



JOINT PROGRAMME

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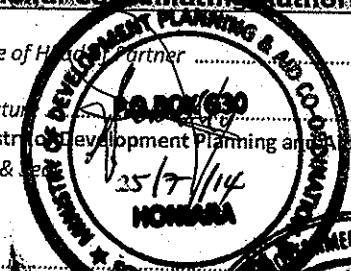

**PROVINCIAL GOVERNANCE STRENGTHENING PROGRAM (PGSP) – PHASE II:  
COUNTRY: SOLOMON ISLANDS**

**Programme Title: PROVINCIAL GOVERNANCE STRENGTHENING PROGRAM PHASE II (PGSP II)**

Joint Programme Outcome: **More effective service delivery through strengthened provincial governance**

<p><b>Programme Duration:</b> 5 years and 3 months</p> <p><b>Anticipated start date:</b> 01/07/2014 <b>Anticipated end date:</b> 31/12/2019</p> <p><b>Fund Management Option(s):</b> _____ (Parallel, cost sharing, combination)</p> <p><b>Implementing Ministry:</b> Ministry of Provincial Government and Institutional Strengthening (MPGIS)</p> <p><b>Administrative Agent:</b> United Nations Development Programme (UNDP)</p>	<p><b>Total estimated budget* :</b> USD32,146,356</p> <p><b>Out of which:</b></p> <p>1. Funded Budget: 22,500,000 2. Unfunded budget: 9,646,356</p> <p>* Total estimated budget includes programme costs and indirect support costs</p> <p><b>Sources of funded budget:</b></p> <ul style="list-style-type: none"> <li>SIG: (Parallel and cost sharing) USD 21,000,000</li> <li>UNDP USD: 1,500,000</li> </ul>
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Names and signatures of (sub) national counterparts and participating UN organizations : ...

UN organizations and Donors	National Coordinating Authorities
<p>Name of Representative: _____</p> <p>Signature: _____ United Nations Development Programme (UNDP)</p> <p>Date &amp; Seal: 24/7/2014</p> 	<p>Name of Head of Partner: _____</p> <p>Signature: _____ Ministry of Development Planning and Coordination</p> <p>Date &amp; Seal: 25/7/14 HONARA</p> 
	<p>Name of Head of Partner: _____</p> <p>Signature: _____ Ministry of Provincial Government and Institutional Strengthening</p> <p>Date &amp; Seal: _____</p> 

All signatories – national coordinating authorities and UN organizations – assume full responsibility to achieve results identified with each of them as shown in Table 1 and detailed in annual work plans.

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## *Executive summary*

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This 2<sup>nd</sup> phase of the *Provincial Governance Strengthening Programme* (PGSP-II) has been designed pursuant to the findings of the first annual Joint Review, the mid-term Joint Programme Evaluation and the opinions and views as expressed during several stakeholder meetings in late 2012 and early 2013. A key objective of PGSP-I was to lay the foundation for a 10-15 year provincial governance capacity building programme. PGSP-I has demonstrated that Provincial Governments can make effective use of public resources to implement infrastructure and other development projects. The activities in the 2<sup>nd</sup> phase therefore logically build upon and expand the achievements realised to date, whilst taking into account the present political realities and the need to establish synergies with other initiatives to more effectively deliver services to the people in the provinces. The comparative advantage of PGSP vis-à-vis other rural development initiatives is the focus on provincial level planning, decision-making, and investment, which allows for the implementation of larger initiatives, such as provincial level infrastructure and province wide energy or climate change adaptation projects. In addition, its strong emphasis on sound financial management and capacity-building of provincial governance actors lays the groundwork for sustainable service delivery in rural areas. The sustainability and ownership of PGSP has seen a significant boost following the Government's significant increase in contribution to the Provincial Capital Development Fund and its explicit support for PGSP in the National Development Strategy 2011 to 2020.

PGSP-I assisted the Provincial Governments to showcase their ability to perform with investment funds (under the Provincial Capacity Development Fund) and built their skills in sound public financial management. That helped improve their capacity to adequately plan and implement development and infrastructure projects. The aim of the next phase therefore is to consolidate the achievements made so far, to further build the capacity of provinces and Provincial Governments to provide quality public service delivery through an efficient organisation of the provincial administration; and to increase accountability of Provincial Governments towards the people. The next phase of support is for a period of 5 years from 2014 to 2019. Key issues identified for the next phase are: clarification of the role and mandate of provincial administrations; a unified province-wide planning system; gender mainstreaming; accountability, transparency, and participation.

The outcomes and outputs for phase 2 are defined as follows:

**Project Outcome:** More effective service delivery through strengthened provincial governance

**Project Outputs:**

- Output 1:* Roles and responsibilities of Provincial Governments, line ministries, and NGOs with regards to rural development are clarified and agreed by all stakeholders leading to an updated Provincial Government/Governance Act.
- Output 2:* Provincial Governments' funding, planning, public finance management systems and procedures are strengthened.
- Output 3:* Capacity of executive, legislative and administrative branches of Provincial Governments are developed to fulfil their functions and mandate.
- Output 4:* People and communities are empowered to hold Provincial Governments to account with regard to service delivery, integrity and leadership.

Output 5: Efficient project management and effective M&E system is in place to achieve programme results including Monitoring & Evaluation

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## 1. Situation analysis: Key issues for improved subnational service delivery

### 1.1 Introduction

Improving *public service delivery* – that is services delivered by Government – is a priority for the Solomon Island Government (SIG). For a country like Solomon Islands, however, improving public services – such as primary education, public infrastructure, health care, water supply and sanitation, energy services, and extension services – poses formidable challenges due to a number of factors. First, the size and nature of the archipelago<sup>1</sup> renders accessibility and mobility difficult and expensive. The rugged terrains and high levels of rainfall, notably on the larger inhabited islands, make road infrastructure and maintenance expensive. Second, the country is ethnically diverse and people have a strong sense of identity linked to their place of origin and their belonging to a specific ethnic and linguistic community. Each of the nine provinces, which show important differences in nature and size, has a tendency to look after its own distinct communities. In addition, the country is in a period of reconciliation following violent tensions. Third, the low population density (just over 19 persons per km<sup>2</sup> on average) combined with a high level of rural-urban migration renders decentralised service delivery both more necessary and at the same time more difficult. Fourth and final, there is a relative scarcity of financial resources, and the Solomon Islands belong to the group of least developed countries. Hence, there is a clear need for a service delivery modality that is effective, efficient and responds to the country's specific characteristics and challenges.

