategies aligned with Millennium Development Goals, targets and indicators linked to national budgets; national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focussing strongly on gender and demographic disaggregated data and poverty indicators</p> <p>Outcome indicators as stated in the Country Programmes Results and Resources Framework, including baselines and targets: MDGs-costed national plans; MDGs report completed; Baseline: Solomon Islands does not have national or departmental plans costed or aligned with the MDGs; Target: Tenets of MDGs-based planning and budgeting methodology is used in departmental and national planning</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty eradication and achievement of the internationally agreed development goals, including the Millennium Development Goals</p> <p>Partnership Strategy: UNDP direct execution in partnership with the Ministry of Development Planning and Aid Coordination (MDPAC) as the main Solomon Islands Government (SIG) implementing partner; UNDP partnership with ESCAP, UNICEF, UNIFEM, UNFPA on technical/sectoral matters</p> <p>Project title and ID (ATLAS Award ID): Millennium Development Goals Support in Solomon Islands (00045565)</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	INPUTS
<p>Output: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports</p> <p>Baseline: No baseline assessments on data and capacity taken in any sectors</p> <p>Indicators: Number of MDGs-aligned sectoral budgets/plans developed</p> <p>Baseline: Solomon Islands did not have national or sectoral plans realistically costed or</p>	<p>At least one sector data and capacity assessments completed (2009)</p> <p>Complete baseline assessments for two sectors (2009-10)</p>	<p>ACTIVITY 1: MDGI Project Preparatory phase</p> <p>1.1. Identify management structure & National Coordinator of MDGs programme with counterpart in Ministry of Development Planning and Aid Coordination (MDPAC)</p>	SIG/UN Team	N/A
		<p>1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission and follow-up</p>	SIG/UNDP	Travel 15,000
		<p>1.3. Define scope of MDGs needs assessment & costing</p>	SIG/UNDP	N/A
		<p>1.4. Draw up workplan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GosI/UNDP approval</p>	SIG/UN Team	N/A
<p>2008-09 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and international Development Goals (2009)</p> <p>MDGs-based planning and budgeting is operational in two sectors (2009-10)</p> <p>Sectoral and national budgets aligned to the MDGs (2010)</p>		<p>ACTIVITY 2: MDGs Needs Assessment and Costing undertaken</p> <p>2.1. Set up Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR</p>	SIG	N/A
		<p>2.2. Agree on timelines for training, select participants for the training & undertake a series of training (including TOT)</p>	SIG	Consultation 3,000
		<p>2.3. Identify resource persons to undertake training & backstopping services and develop TORs</p>	SIG	Training 70,000
		<p>2.4. TTFs & NCTF commence assessments and costing of relevant sectors and identify technical input needs, monitoring measures, etc., as process advances</p>	SIG/UNDP/UN Team	Travel 30,000 Technical support 30,000

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	INPUTS
	National and sectoral development plans are aligned/costed with MDGs and linked to national budgets (2009-10)	<p>ACTIVITY 3: MDGs mainstreamed into national systems</p> <p>3.1. Consolidation of sector assessments and costing by TTFs</p> <p>3.2. National consultations of MDGs policy options to (i) validate the exercise and findings and (ii) check for duplication and double counting/overlap across sectors; draft report of sector assessment and costing circulated to stakeholders for feedback and finalisation</p> <p>3.3. Develop a government expenditure strategy (MTEF etc) based on the macro-economic framework and consolidated sector assessment</p> <p>3.4. Presentation of working report at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in late 2009</p> <p>3.5. Develop framework for M&E of Government policy implementation</p>	<p>UNDP/ SIG/ESCAP</p> <p>UNDP/ SIG</p> <p>UNDP/ESCAP/ SIG</p> <p>SIG</p> <p>UNDP/ESCAP/UN ICEF/ UNIFEM</p>	<p>Consultation 4,000</p> <p>Consultation/ publication 4,000</p> <p>Consultation 4,000</p> <p>Publication 4,000</p> <p>Consultation 4,000</p>
	MDGs+10 report Completed 2010	<p>ACTIVITY 4: MDGs Progress Report finalised; and ongoing support to MDGs related advocacy, monitoring, reporting</p> <p>4.1. Implementation Plan put in place to address MDGs data gaps</p> <p>4.2. Develop and implement improved monitoring mechanisms and inclusion of MDGs indicators in sector plans</p> <p>4.3. Provide ongoing support, advocacy and training of local counterparts in monitoring and reporting</p> <p>4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, etc.</p> <p>4.5. Undertake stakeholder consultations, advocacy & Draft MDGs Progress Report in line with MDGs+10 review</p> <p>4.6. Finalise MDGs Progress Report, publish & launch</p>	<p>SIG/UNIFEM/ UNICEF/UNFPA</p> <p>Local consultant 20,000</p> <p>Advocacy 6,000</p> <p>Gender Analysis consultant 20,000</p> <p>Stakeholder consultation 6,000</p> <p>Publication/ launch 4,000</p>	<p>Local consultant 20,000</p> <p>Advocacy 6,000</p> <p>Gender Analysis consultant 20,000</p> <p>Stakeholder consultation 6,000</p> <p>Publication/ launch 4,000</p>
		<p>ACTIVITY 5: Project Management</p> <p>5.1. Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project.</p>		<p>UNDP monitoring evaluation 20,000</p> <p>Audit 6,455</p> <p>Communication & operation 5,000</p> <p>10% CPAP cap building 37,545</p>