### 1.2 Need for a Unified Provincial Administration with Clear Role Definitions

Various Ministries are presently making efforts to improve service delivery in rural areas. However, an agreement on institutional arrangements to deliver services at the provincial and community levels is still to be defined. Currently, Ministries and Provincial Governments are making their own arrangements and often with insufficient regard to potential synergies. This has resulted in parallel delivery mechanisms (Provincial Governments next to line Ministries) and unclear reporting lines for staff of Ministries posted in the provinces.

Irrespective of the outcome of the on-going constitutional review process, there is scope to rethink the roles and functions of the Provincial Governments and their relation to line Ministries present in the provinces. Given the geographical set-up of the country and its provinces, there is a need to clearly delineate and agree on the functions that need be transferred to the provincial level and those that would remain with the central government.

Based on initial results of the functional assignment exercise (initiated under PGSP-I), and informed by the experiences of the Ministry of Education, there are opportunities to evolve towards a unified provincial administration that overcomes the current parallel (or 'silo') systems and creates synergy and collaboration across sectors. Such a process will be started during PGSP-II by outlining the key questions

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<sup>1</sup> The Solomon Islands comprises of almost 1,000 islands with a total land area of 28,450 km<sup>2</sup> and a sea area of around 1.35 million km<sup>2</sup>.

regarding institutional arrangements; by proposing a roadmap to discuss and reach a consensus on these key issues; by undertaking concrete steps towards a more efficient organisation of service delivery; and by supporting reform of the Provincial Government Act.

### **1.3 Need for An Integrated Provincial Planning System**

Similar to the challenges identified above (with a lack of horizontal integration at the provincial level), there is also a lack of vertical integration between provincial level planning and implementation processes and those at ward and community levels. The Provincial Capital Development Fund (PCDF), by its nature, mainly finances bigger provincial and community level investment projects, planned for at the provincial level, managed and implemented by the provincial administration. Planning processes for PCDF investments so far have included limited input from communities and wards and are not linked up with planning processes at that level. Also, the Ministry of Development Planning and Aid Coordination would like to see the provincial plans aligned with the National Development Strategy (2011-2020) of Solomon Islands.

The World Bank funded Rural Development Project (RDP) provides funds to community and ward level projects. Planning processes under RDP and other stakeholders are community based and participatory with limited involvement of Provincial Governments and no established linkages with the PCDF planning process (for example, there is no avenue for referring projects that are beyond the scope of the RDP to be funded and implemented under the PCDF modality). Also, PGSP planning and implementation processes follow a more top-down sector based approach.

The RDP and the PCDF mechanisms in practice target different stakeholders, have different planning mechanisms and implementation modalities as well as different investment menus. Given the absence of formal government structures at sub-provincial level, the implementation of smaller sub-provincial projects by communities directly (not necessarily the provincial administration) provides an important service delivery avenue, whereas larger projects that extend beyond a single ward or community are better placed for implementation by the provincial administration. That said, provincial administrations could play an important oversight role for community-led projects and their capacity to undertake such additional functions should be enhanced.

Given the identified constraints for Provincial Governments and the need for them to become more relevant in service delivery (and not only in the delivery of investment projects), there is scope for PGSP-II to support the Ministry of Provincial Government and Institutional Strengthening (MPGIS) as well as other stakeholders in setting up a harmonised planning system in provinces. Integrating planning processes throughout the provinces would lead to increased public participation and accountability, expanded roles for ward development committees, constituencies etc and it would provide a common platform for service providers in a province. Experiences from other stakeholders also provide useful lessons on how to use community and ward level implementation mechanisms that increase the overall provincial service delivery implementation capacity through community participation.

Both PCDF grants and funds from other stakeholders in the same business are public funds that serve different needs and follow different modalities. That said, in practice PGSP-I and similar projects funded by other stakeholders, which underlines the need to define separate investment menus for each of the funding windows. There is therefore scope to not only align the planning mechanisms but also the flow

of funds through an integrated fiscal structure during PGSP-II. Given the relatively small size of provinces, a discretionary cross-sectoral PCDF grant seems more suitable than the establishment of sector-specific investment grants. Thus, a combination of a discretionary provincial level investment grant (like PCDF) for cross sector planning – with planning inputs from the communities and wards – in combination with a ward-level development grant for implementation by wards and communities, with some oversight roles for the provincial administration could be a sensible set-up, that would both enhance the links of the Provincial Governments with the wards and communities and their role in service delivery.

The Government recently passed a bill on the Constituency Development Fund in 2013 to institutionalize and to scale up a mechanism of a flow of funding to Members of the National Parliament for development of their respective constituencies. Since the introduction of the bill, the stakeholders in the country has demanded a more transparent decision making process of development priorities at the constituency level by shedding light on the most vulnerable groups, an established monitoring mechanism to ensure accountability of the fund management and a synergy between the already existing channels of funds for the rural population. The Government has established a bi-partisan working committee to set up rules and regulation on the management of the Constituency Development Fund. An integrated Provincial Planning System would contribute to the prioritization of development proposals of the Constituency Development Fund as well as monitoring mechanisms of its priority projects, once the full capacity of the Provincial Government in the M & E is established.

#### 1.4 Contributing to Gender Equality Outcomes

Women in the Solomon Islands face a range of challenges in accessing services, in particular in rural areas. With regards to health services, for example, the 2007 demographic health survey showed that women in rural areas have inadequate access to health care facilities with 97% of rural women reporting that they experienced at least one problem in accessing health care. The most commonly reported problems were no drugs (91%) and no provider (87%) available. Paying for treatment was reported as a problem for 65% of rural women and 56% reported that the distance to the health facility was a problem. A larger proportion of urban women (95%) had a skilled provider to assist them during childbirth compared with rural women (84%).<sup>2</sup>

Women face discrimination that results in limited participation in decision-making at all levels, high levels of gender-based violence, wage inequalities, and limited access to key resources. They are less likely to have advanced formal schooling, to be fully literate, to have paid employment, and to fill jobs at senior levels.<sup>3</sup> Only one out of 50 Members of the national Parliament is female, and women