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	INPUTS
		5.2. Procure relevant furniture/equipment for programme	SIG /UNDP	Equipment 30,000
		5.3. Recruit MDGs Support Programme Coordinator (3 yrs)	SIG	Recruitment 90,000
				413,000

IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
								Budget Description
<p>Output: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports</p> <p>Baseline: No baseline assessments on data and capacity taken in any sectors</p> <p>Indicators: Number of MDGs-aligned sectoral budgets/plans developed</p> <p>Targets (2009): At least 1 sector complete data and capacity assessments</p> <p>Targets (2009-10): Complete baseline assessments for three sectors</p> <p>Baseline: Solomon Islands did not have national or sectoral plans realistically costed or aligned with the MDGs. Planners have limited expertise in use of MDGs costing and planning tools</p> <p>Indicators: MDGs-costed national/sectoral plans;</p> <p>Target (2009): 2009 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and International Development Goals.</p> <p>Target (2009-10): MDGs-based planning and budgeting is operational in two</p>	<p>ACTIVITY 1: MDGI Project Preparation and Baseline Assessment Undertaken</p> <p>1.1. Identify management structure & National Coordinator of MDGs Programme with counterpart in Ministry of Development Planning and Aid Coordination (MDPAC)</p> <p>1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission & follow-up</p> <p>1.3. Define scope of assessments</p> <p>1.4. Draw up workplan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GoS/UNDP approval</p> <p>ACTIVITY 2: MDGs Needs Assessment & Costing undertaken</p> <p>2.1. Identify Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR</p> <p>2.2. TTFs & NCTF undertake relevant monitoring meetings</p> <p>2.3. Agree on timelines for training and participants for the training & undertake a series of training including TOT</p> <p>2.4. Identify resource persons to undertake training & backstopping services and develop TORs</p> <p>2.5. Commence assessments and costing of relevant sectors and identify technical input needs as process advances</p> <p>ACTIVITY 3: MDGs mainstreamed into national systems</p> <p>3.1. Consolidation of sector assessments, costings and policy options into draft report; and circulate to stakeholders for feedback and finalisation</p> <p>3.2. Presentation of working report at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in late 2009</p> <p>3.3. Develop an MTEF strategy based on the macro-economic framework and consolidated sector assessment</p> <p>3.4. Develop framework for M&E of Government policy implementation; and ongoing support to SIG M&E activities</p>					UNDP, MDPAC, other relevant SIG agencies	UNDP	Travel Meetings & Workshops 5,000 5,000
						UNDP, MDPAC, TTFs, relevant line ministries	UNDP	Consultations Training Technical support to TTFs Travel Meetings & Workshops 5,000 10,000 10,000 5,000 5,000
						UNDP, MDPAC, other relevant SIG agencies	UNDP	

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EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
							Budget Description	
	<p>ACTIVITY 4: MDGs Progress Report finalised</p> <p>4.1. Implementation Plan put in place to address MDGs data gaps.</p> <p>4.2. Develop and implement improved monitoring mechanisms and inclusion of MDGs indicators in sector plans</p> <p>4.3. Provide ongoing support, advocacy for and training of local/civil society counterparts in monitoring and reporting</p> <p>4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, etc</p> <p>4.5. Undertake stakeholder consultations, advocacy & Draft MDGs Progress Report in line with MDGs+10 review</p> <p>4.6. Finalise MDGs Progress Report, publish & launch</p>				X	UNDP, MDPAC	UNDP	5,000
	<p>ACTIVITY 5: Project Management</p> <p>5.1. Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project.</p> <p>5.2. Procure relevant furniture/equipment for programme</p> <p>5.3. Recruit MDGs Support Programme Coordinator (3 yrs)</p>				X	UNDP, MDPAC	UNDP	30,000 15,000
TOTAL								100,000