<sup>2</sup> Committee on the Elimination of Discrimination against Women, "List of issues and questions to be taken up in the absence of report, adopted by the CEDAW Committee at its fifty-fourth session (30 July to 3 August 2012): Replies of Solomon Islands to the list of issues," CEDAW/C/SLB/Q/1-3/Add.1, 6 November 2012, <http://www2.ohchr.org/english/bodies/cedaw/docs/CEDAW.C.SLB.Q.1-3.Add.1.pdf>

<sup>3</sup> Secretariat of the Pacific Community, "Solomon Islands Family Health and Safety Study: a Study on Violence against Women and Children," 2009, [http://www.spc.int/hdp/index2.php?option=com\\_docman&task=doc\\_view&gid=49&Itemid=44](http://www.spc.int/hdp/index2.php?option=com_docman&task=doc_view&gid=49&Itemid=44) Millennium Development Goals Report for Solomon Islands 2010, pp. 25-26

representation in provincial assemblies in 2010 stood at 6 elected assembly members out of a total of 183, being only 3.3% of all elected members at provincial level.<sup>4</sup>

The National Development Strategy for the Solomon Islands 2011-2020, under Objective 2 (To Support the Vulnerable), calls for the advancement of gender equality by “ensuring the active contribution and meaningful participation of both Solomon Islands women and men in all spheres, and at all levels of development and decision-making.” The Ministry of Women, Youth, Children, and Family Affairs has been actively advocating for the allocation of reserved seats for women in political decision-making and has seconded Women Development Officers in several provinces. Each of the provincial capitals has a women resource centre.<sup>5</sup> At the national level, a Young Women’s Parliamentary Group has been created to advocate issues relevant to women’s participation.

The development indicators outlined above, the explicit support by MPGIS for a gender-sensitive PGSP-II, Solomon Island’s performance on MDG-3, and the national development strategy, call for a strong gender focus in all outputs and the development of gender-sensitive indicators in the implementation of PGSP-II. This will include further strengthening of the gender sensitive indicators in the PCDF performance measures to bolster Provincial Government incentives on this theme, and enhancing women’s political participation at the sub-national level.

### **1.5 Increasing Participation, Transparency, and (Vertical) Accountability**

As discussed under point 1.3, there has been a lack of integration between provincial level planning and decision-making and processes at the community and ward levels. Generally, the linkages between the provincial administration, elected members of the provincial assemblies and communities remained weak during PGSP-I. The first phase did not focus on mechanisms that would allow communities to meaningfully participate in planning or decision-making at the provincial level including with regards to decisions that ultimately affected service-delivery in their communities.

This meant that communities were detached from decision-making in Provincial capitals and lacked access to relevant information or channels to contribute to the identification of priorities, planning discussions, or to provide feedback on service delivery to responsible offices. In addition, communities may be insufficiently aware of the mandate and responsibilities of Provincial Governments towards the people, which further contributed to limited public engagement in planning and in overseeing service delivery.

The absence of linkages between communities and Provincial Governments, as well as the lack of mechanisms to foster such engagements risks undermining the legitimacy of Provincial Governments and may contribute to alienation between communities and the provincial administration. In addition, and because of a lack of community participation in provincial planning and decision-making, there is a risk that decisions made at that level may not respond to the needs of the people, or are made without regard to principles of non-discrimination and inclusion. Due

<sup>4</sup> See footnote 2

<sup>5</sup> Ibid

consideration therefore will be given in PGSP-II to ensure that all members of community, including discriminated and marginalised groups, are enabled to participate in planning, implementation, and oversight of investments and services provided.

Effective and quality service provision can be enhanced by strengthening accountability mechanisms of Provincial Governments towards citizens. Enhancing community participation in decision-making, and access to all relevant information enables communities to monitor Government service delivery and provide feedback on the quality of services provided.

Social accountability mechanisms enhance a continuous flow of information between government and the people and enable communities to oversee government performance and provide feedback to Governments on service delivery. This enables Governments to perform better and be more responsive to community needs. Social accountability tools can be tailored to specific issues and contexts and include citizen report cards, participatory public policy making, public expenditure tracking, as well as efforts to improve the effectiveness of "internal" accountability mechanisms by involving citizens in public commissions, hearings, and oversight committees. Access to relevant information in a timely manner lies at the heart of social accountability. Social accountability tools should be implemented by parties who are not involved in service delivery and have no vested interests, such as national accountability institutions or civil society organizations.

As outlined under point 1.3, a province wide participatory planning mechanism would be established under PGSP-II by linking existing structures at community and ward level with provincial planning and decision-making processes. Communities would thus be enabled to meaningfully participate in planning and decision-making processes at the provincial level through enhanced access to relevant information, the implementation of social accountability tools<sup>6</sup>, and through civic education. PGSP-II coincides with a planned large-scale civic education initiative in the country, and synergies with that initiative will be sought.

Enhancing participation, transparency, and accountability is closely linked to the other key thematic areas. In fact, all above identified key thematic areas are interwoven around an approach of "people centred efficient, transparent, and inclusive service delivery".

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<sup>6</sup> Social accountability is an approach of building accountability through civic engagement, that is, the actions of ordinary citizens and/or civil society organizations in holding authorities accountable. Such mechanisms complement the formal systems of democratic representation on which local government systems are usually built, such as elections.



## 2. Strategies, lessons learned and the proposed joint programme

### 2.1 Rationale for further support to Provincial Governance

In light of the historical background, political aspirations, and distances between the nine provinces of the Solomon Islands, the Solomon Islands Government for the past decade has pursued the policy objective of creating provincial administrations and provincial governments – with representative and oversight functions – that would play a pivotal role. This is most explicitly reflected in the country's National Development Strategy 2011-2020, which under Objective 8, foresees the strengthening of MPGIS and the capacity of Provincial government “and improve their human resources, facilities and systems at provincial, constituency and ward levels to more effectively represent and serve their communities.”<sup>7</sup>

Prior to PGSP-I (2008-2013), Provincial Governments (PGs), which have existed in the Solomon Islands since colonial times, were weak and functioning only to a limited degree. Despite a mandate for service delivery (as defined in the Provincial Government Act (PGA), Provincial Governments had very low approval ratings and were unable to effectively deliver services to the communities. They found themselves in a ‘negative spiral’ of a lack of clear mandates (the PGA has been revised multiple times), limited resources, unclear outputs, leading to lower levels of approvals, resulting in further reduction of budgets, leading to further decrease of approval rates, etc., which negatively impacted on provincial governance and public sector management.

The challenge that PGSP-I set was to reverse this downward spiral into an upward spiral that would restore and increase the capacity and confidence of Provincial Governments (PGs) and its ability to play a coordination and service delivery role. The key-mechanism for improved capacity and performance of PGs was to provide access to the Provincial Capacity Development Fund (PCDF). Under the PCDF, PGs that meet certain *Minimum Conditions* (which are assessed annually and largely pertain to Public Financial Management performance standards) can access investment funds. PGs that perform well – as measured against clearly defined criteria in Public Financial Management (PFM), governance, accountability and transparency, can access additional investment funds as incentives. The PCDF, as a fiscal transfer mechanism managed by MPGIS and the Ministry of Finance, provided Provincial Governments with the opportunity to start learning by doing, while at the same time contributing to improved service delivery. Provincial Governments are assisted to increase their performance, through a combination of incentives and capacity building to fill any identified gaps.

PGSP-I was based on the assumption that Provincial Governments can be encouraged onto a path of improved performance by providing appropriate incentives, defining clear conditions, and by providing demand-based capacity support to meet those conditions. The mid-term programme evaluation confirmed that the rationale and assumptions for PGSP-I are valid. It found that over the past years PGSP-I contributed to “improved provincial governance for development that is, an

<sup>7</sup> Government of the Solomon Islands, *National Development Strategy 2011 to 2020*, 2011.

expanded, more effective and more efficient role of provincial governments in the promotion and management of local development”.

Concrete examples of improved capacity are in the field of financial reporting and accountability as well as in project planning and implementation. PGSP-I made significant progress in capacity development of Provincial Governments, especially with regards to Public Financial Management (PFM); it has put in place checks and balances such as the annual assessment of minimum conditions and performance measures, budget appropriations by provincial assemblies and audits by the Office of the Auditor General. At the national level, PGSP-I contributed to the establishment of a provincial fiscal grant coordination committee that regularly deliberates on issues related to PCDF and also to subnational PFM issues in general.

Under the PCDF, approximately 400 projects for a total value of SBD 51 million have been implemented (or are under implementation) in all the key sectors (see Table 1).

**Table 1: PCDF projects by sector – period 2008/09 to 2011/12 (cumulative)**

Sector	Approved projects		Total Budget *)			Approved expenditure by end FY 2011/12 **)	
	No	%	SBD	%	Average size of a project in SBD	SBD	%
Education	98	24.4%	18,066,420	35.4%	184,351	16,019,907	41.8%
Health	82	20.4%	7,234,143	14.2%	88,221	4,160,845	10.9%
Administration	34	8.5%	7,712,688	15.1%	226,844	5,863,953	15.3%
Investments	34	8.5%	1,190,390	2.3%	35,011	1,034,536	2.7%
Commerce	32	8.0%	2,535,051	5.0%	79,220	2,015,165	5.3%
Women, Youth, Sports	24	6.0%	3,345,361	6.5%	139,390	2,370,029	6.2%
Other (8 sectors)	98	24.4%	11,017,299	21.6%	112,421	6,816,205	17.8%
<b>Total</b>	<b>402</b>	<b>100.0%</b>	<b>51,101,351</b>	<b>100.0%</b>	<b>127,118</b>	<b>38,280,639</b>	<b>100.0%</b>

\*) Inclusive of 10% PG contribution \*\*\*) Disbursements only, not including forward commitments to contracts

Generally speaking, and this might be the most important achievement of PGSP-I, Provincial Governments are ‘up and running’ again. Or, as the premier of Makira expressed it: “Before PGSP we were idle and the line ministries did not pay interest to us – but this has all changed.” The PCDF projects, fully implemented by the Provincial Governments (notably under the supervision of the planning departments) have a high completion rate (also as compared to other investment modalities in the provinces) and have been acknowledged to be of good quality (World Bank, 2012). Notwithstanding these significant achievements, challenges remain regarding the availability of technical staff to execute and supervise the works and ensure quality control, as well as with regards to involvement of relevant line departments.

As much as PCDF has brought life back into the Provincial Governments, it was always meant as a first step in the process of reversing the ‘negative spiral’ into a positive one. And as much as the

PCDF projects are a useful contribution to service delivery, their implementation was often done in isolation from the sector departments.

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Provincial Governments so far operated largely in isolation from communities, and insufficient information on Provincial Government's roles, functions, and decisions reached communities. No formal channels have been established that allowed communities, including women and marginalised groups, to participate in the identification of development priorities and in decision-making at the provincial level. During Phase-I, capacity building revolved primarily around topics of Public Financial Management and PCDF management. During PGSP-II there is therefore a need to broaden the scope to introduce topics related to inclusiveness, accountability, and equality with regards to service delivery part of capacity-building and to strengthen accountability of Provincial Governments towards the people.

The organisation for service delivery at the provincial level overall needs further improvement. Different line ministry offices tend to work in silos, and Provincial Governments system risk becoming another silo with activities in the same sectors. There is currently no forum for joint discussion, coordination and planning, although some line ministries (education being the clearest example) have recognized these challenges and are looking for ways how to improve the implementation capacity in the provinces with the involvement of all parties, including Provincial Governments. But a weak understanding of Provincial Government systems and the lack of clearly defined roles of its organs (assembly, executive and administration) complicates the identification of a solution.

Efforts to improve the situation have so far been hampered by the fact that such reforms require the involvement of all parties (National Government, Provincial Governments, Line Ministries and other parties), whilst the various – with the contradicting legal provisions for Provincial Governments putting in additional obstacles to achieve real progress. That said, Ministries clearly signalled that they are looking into better involving the provincial administration and during the stakeholder consultations in November 2012 all parties (Premiers, Provincial Secretaries, line ministries and development partners) agreed with the present weaknesses and the need to address these with the involvement of all parties.

## **2.2 Lessons learnt**

PGSP-I emphasized the strengthening of core capacities of Provincial Governments, in particular financial management capacity to use and account for public funds. This focus was necessary to demonstrate the ability of provincial governments to plan, implement and account for infrastructure and other development and investment projects. The achievements through PGSP-I have contributed a solid foundation to build upon and further the performance of Provincial Governments to play a larger role in the effective delivery of services in the provinces.