Year: 2010

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
<p>Output: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports</p> <p>Baseline: No baseline assessments on data and capacity taken in any sectors</p> <p>Indicators: Number of MDGs-aligned sectoral budgets/plans developed</p> <p>Targets (2009-10): At least 1 sector complete data and capacity assessments</p> <p>Targets (2009-10): Complete baseline assessments for three sectors</p> <p>Baseline: Solomon Islands did not have national or sectoral plans realistically costed or aligned with the MDGs. Planners have limited expertise in use of MDGs costing and planning tools</p> <p>Indicators: MDGs-costed national/sectoral plans;</p> <p>Target (2009): 2008-09 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and International Development Goals.</p> <p>Target (2009-10): MDGs-based planning and budgeting is operational in two</p>	<p>ACTIVITY 1: MDGI Baseline Assessment Undertaken</p> <p>1.1. Identify management structure & National Coordinator of MDGs Programme with counterpart in Ministry of Development Planning and Aid Coordination (MDPAC)</p> <p>1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission and follow-up</p> <p>1.3. Define scope of assessments</p> <p>1.4. Draw up workplan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GoS/UNDP approval</p> <p>ACTIVITY 2: MDGs Needs Assessment & Costing undertaken</p> <p>2.1. Identify Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR</p> <p>2.2. TTFs & NCTF undertake relevant monitoring meetings</p> <p>2.3. Agree on timelines for training and participants for the training & undertake a series of training including TOT</p> <p>2.4. Identify resource people to undertake training & backstopping services and develop TORs</p> <p>2.5. Commence assessments and costing of relevant sectors and identify technical input needs as process advances</p> <p>ACTIVITY 3: MDGs mainstreamed into national systems</p> <p>3.1. Consolidation of sector assessments, costings and policy options into draft report and circulate to stakeholders for feedback and finalisation</p> <p>3.2. Presentation of working report at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in late 2009</p> <p>3.3. Develop an MTEF strategy based on the macro-economic framework and consolidated sector assessment</p> <p>3.4. Develop framework for M&E of Government policy implementation; and ongoing support to SIG M&E activities</p>					UNDP, MDPAC, other relevant SIG agencies	UNDP	MDGI
		X	X	X	X	UNDP, MDPAC, other relevant line ministries	UNDP	MDGI
		X	X	X	X	UNDP, MDPAC, other relevant SIG agencies	UNDP	MDGI

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EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
							Budget Description	
	<p>ACTIVITY 4: MDGs Progress Report finalised, and ongoing support to MDGs related advocacy, monitoring, reporting</p> <p>4.1. Implementation Plan put in place to address MDGs data gaps</p> <p>4.2. Develop and implement improved monitoring mechanisms and inclusion of MDGs indicators in sector plans</p> <p>4.3. Provide ongoing support, advocacy for and training of local/civil society counterparts in the monitoring and reporting</p> <p>4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, etc</p> <p>4.5. Undertake stakeholder consultations, advocacy & Draft MDGs Progress Report in line with MDGs+10 review</p> <p>4.6. Finalise MDGs Progress Report, publish & launch</p> <p>ACTIVITY 5: Project Management</p> <p>5.1. Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project</p> <p>5.2. Procure relevant furniture/equipment for programme</p> <p>5.3. Recruit MDGs Support Programme Coordinator (3 yrs)</p>	X	X	X	X	UNDP, MDPAC	UNDP	MDGI
		X	X	X	X	UNDP, MDPAC	UNDP	MDGI
TOTAL								

Year: 2011

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Budget Description	Amount
<p>Output: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports</p> <p>Baseline: No baseline assessments on data and capacity taken in any sectors</p> <p>Indicators: Number of MDGs aligned sectoral budgets/plans developed</p> <p>Targets (2009): At least 1 sector complete data and capacity assessments</p> <p>Targets (2009-10): Complete baseline assessments for three sectors</p> <p>Baseline: At the end of 2007, Solomon Islands did not have national or sectoral plans realistically costed or aligned with the MDGs. Planners have limited expertise in use of MDGs costing and planning tools</p> <p>Indicators: MDGs-costed national/sectoral plans;</p> <p>Target (2009): 2008-09 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional & Int'l Development Goals.</p> <p>Target (2010): MDGs-based planning</p>	<p>ACTIVITY 1: MDGI Baseline Assessment Undertaken</p> <p>1.1. Identify management structure & National Coordinator of MDGs Programme with counterpart in Ministry of Development Planning and Aid Coordination (MDPAC)</p> <p>1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission & follow-up</p> <p>1.3. Define scope of assessments</p> <p>1.4. Draw up workplan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GoS/UNDP approval.</p> <p>ACTIVITY 2: MDGs Needs Assessment & Costing undertaken</p> <p>2.1. Identify Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR</p> <p>2.2. TTFs & NCTF undertake relevant monitoring meetings</p> <p>2.3. Agree on timelines for training and participants for the training & undertake a series of training including TOT</p> <p>2.4. Identify resource people to undertake training & backstopping services and develop TORs</p> <p>2.5. Commence assessments and costing of relevant sectors and identify technical input needs as process advances</p> <p>ACTIVITY 3: MDGs mainstreamed into national systems</p> <p>3.1. Consolidation of sector assessments, costings and policy options into draft report and circulate to stakeholders for feedback and finalisation</p> <p>3.2. Presentation of working report at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in late 2009</p> <p>3.3. Develop an MTEF strategy based on the macro-economic framework and consolidated sector assessment</p> <p>3.4. Develop framework for M&E of Government policy implementation and ongoing support to SIG M&E activities</p>					UNDP, MDPAC, other relevant SIG agencies	UNDP	MDGI	
						UNDP, MDPAC, TTFs, relevant line ministries	UNDP	MDGI	
		X	X	X	X	UNDP, MDPAC, other relevant SIG agencies	UNDP	MDGI	