The strong focus on building financial management capacity and ensuring accountability for the use of public funds laid the necessary groundwork for Provincial Governments to perform a core

function. The absence of clear service delivery mandates across sectors, and lack of a clear focus on community participation and vertical accountability at the same time risks undermining the gains made so far and has not increased the legitimacy and relevance of Provincial Governments. The bottom-up planning processes set up at community level presents unique opportunities for synergies. The linking of PCDF planning processes to those modalities into a unified Provincial-level planning mechanism in the context of a unified provincial administration would significantly contribute to strengthening provincial planning, decision-making and delivery modalities.

The reform of the Provincial Government Act remains central to clarifying the roles and mandates of Provincial Governments vis-à-vis those of line Ministries and other actors. At the same time, the legislative reform processes bears multiple risks and remains a complex process because it touches upon the interest of a broad range of stakeholders active in service delivery at the provincial level. Nonetheless, several important stakeholders have expressed their support of acting in a unified manner at the provincial level and are open to pilot new forms of engagement with provincial administrations.

### **2.3: Risks**

The Solomon Islands Government has clearly demonstrated its support for Provincial Government strengthening and has expanded its ownership by increasing its contribution to PCDF from SBD 6 to SBD 30 million per annum, which now constitutes 85% of the total PCDF funding at the disposal of Provincial Governments. In addition, it made the continued strengthening of systems and capacities of Provincial Governments a cornerstone of its National Development Strategy, and expressed explicit support for the continuation of PGSP. At the same time, the Government sends mixed signals as to its preferred modality for service delivery in provinces. In addition to its demonstrated support for Provincial Governments, it has significantly increased its contribution to Constituency Funding, which is made available to Members of Parliament (MPs) for supporting development projects in their constituencies. Constituency funds allow MPs discretionary use of public funds. The funds have been regulated with the adoption of the Constituency Development Fund Act in April 2013.

As detailed further above, the current lack of clarity in the legal framework relating to Provincial Governments poses a risk for the success of PGSP-II. Successful legislative and institutional reforms in the Solomon Islands require a sustained effort over a considerable period of time. PGSP-I has not achieved its objective of clearly defining the role and mandate of Provincial Governments in service delivery through a revised Provincial Government Act. At the same time, PGSP-I, through analytical work, has progressed such reform by contributing to an informed discussion that can be built upon in phase 2. There is a continued risk that the mandate and functions of Provincial Governments remain ambiguous in the longer term with a delay in reform of the Provincial Government Act.

The lack of focus on downward accountability (accountability of Provincial Governments to its people) during PGSP-I has not contributed to fulfilling the expectation by the people of the Solomon Islands for effective service delivery by Provincial Governments. A continued absence of

mechanisms that allow for community participation, oversight and access to information would further risk undermining Provincial Government's legitimacy and effectiveness in delivering services. Given the fragile context of the country following a period of tension, insufficient attention to themes such as inclusiveness, accountability, participation, and non-discrimination risk disenfranchising groups or inadvertently create tensions. And the absence of an explicit focus on gender equality would risk further marginalizing women who face distinct barriers in accessing services and in participating in decision-making.

Finally, building upon PGSP-I, additional efforts are needed to strengthen the Ministry of Provincial Government and Institutional Strengthening in order to enable it to play a leading role across sector ministries. The right balance needs to be found in strengthening the MPGIS in taking on such a lead role, while ensuring at the same time that Provincial Governments can act as autonomous entities, including in relation to other line Ministries. In the same vein, caution needs to be exercised in avoiding that MPGIS becomes synonymous with the project, rather than a driver of Provincial Government strengthening and reform overall.

## **2.4 Strategies**

Taking into consideration the risks and key issues detailed above, PGSP-II will include a number of strategic shifts to achieve its outcome.

With regards to the need for clarity on the mandate and functional assignments of Provincial Governments, PGSP-II will progress the analytical work around functional assignments to inform the reform of the Local Governance Act. In addition, in cooperation with selected line Ministries, unified service delivery will be piloted to gather lessons learnt and concrete experience in advancing institutional reform and the revision of the Provincial Government Act.

Capacity-building initiatives will aim at consolidating and further strengthening the important gains achieved during PGSP-I and at the same time be broadened to respond to the broader capacity needs in line with the full mandate of Provincial Governance actors. PGSP-II foresees a more strategic relationship with all stakeholders in service delivery at rural level with a view of creating synergies and complementarities between the two programs. Specifically, the planning mechanisms at the provincial level will be linked to those established at ward and village levels. This will enhance community participation in provincial level planning, decision-making, and service delivery and contribute to ensuring that services and development projects respond to community needs and priorities. In addition to increasing community participation, PGSP-II will strengthen Provincial Government accountability towards the people through the introduction of social accountability initiatives and enhanced information flows.

Addressing the lack of an explicit focus on gender in PGSP-I, the second phase will include a review of performance indicators for PCDF with the aim of introducing gender-relevant indicators to ensure decision-making, planning, and delivery by Provincial Governments responds to the different needs of men and women. Capacity-building initiatives for Provincial Governance bodies

will include explicit gender and rights-based approaches and specific efforts will be made to identify and cultivate women leaders and provide them with opportunities to engage in development processes and decision-making.

To enhance Solomon Islands Government ownership of the project, the number of long-term technical assistants will be further reduced, while the ministry will be given a greater role in project management (NIM modality).

## **2.5 Sustainability of results**

The focus in PGSP-II on service delivery (through functional assignments and a unified provincial administration) and on enhancing downward accountability and community participation will contribute to both increasing community ownership of decisions made at the provincial level and to strengthening the legitimacy and effectiveness of Provincial Governments. The introduction of a focus on gender equality, inclusiveness, non-discrimination, and accountability will encourage participation by all member of society, ensure that services meet the needs of community members and address barriers in accessing services by distinct groups. The increase in community monitoring of Provincial Government performance will contribute to strengthening relations between communities and Provincial Governments and improve service delivery by Provincial Governments.

Continued efforts to build the capacity of all Provincial Governance actors will be sustained by liaising with an adequate training institute, with a view of institutionalizing the continued need for capacity-building.

Finally, the strategic shift to link PGSP with other relevant programs will create synergies and enhance complementarities and synergies between PGSP and other rural development initiatives and will contribute to the strengthening of accountable and participatory modalities of using public funds and delivering services to the people of the Solomon Islands.