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EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
		X	X	X	X		UNDP, MDPAC	UNDP	MDGI
	<p>ACTIVITY 4: MDGs Progress Report finalised, and ongoing support to MDGs related advocacy, monitoring, reporting</p> <p>4.1. Implementation Plan put in place to address MDGs data gaps.</p> <p>4.2. Develop and implement improved monitoring mechanisms and inclusion of MDGs indicators in sector plans</p> <p>4.3. Provide ongoing support, advocacy for and training of local/civil society counterparts in the monitoring and reporting</p> <p>4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, etc.</p> <p>4.5. Undertake stakeholder consultations, advocacy & Draft MDGs Progress Report in line with MDGs+10 review</p> <p>4.6. Finalise MDGs Progress Report, publish & launch</p>								
	<p>ACTIVITY 5: Project Management</p> <p>5.1. Conduct effective management oversight, monitoring and evaluation, and operational support throughout the life cycle of the project.</p> <p>5.2. Procure relevant furniture/equipment for programme</p> <p>5.3. Recruit MDGs Support Programme Coordinator (3 yrs)</p>	X	X	X	X	UNDP, MDPAC	UNDP	MDGI	
TOTAL									

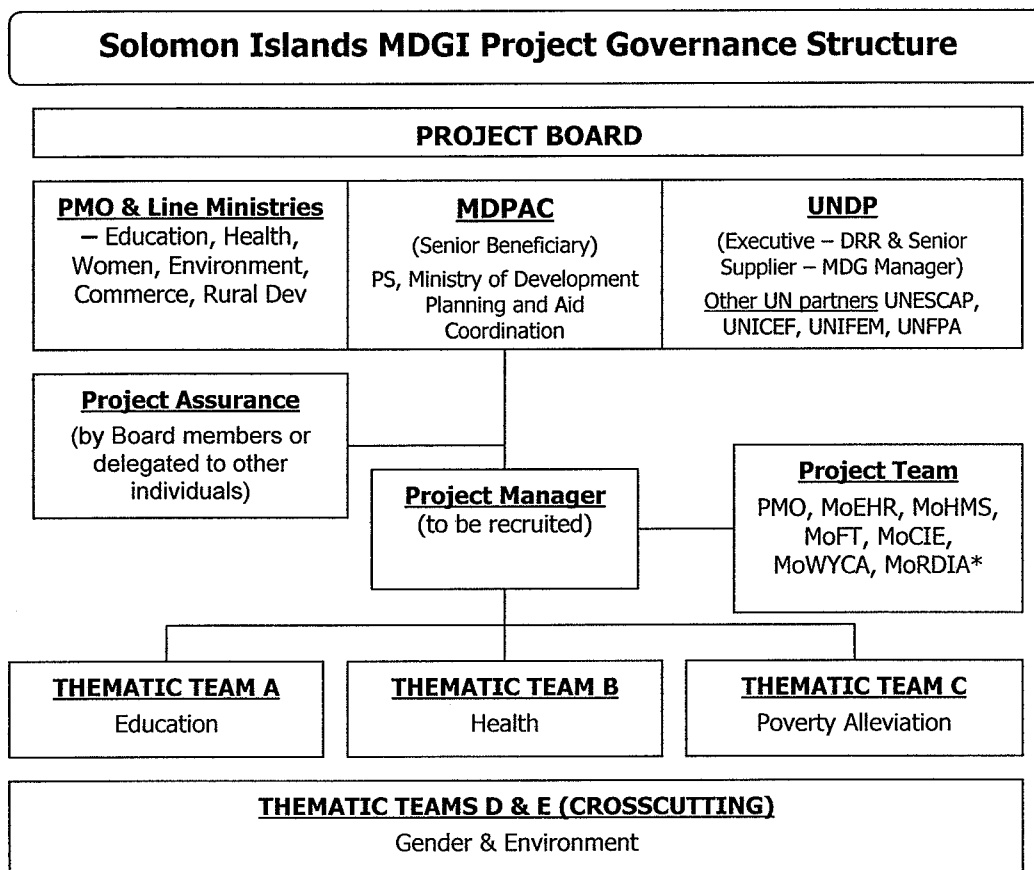
Year: 2012

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
<p>Output: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports</p> <p>Baseline: No baseline assessments on data and capacity taken in any sectors</p> <p>Indicators: Number of MDGs-aligned sectoral budgets/plans developed</p> <p>Targets (2009): At least 1 sector complete data and capacity assessments</p> <p>Targets (2009-10): Complete baseline assessments for three sectors</p>	<p>ACTIVITY 1: MDGI Baseline Assessment Undertaken</p> <p>1.1. Identify management structure & National Coordinator of MDGs Programme with counterpart in Ministry of Development Planning and Aid Coordination (MDPAC)</p> <p>1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission & follow-up</p> <p>1.3. Define scope of assessments</p> <p>1.4. Draw up workplan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GoS/UNDP approval</p>							
<p>Baseline: Solomon Islands did not have national or sectoral plans realistically costed or aligned with the MDGs. Planners have limited expertise in use of MDGs costing and planning tools</p> <p>Indicators: MDGs-costed national/sectoral plans;</p> <p>Target (2009): 2008-09 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional & Int'l Development Goals.</p> <p>Target (2009-10): MDGs-based planning and budgeting is operational in two</p>	<p>ACTIVITY 2: MDGs Needs Assessment & Costing undertaken</p> <p>2.1. Identify Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR</p> <p>2.2. TTFs & NCTF undertake relevant monitoring meetings</p> <p>2.3. Agree on timelines for training and participants for the training & undertake a series of training including TOT</p> <p>2.4. Identify resource persons to undertake training & backstopping services and develop TORs</p> <p>2.5. Commence assessments and costing of relevant sectors and identify technical input needs as process advances</p>							
	<p>ACTIVITY 3: MDGs mainstreamed into national systems</p> <p>3.1. Consolidation of sector assessments, costings and policy options into draft report and circulate to stakeholders for feedback and finalisation</p> <p>3.2. Presentation of working report at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in late 2009</p> <p>3.3. Develop an MTEF strategy based on the macro-economic framework and consolidated sector assessment</p> <p>3.4. Develop framework for M&E of Government policy implementation; and ongoing support to SIG M&E activities</p>							

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EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