## 2.6 Proposed Programme: PGSP-II Provincial Government Governance

### **Project Outcome: More effective service delivery through strengthened provincial governance**

- *Output 1: Roles and responsibilities of provincial governments, line ministries, and NGOs/CSOs clarified and agreed by all stakeholders, leading to a revised Provincial Government Act*

The organisation of service delivery in the provinces, though showing improvement, is presently fragmented, while the model of service delivery (or organisation of the public sector at the provincial level) is still unclear. Provincial Governments have generic staff (in general management, finance, planning and most often works) but do not have (or only few) staff to deliver the actual services – as such staff is found in the line ministry offices. Heads of departments of the latter offices usually refer to the Provincial Secretary as their ‘boss’, but in actual practice, the line of command runs to the line ministries in Honiara. This leads to confusion and inefficiency. On the other hand, however, it is generally accepted that a number of responsibilities are better performed at the local level – closer to where the services are being produced and accessed. The quality of PCDF investments (as compared to investments by projects based in Honiara) may serve as a point in case.

Under PGSP-I, provincial governments, and notably the provincial administration guided by the Premiers and the Provincial Secretaries, regained a certain level of credibility, especially through increased availability and properly accounted funds received under PCDF. PCDF projects, however, which are by definition investment projects, are only one aspect of service delivery (for example education is not only the provision of classrooms but the actual teaching and transfer of knowledge that constitutes the service). Hence, and given the 15-year capacity development outlook of the original PGSP design, there is need to move to a second platform of the positive spiral by – focusing on efficient service delivery at the provincial level in a more holistic manner, whilst maintaining the PGSP-I assets so far realised, by reviewing the inadequate institutional arrangements for both service delivery and the system of democratic representation.

### *Output 2: Provincial governments' funding, planning, public finance management systems and procedures strengthened*

Establishment of the Provincial Capacity Development Fund (PCDF) as a multi-sectoral and performance-based capital grant system and strengthening of the entire public financial management/public expenditure management (PFM/PEM) cycle at the PG level was one of the main focus areas under PGSP-I. Significant progress has been achieved in terms of delivery of small-scale infrastructure funded from the grant scheme (within areas such as education, health, agriculture, water supply, etc.) and improvements in the PGs' PFM performance within areas such as planning, accounting for use of funds, reporting systems and procedures, bank reconciliations, etc. The system of minimum conditions (MCs) and performance measures (PMs) provided strong safeguards for the handling of funds as well as incentives for PGs to improve performance, combined with capacity building support to enable them to respond to any gaps in the annual performance assessments. Systems and

procedures for dialogue on the intergovernmental fiscal transfers have also been established with the Provincial Fiscal Grant Coordination Committee – PFGCC- (with representation from CG and PG levels), and the Joint Oversight Committee (JOC). Some improvements have also been made recently in the Provincial Service Grants with formula-based allocations and improved reporting.

However, it is clear that the progress made is still vulnerable and that gains achieved need to be sustained for a longer period to become fully ingrained and sustainable. The quality of the plans, budgets, accounts and reports still leave room for improvements, as also evidenced by the results of the annual performance assessments and audit reports. As stated by the auditor general: “In the first phase we managed to get financial statements from all PGs, now in the second phase, the objective should be to get clean audit reports by end of program”

Another area that needs to be strengthened is the planning process, moving towards a more “composite system” with better coordination, inclusion and horizontal as well as vertical linkages. This includes firstly strengthening of the links with the National Development Strategy, and better coordination and links at provincial level across the Line Ministries, and secondly improvement of the links with the communities (also to inform the provincial level ‘corporate’ planning and downward accountability, see also Output 4).

There is also a need to ensure a strong coordination within planning on the links to community investments, a need to review and reform the ward grant system and to ensure a strong linkage between the PGSP/PCDF, RCDF and other funding streams.

There is also room for linking of the PCDF grant modalities with the future activities and support within the area of climate change. Through PCDF funds shall be transferred the provincial governments for core climate change investment activities at the Provincial Government level. The new initiative could augment funding under the PCDF; ensure that the Provincial Governments address the issues on climate change challenges; and, improve the quality and resilience of the Provincial Government investments.

The funding systems also need to review, explore and support the follow-up on the functional assignment work on output one within issues of sector funding to ensure that funding is commensurate with the future PG responsibilities in service delivery.

There is furthermore a need to strengthen the focus on improvement of systems and procedures for Provincial Governments’ own source revenue mobilisation to reduce the great reliance on central funding. The activities on capacity building focusing on core fiscal and public financial management issues under this output 2, will be supplemented by other capacity building activities under outputs 3 and 4 with strong focus on gender, governance, and social accountability.

In brief, the rationale behind output 2 is not only to sustain the specific achievements PGSP made during the first phase on the capital grant scheme and public financial management, but also ensure provinces play a key role in promoting alternative sources of growth while deepening and expanding the reforms to the entire system of Provincial Government funding of provincial level service delivery.



**Local Economic Development (Alternative Sources of Growth):** as prescribed in the ~~Midterm Evaluation final report of PGSP I, PGSP Phase II should direct efforts in further~~ conceptualisation of LED as part of output II (PCDF) to enable provincial governments to invest more resources in alternative sources of growth. Phase I has seen some modest investments in infrastructure projects such as copra dryers in Makira and other provinces, cocoa and copra storage facilities, market places for local businesses etc being implemented by provincial governments that promote local economic development and more importantly it encourages private sector-led growth by providing infrastructures that are accessed by private entrepreneurs at local level.

The performance measures and minimum conditions review for phase II will incorporate indicators for local economic development. In addition to that, UNCDF should further conceptualise LED through a scoping mission in order to prepare the provincial governments to lead a participatory process where local people from all sectors work together to stimulate local commercial activity resulting in a resilient and sustainable economy. This process should lead to creation of decent jobs and improve the quality of life for everyone, including the poor and marginalized.

**Information and Communication Technology for development:**

The second phase of PGSP shall see the expansion of Information and Communication Technology initiatives initiated in Phase I of PGSP which led to the provision of V-sats to Rennell & Bellona, Makira Ulawa, Isabel, Central and Choiseul Provinces to facilitate high speed internet connectivity. The provision of reliable internet facilities provided to other four provinces of Malaita, Guadalcanal, Temotu and Western Provinces will complete the provision of internet connectivity in all provincial centres. Phase II shall look beyond the provincial centres by going further down to the communities. As an initial pilot, V-sats shall be provided to additional 18 communities to facilitate access to internet in communities. Many of the people (85%) of Solomon Islands are located in the rural areas, isolated and remote with no access to basic communication facilities leading to a wide digital divide existing between them and those in the urban areas and the provincial centers. The lessons learned from the existing V-sats provided by PGSP is that there is a huge potential that ICT can contribute to rural development and poverty reduction by creating access to ICT and digital information at an affordable cost. The community v-sats shall be used to provide internet connections in "community internet centers or internet café" that the province will be able to access internet at an affordable cost.