		<p>ACTIVITY 4: MDGs Progress Report finalised, and ongoing support to MDGs related advocacy, monitoring, reporting</p> <p>4.1. Implementation Plan put in place to address MDGs data gaps.</p> <p>4.2. Develop and implement improved monitoring mechanisms and inclusion of MDGs indicators in sector plans</p> <p>4.3. Provide ongoing support, advocacy for and training of local/civil society counterparts in the monitoring and reporting</p> <p>4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, etc.</p> <p>4.5. Undertake stakeholder consultations, advocacy & Draft MDGs Progress Report in line with MDGs+10 review</p> <p>4.6. Finalise MDGs Progress Report, publish & launch</p> <p>ACTIVITY 5: Project Management</p> <p>5.1. Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project.</p> <p>5.2. Procure relevant furniture/equipment for programme</p> <p>5.3. Recruit MDGs Support Programme Coordinator (3 yrs)</p>	X	X	X		X	UNDP, MDPAC	UNDP
	X	X	X	X	UNDP, MDPAC	UNDP	MDGI		
TOTAL									

V. MANAGEMENT ARRANGEMENTS



(* PMO- Office of the Prime Minister and Cabinet; MoEHR- Ministry of Education and Human Resources; MoHMS- Ministry of Health and Medical Services; MoFT- Ministry of Finance and Treasury; MoCIE- Ministry of Commerce, Industry and Employment; MoWYCA- Ministry of Women, Youths and Children Affairs; MoRDIA- Ministry of Rural Development and Indigenous Affairs)

Theme Selection

The themes selected for priority assistance are Education; Health; Poverty Alleviation; and the two crosscutting priorities: Gender and Environment. The theme selection has followed from the MDGI Scoping Mission consultations, diagnostic analysis of key sectors, and current assessment of programming synergies. During consultations, SIG inter alia indicated need for assistance to Education and Health sectors. Poverty Alleviation has been included as Theme C to stimulate per capita income growth in the Solomon Islands and also with a view to achieving possible synergies with pipeline livelihoods projects (UNDP, AusAID etc) that will soon commence. Gender is a priority crosscutting area for the Solomon Islands and the Scoping Mission's diagnostic analysis confirmed that MDGs in this sector are unlikely to be met; hence the rationale for the focus on Gender and its inclusion as Theme D in the project. The Environment is yet another priority crosscutting area for the Solomon Islands; during the Scoping Mission's Briefing Meetings with the Environment Focus Group, there emerged substantial interest in MDGI assistance, particularly for the costing tools, which has led to this theme being a focus for the project.

Roles and Responsibilities

Establishing an effective project management structure is crucial for the project's success. The project has need for direction, management, control and communication and has been designed according to the following project organisation structure.

Project Board: The Project Board is the group responsible for making, by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP / Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure:

- development indicators are met;
- best value for money;
- fairness;
- integrity;
- transparency; and
- effective international competition.

In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved Annual Work Plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

This group contains three roles:

Executive: An individual to chair the group, who represents the Government Cooperating Agency, in this case the Ministry of Development Planning and Aid Coordination. The Executive provides oversight role to the Executing Agency that will have the overall responsibility for project execution and is responsible for project deliverables and accountable to Government and UNDP.

Senior Supplier: An individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project and for this project is the UNDP.

Senior Beneficiary: An individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary for this project will be Chair of the Technical Working Group.

The Project Board supports the following roles:

Project Assurance: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the

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Project Manager. Project Assurance for this project will be undertaken by the CPAP Technical Committee and UNDP.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner, within the constraints laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, in this case the Permanent Secretary MDPAC, who should be different from the Implementing Partner's representative in the Outcome Board. The Implementing Partner is the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The Implementing Partner may enter into agreements with other organisations or entities to assist in successfully delivering project outputs. Possible Implementing Partners include government institutions, other eligible UN agencies and Inter-governmental organisations (IGOs), UNDP, and eligible NGOs. Eligible NGOs are those that are legally registered in the country where they will be operating. NGO selection will be based on an assessment of their legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, their ability to manage cash must be assessed in accordance with the Harmonised Approach for Cash Transfers (HACT).

Project Support: The Project Support role provides project administration, management and technical support to the Project Coordinator as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. Project Support will be provided by a Project Coordinator within the MDPAC.

Teams: Different teams will be formed during the project to work on and deliver different activities identified above on the Project Annual Work Plan Budget Sheet.

VI. MONITORING FRAMEWORK AND EVALUATION

OUTPUT: Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty , environment and gender issues and incorporate in MDGs-based national policies, plans, budgets and reports

Activity Result 1 (Atlas Activity ID)	Baseline Assessment Undertaken	Start Date: Sep-09 End Date: September-10
Purpose	To undertake initial baseline assessment of data readiness and policy-making/implementation capacity	
Description	During this stage of the process the UN system will undertake and initial scoping, leading to a more detailed assessment of National Planning and Policy making capacities and status, national capacity to implement MDGs achievement, national data readiness to support fact based policy making and planning as three critical factors.	
Quality Criteria	Method of Verification	Date of Assessment
At least 1 sectors complete data and capacity assessments		2009
Complete baseline assessments for three sectors		2010

Activity Result 2 (Atlas Activity ID)	MDGs Needs Assessment and Costing Undertaken	Start Date: September-09 End Date: March 10
Purpose	To establish MDGI implementation and coordination processes and structures and to undertake MDGs costing and financing studies	

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Description	During this stage a national MDGI coordination structure will be established, involving CSOs, line ministries and development partners, to ensure implementation. Furthermore, Government and other partners will be trained and various other measures will be taken to develop national capacities for MDGs attainment. Both these measures will allow, with support from various UN agencies, for the Government and partners to set up the initial applications of MDGs planning models, and scope the macro realities. This will lead to a process of fine tuning the results, balancing the need to achieve MDGs results rapidly, with the need to be able to sustain gains and the overall availability of national resources (national capacities and finances).	
Quality Criteria	Means of Verification	Date of Assessment
2008-09 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and International Development Goals.		2009
MDGs based planning and budgeting is operational in two sectors		2009-10
Sectoral and national budgets aligned to the MDGs		2010

Activity Result 3 (Atlas Activity ID)	MDGI mainstreamed into national systems	Start Date: 2010 End Date: TBD
Purpose	To institutionalize the process of MDGs planning and budgeting and to mainstream it into national systems	
Description	During this stage the process of MDGs planning and costing will be integrated into national systems and brought closer to the national planning and policy making realities. This may entail the development of MDGs-based medium-term prospective investment plans and development of multi-year MDGs expenditure frameworks.	
Quality Criteria	Method of Verification	Date of Assessment
National and sectoral development plans are aligned/costed with MDGs and linked to national budgets		2010

Activity Result 4 (Atlas Activity ID)	MDGs Progress report finalized	Start Date: Sep 2009 End Date: 2010
Purpose	To institutionalize the process of MDGs planning and budgeting and to mainstream it into national systems	
Description	During this stage the process of MDGs planning and costing will be integrated into national systems and brought closer to the national planning and policy making realities. This may entail the development of MDGs-based medium-term prospective investment plans and development of multi-year MDGs expenditure frameworks.	
Quality Criteria	Method of Verification	Date of Assessment
MDGs+10 report Completed 2010		2010

Activity Result 5 (Atlas Activity ID)	Project Management	Start Date: September 09 End Date: August 2012
Purpose	To ensure the project is managed in an effective way with the necessary project management mechanisms for implementation and monitoring are in place and operational as well as being aligned to relevant government and UDP processes.	
Description	This process commences with the recruitment of the National Project Coordinator who will be the contact point for the project in liaison with the Department Director and work closely with other ministries involved in implementation and the UNDP Solomon Islands Desk Officer for the alignment of project processes with UNDP rules during the life of the project.	
Quality Criteria	Method of Verification	Date of Assessment

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, 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 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 Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

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 and the Outcome 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.