The next phase will also extend the use of high speed internet connectivity provided by the V-sats to develop online database for the PGSP's Provincial Capacity Development Fund and SIG funded projects in the provinces, the number of which is now growing due to sudden increase in the SIG allocation. The computerized accounting system will also be more internet-based thus allowing for remote access. This will be achieved through a bandwidth upgrade to a higher contention ratio that will also allow the easy navigation of newly created provincial websites and also allow for

video conferences which may reduce the cost of meeting, communications and transmission of documents from provincial centres, communities to the Ministry head Office and other locations.

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The widespread use of social networks in the remote provinces such as face book where development and social issues are being debated has taught the Programme that when barriers are overcome, ICTs can greatly enhance civil society's ability to promote change and reforms by creating channels of communication that facilitate collaboration on common goals. In effect, the ICT tools through the community V-sats can be seen and regarded by the communities as a means of engagement and can improve participation by being amplifiers of voices of change and reform.

*Output 3: Capacity of executive, legislative and administrative branches of provincial governments developed to fulfil their functions and mandate*

During the stakeholder consultations in November, 2012 with the MPGIS, and other partners, it was clear that there is a need to strengthen the capacities of the provincial leadership to enable them to lead service delivery and development at the provincial level. The Premiers, in particular, requested technical assistance to strengthen their role as legislators and provincial authorities who need to be recognised by all stakeholders as leading and coordinating development efforts at the provincial level, connecting upwards to the national Government and downwards to the regions, wards, villages, and citizens. The provincial leaders need a strong secretariat to support their legislative, oversight and representational functions and capacity building of the secretariat staff and administrative staff is necessary to ensure a properly functioning system at the provincial level. The Premiers expressed concern about coordinating the service delivery at the provincial level by the administrative staff of the line ministries, and the need for an understanding by civil servants of their specific role and reporting lines while working at the provincial and local levels. To address the above challenges, the PGSP-II proposes to build upon the training programmes conducted under PGSP I, and identify capacity building activities of duty bearers and rights holders in close coordination with the activities of the other three outputs.

The capacity building activities will aim to create the ability within local and regional institutions to ensure sustainability in the conduct of training programmes. In this regard, capacity development will not be done through sporadic seminars and workshops, but through a systematic approach where capacity building activities will be based on a capacity and needs assessment in the various provinces, and development of curricula that will address the specific needs of the province. As far as possible, national and regional institutions will be strengthened through training of trainer programmes. The results from the annual performance assessments would be of key importance for identification of the specific capacity building needs of each provincial government.

- Training should –as much as possible be provided by the MPGIS departments or contracted out to knowledgeable training providers and reputable institutions. As much as possible, training should be provided by addressing groups of employees or councillors as appropriate – rather than individual job positions (which seems ineffective with regards to cost). Members of Provincial Assemblies may need to be trained to fully perform their mandate in providing oversight, making laws (legislative

role), and in representing their constituents. This can be done in conjunction with the training for the national legislators as appropriate. Indeed, there is some experience in conducting such training already under the auspices of the parliament project. A training handbook may need to be prepared to assist the Provincial Capacity Development Officers in delivering Capacity Development support.

- At the Provincial Government level, there is a need to continue for a certain period with the long-term Provincial Capacity Development Officers to support the kick-start of the program and ensure continuous strengthening of the capacity of the Provincial Governments. The required skills of these may differ from one Provincial Government to next depending on the specific needs, but will require some minimum general qualifications in Provincial Government operations for all and the compensation packages have to be attractive to ensure high qualified staff, as this is requested and needed at the PG level. The Provincial Capacity Development Officers will be located in the planning offices to provide on the job training and mentoring to the planning and treasury divisions (for those PCDOs with strong accounting and finance background). In this case provincial governments shall provide suitable office spaces where the Chief Planning Officers and Provincial Capacity Development Officers shall sit in the same office to facilitate skills transfer rather than sitting apart at different locations making daily interactions difficult.
- Options may be explored to (a) have a 2<sup>nd</sup> advisor in each province under the UNV or other forms of IC/temporary appointments programmes, which would allow for 'an extra pair of hands' but also allow to train young national professionals on the job or (b) have a small team of rotating international UNVs/ICs/temporary appointees who can deliver services on demand.

*Output 4: People and communities are empowered to hold provincial governments to account with regards to service delivery, integrity and leadership*

The capacity of provincial governments to account for development funding towards the central government (*upward accountability*) has been enhanced during the first phase of PGSP. At the same time, PGSP-I did not establish links, information flows, participation, monitoring, or bottom-up planning processes between provincial governments and communities. Communities remain insufficiently aware of the duties of Provincial Governments, their performance, their decisions with regards to funding and are thus unable to monitor or feedback on their performance and hold them to account. A continued absence of meaningful community participation and monitoring of government performance (*downward accountability*) would risk decreasing Provincial Governments' legitimacy, and alienating Provincial Governments from the people rather than bringing the services closer to the people and their needs.

The rationale for Output 4 therefore is to strengthen the demand-side for service delivery and accountability through activities at the community and ward level. This includes the linking of planning mechanisms with those established by other stakeholders at the provincial level to allow for meaningful community participation and oversight; increasing community's access to relevant information; introducing social accountability initiatives by national accountability institutions and

civil society organizations to increase citizen monitoring of Provincial Government performance; ~~and putting special emphasis on inclusiveness and non-discrimination to provincial governance~~ that ensures that decisions at the Provincial Government level are made and services delivered without distinction as to gender, ethnic group, race, or other status.

During consultations for the design of phase II of PGSP, stakeholders overall agreed that phase II should put greater emphasis on communities' involvement in decision-making, increasing their access to information, improving accountability towards citizens and applying a rights-based, gender-sensitive, and conflict-sensitive approaches.