[In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. However, a project evaluation may be required due to the complexity or innovative aspects of the project. – TBD during course of project]

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP in early 2008 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;

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- 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). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

**ANNEX 1
RISK ANALYSIS**

Project Title: MDG Initiative in Solomon Islands

#	Description	Date Identified	Type	Impact & Probability	Countermeasure/ Management Response	Owner	Submitted, updated by	Last update	Status
1	Limited personnel/capacity within the Government department hosting the project – Policy & Strategic Planning Division, Prime Minister's Office and lack of coordination with the Ministry of Finance	Project document stage	Operational	<u>Impact:</u> Delay in progress of needs assessment phase <u>Probability:</u> Dependent upon resources allocated to project and effectiveness of coordination mechanisms Moderately likely Rated 3	Vigilant support & oversight from UNDP and ongoing support and backstopping from UN technical personnel/ agencies during the process of needs assessments and costing	UNDP			Technical inputs provided as and when required by Govt. from technical agencies of UN
2	Delay in identification and immediate availability of technical resource people for training	Project document stage:	Operational	<u>Impact:</u> Delay in conduct of technical training & assessments, slippage in timelines <u>Probability:</u> Moderately likely due to vigilant oversight from UNDP. Rated 3	Effective coordination between sectors undertaking assessments with lead Govt. department & UN technical team	UNDP			Management arrangements agreed by stakeholders
3	Competing priorities of Govt. & UN partners	Project document stage: 1	Operational	<u>Impact:</u> slippage in times <u>Probability:</u> Moderately likely due to close monitoring & support by UNDP	Regular communication and updates on key events which may affect workplan.	UNDP			Draft workplan in place as per produc
4	Delay in disbursement of funds from UNDP and disbursement through govt. systems as well as reporting from Govt. back to UNDP including acquittals	Project document stage: 1	Financial	<u>Impact:</u> Slippage in timelines <u>Probability:</u> Moderately likely due to enhanced communication between UNDP & Govt. to improve understanding of various govt. & UN processes	Training for new Govt. implementation partners and ongoing support will be provided	UNDP			Draft workplan as per produc
5	Delay in availability of technical trainers from UNDP Regional Centres in Bangkok and Colombo	Project document stage	Operational	<u>Impact:</u> Slippage in timelines <u>Probability:</u> Moderately likely due to enhanced communication between UNDP & Govt. and Regional Centres to lock down dates and identify relevant technical people.	Continuous communication with UNDP Regional Centre trainers	UNDP			Draft workplan as per produc
6	Inability to absorb MDGs Programme Coordinator in govt. payroll due to government hiring freeze following Global Financial and Economic Crisis (GFEC)	Project discussion/pre-LPAC stage	Operational	<u>Impact:</u> Project Sustainability to be affected if staff with institutional/relevant knowledge exits <u>Probability:</u> Moderately likely (3) due to GFEC/govt. hiring freeze	Ensure existing government staff gain from Programme Coordinator through 'learning by doing'; document project 'lessons learned'	UNDP	MDG Manager, Aug 24, 09		Included in ToR of Programme Coordinator; to be included in work plan and

ANNEX 2
Scoping Mission
Terms of Reference

To initiate the MDGI process for Solomon Islands it is proposed to conduct a Scoping Mission to establish the framework within which the UN system can engage with Solomon Islands Government and its other development partners towards improving the nation's performance in achieving the MDGs.

The objectives for the Scoping Mission would be to:

- Determine government priorities towards the achievement of the MDGs; what are the priorities; where are the capacity constraints;
- Promote advocacy for the MDGI with government and other stakeholders (including donors), to outline what it is; what it might have to offer, what the advantages of an MDGs-based approach to policy and strategy formulation would be, and the benefits to Solomon Islands;
- Assess the current state of policy, planning and resource allocation in the priority sectors in Solomon Islands; and identify the critical constraints to be addressed, financial, institutional, capacity, infrastructure etc;
- Review the current state of data availability to support policy development; and take stock of existing analytical work or assessments, and other policy/institutional/ capacity initiatives undertaken by other partners;
- Establish the framework for MDGI implementation tailored to meet the needs of the country, this will include assessment of the risk log and project implementation capacity and finalization of the project document; and
- Initiate the project's activities and establish its governance structure, including the Project Board, project assurance and management teams and any Thematic Task Forces and Working Groups that the implementation will require.

The Scoping Mission will be led by UNDP and will involve other UN agencies in order to coordinate support and resources towards the achievement of the MDGs. The Mission will seek to clarify the parameters of the MDGI with government, ensure understanding of the process, the time frame and the commitment of national stakeholders who will be engaged throughout the process as well as roles (UN Agencies and other partners).

The Scoping Mission will engage with government at the level of the Office of the Prime Minister and line ministry level. It will also need to engage with other stakeholders, notably other donors so that the MDGI builds on existing initiatives by other donors.

The scoping mission will be followed by a stakeholder meeting in which the Government, CSOs and development partners can agree with UN agencies on the scope and dimensions of the Initiation stage. This consultative and interactive stakeholder meeting would seek to develop the log frame for the MDGI Initiation stage, including resource requirements, coordination mechanisms, collaborative and partnership arrangements, identification of major risks and benchmarked implementation strategy.

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ANNEX 3

Terms of Reference

MDGs Support Programme Coordinator (3 years)

The incumbent will have the responsibility of supporting the implementation of the Solomon Islands MDGs Support Programme for the next 3 years and will be based within the Ministry of Development Planning and Aid Coordination. He/she will report to the Permanent Secretary Ministry of Development Planning and Aid Coordination and will work closely with the UNDP Solomon Islands MDG Manager (in matrix management arrangement) as well as the UN Affairs Officer in The UN Joint Office in Honiara. Specific tasks will include:

Assist the MDGs National Steering Committee (NSC) to effectively manage and coordinate MDGI project activities to ensure that set deadlines are met through close liaison with relevant ministries involved in project activities and Ministry of Finance;

Provide effective Secretariat function to the MDGI Project High Level Committee/NSC, which tasks may include but will not be limited to:

- preparing and documenting issues identified during the implementation of project activities particularly training sessions conducted and provide recommendations on actions to be undertaken
- organising committee meetings upon request by the Chair or his/her alternate; and
- preparing draft records of committee discussions and decisions for consideration

Assist the MDGI High Level Committee/NSC to effectively monitor the implementation of programmed activities with information and status reports submitted to the Solomon Islands Government and the UN Joint Office on a regular basis;

Assist in the preparation of documentation and other necessary logistical arrangements for the convening of the annual Solomon Islands/Development Partners Meeting and follow-up on commitments and pledges for assistance;

Manage the Solomon Islands Government Investment Program Database and any other related government business management software solutions to ensure that it is/these are maintained in full operational state and updated regularly preferably on a daily basis or as when information on projects reaches the Aid Coordination Unit;

Assist in facilitating effective communication between the Solomon Islands Government and Development Partners on development cooperation matters;

Organise and confirm meeting schedules for visiting missions; and

Any other duties requested to facilitate the achievement of the Aid Coordination Unit's goals and objectives as reflected in the Units business plan.

Maintain close working relationship with the UNDP Solomon Islands MDG Manager and through him/her, the UNDP Pacific Centre.

Facilitate through liaison with Ministry of Finance, the disbursement of project funds, its documentation and reporting.

Prepare quarterly workplans to facilitate receipt of project funds and prepare quarterly narrative & financial reports to UNDP to be approved by the Director.

Keep a record of project equipment and other project assets.

Manage consultants and provide logistical and administrative support as required.

Ensure sustainability of project by building capacity of relevant colleagues in MDPAC through 'learning by doing' or similar means; and ensure project 'lessons learned' are extensively documented

Qualification:

- An undergraduate degree in one of the social sciences would be an advantage but not required.
- More than 5 years experience in programme/project management, planning & budgeting & monitoring with good analytical skills.
- Good knowledge of government budgetary/development/macro planning and analytical systems and mechanisms as well as government systems and mechanisms for plan implementation and service deliveries, and the inter-linkages between the two processes
- Good understanding of Millennium Development Goals in the Solomon Islands context
- Has ability to network and work across sectors.
- Has good report writing skills, including financial reporting/acquittals
- Good working knowledge of Microsoft Office, experience in setting up and managing databases and use of other IT related equipment.
- Ability to work in close collaboration with relevant sectors including the Ministry of Finance and must possess good coordination skills.
- Can work with minimum supervision

Reporting:

- The incumbent reports to the PS, MDPAC through the Head of the Aid Coordination Unit; and works under matrix-management arrangement with UNDP MDG Manager/Unit.

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ANNEX 4

Terms of Reference

MDGs Gender Specialist (Data Analysis) – 4 weeks

The MDGI Scoping Mission to Solomon Islands led by UNDP and supported by other UN agencies identified a number of significant gaps in the achievement of Goal 3 of the MDGs, in relation to the promotion of gender equality and women's empowerment. Key gaps were identified in the lack of gender disaggregated data and the weak linkages between Government's commitments and priorities towards Gender Equality as outlined in the PAA and in international commitments like CEDAW, Beijing PPA and the PPA and Sector Plans, Programs and Activities. A Gender Specialist is to be appointed to address these gaps and to provide baseline data which can support Government's priorities and provide relevant data to form the basis of the MDGs Report in 2010. The Consultant will work under the guidance and direction of UNIFEM Pacific Regional office in Suva. Specific tasks will include:

- Working alongside the National Statistics office to identify the gender gaps in the data set for the Household and Income Expenditure Survey, the National Census and the Solomon Islands Poverty Report
- Provide a detailed report on the data that can be teased out of the current data set and provide guidance and recommendations as to the type of questions that can be included in national surveys to provide relevant gender information across all sectors
- Work alongside the Policy Planner from the Department of Women's Affairs and identified staff from the National Statistics office to build capacity in how to extract relevant gender data and to ensure data is disaggregated by gender in all national statistical analysis.
- Undertake provincial mission to assess the state of gender related development data availability, collection and dissemination in provinces.
- Provide a report with key statistical information from the current data sets available in the NSO office and also available through other partners in country
- Provide feedback to Government and key stakeholders on the gender data.

Qualifications

- A post-graduate degree in any of the social science disciplines with a focus on gender and development.
- Experience in use of gender analysis tools and their applications in various sectors.
- Experience in data analysis and some work experience with government statistical units.
- Ability to provide policy/technical advice on how to address gender related data gaps
- Ability to work with limited supervision.