*Output 5: Efficient project management mechanisms and M&E in order to achieve programme results*

Under PGSP-I, a number of both long-term and short-term international advisors and consultants were involved alongside six national long-term support staff at the MPGIS level. In addition, there have been UNVs and national advisers posted in each province. The turnover of the UNVs which reached a maximum number of seven at one point of time, however, has been high and the qualifications not always commensurate to the requirements of the job. Part of the turn-over might have been triggered by a cut-back in benefits for UNV posted in the Solomon Islands. This prompted the shift to using national advisors, whose pay-package, however, did not always allow to attract the best qualified persons, while the 'impartiality' of national advisors –especially those working in their home areas- has also been an issue.

The Technical Assistance support is currently coordinated by a Chief Technical Advisor cum Finance Adviser (the functions of the CTA and the Finance Adviser were merged from 2011 through a decision in the JOC). A program operational analyst and a financial support officer provide support for administrative, financial and logistical issues. In addition, a communications officer takes care of information, communication and public relations.

Under PGSP-I, most of the program management support was included (and budgeted for) under the capacity building component and as part of the support to the M&E systems and procedures for the PGSP-I. For PGSP-II and for reasons of transparency, it is proposed to budget for these costs under a separate 5<sup>th</sup> output area. The capacity building support for the provinces (Provincial Capacity Development Officers) has been budgeted under output 3.

The basic tenet of the project management mechanisms should be that SIG, and notably the MPGIS are in the lead, and gradually take over all program management responsibilities. The future technical support to the operations of the program and to MPGIS should therefore continue to be lean. The positions in terms of levels and numbers shall be reviewed (prioritized) by the JOC during the course of the year depending on funding availability. An outline of the proposed TA could tentatively be described as follows:

- The position of the Chief Technical Advisor (CTA) to be continued; but this position should be supported by a Project Manager, in addition to support staff on logistics, M&E and communication;

- The main Technical Assistance /Capacity Development support, in addition to these few long-term positions, should be provided through short- and mid-term consultancy input, focused on specific inputs and outputs and with clear ToRs, covering the areas outlined under outputs 1-4. The short-term experts are to work closely with the respective divisions in the MPGIS (Governance, Finance etc.);

**Monitoring and Evaluation:** PGSP-II will strongly support M&E systems to ensure that inputs, outputs and outcomes are regularly followed; and that the MPGIS/M&E framework is implemented. For consolidation of data and information from PGs, the program will ensure that incoming M&E staff in MPGIS is supported and capacitated by a (national) M&E officer (under the project). International short term M&E support (e.g. for annual reviews) could be considered. Monitoring and evaluation framework developed for PGSP phase I shall be fine-tuned to make it relevant for PGSP phase II. There will be an Annual Joint Assessment Mission conducted by independent assessment team but including representatives from the donors, government and implementing partners. A Mid Term evaluation shall be conducted at the mid-point of the project implementation phase and a final evaluation after the completion of phase II.

Results framework

Table 1: Results and Resources Framework

<p>Relevant UNDAF Outcome : [UNDAF 2013-2017]</p>	<p>1.1 Improved national, provincial and community preparedness and responsiveness to climate change and disaster risks and sustainable management of natural resources</p> <p>1.1.4 Provincial environmental governance structure have enhanced capacity through strengthening of legislations and ordinances for protection and conservation of natural resources and the environment</p> <p>2.1 Gender equality improved through increased political leadership and socio-economic participation of women at all levels through strengthened legislative frameworks and compliance and enhanced integration of policies and strategies in national and sectoral plans and policies.</p> <p>2.1.1 Capacity of relevant national and provincial Government authorities, as well as that of social partners, is strengthened to formulate and implement the national policy on gender equality and women's development</p> <p>2.1.2 Enhanced capacity of women to access political leadership at national and provincial levels and private sector.</p> <p>4.1 Improved access to quality social services (health and education) for all including vulnerable populations to enhance their quality of life through strengthened policies/strategies, improved health systems and programming and enhanced partnerships with communities at all levels</p> <p>4.1.3 Strengthened partnerships with relevant stakeholders and communities to enhance quality health service delivery, coverage and reach to all, including the most vulnerable and marginalized.</p> <p>4.1.4: People living in target communities in 7 target provinces have better access to safe water and sanitation facilities and improved hygiene practice, contributing to reduction in diarrheal and other vector diseases</p> <p>4.1.5: Marginalized and children living in remote areas have better access to quality basic education through effective management of the country's education system and implementation of the education sector framework (2007-2015) and the National Education Action Plan and Provincial Action Plans.</p> <p>5.1 Improved governance and justice systems to promote sustainable peace building and national unity at all levels.</p> <p>5.1.1 Strengthened capacity of national and provincial governments to promote sustainable peace building and human rights, with special focus on women and youth.</p> <p>5.1.5 Capacity of the Provincial Government strengthened to implement strategic provincial development to deliver effective services to the respective people at provincial level.</p>
<p>Joint Programme Outcome :</p>	<p><b>More effective service delivery through strengthened provincial governance</b></p>
<p>Joint Programme Outcome Indicator</p>	<p><i>Outcome indicator as stated in the Sub-Regional Programme Document 2013-2017 Results and Resources Framework, including baseline and target.</i></p>

Specific Output targets	Indicative activities	Implementing partner(s)	Resource allocation (USD)
<p><b>Output 1 (UNCDF):</b> Roles and responsibilities of provincial governments, line ministries, and NGOs clarified and agreed by all stakeholders leading to an updated Provincial Government / Governance Act</p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Provincial Government/Governance Act updated and presented in Parliament</li> </ul> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>Regulatory confusion about the role and responsibilities of various actors and the provincial and local level</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>All stakeholders operating under and/or following the provisions of the updated Act</li> </ul>	<p>1.1.1 Develop position paper on present situation regarding sub-national service delivery (with relevant sector ministries and Ministry of Home affairs);</p> <p>1.1.2 Make allocations for provinces as under line ministries visible in the national budget (with MoF);</p> <p>1.1.3 Complete the inventory of all acts and ordinances related to provincial government and service delivery in provinces (sector legislation) and list factual and other inconsistencies between Acts (with Office of the Attorney General).</p> <p>1.1.4. Review the sector legislation (Study / consultancy) in the light of the foregoing outputs</p> <p>1.1.5. Workshop(s) to validate recommendations</p> <p>1.1.6. Preparations to enact the proposed changes</p> <p>1.2.1 Identify concerned functions;</p> <p>1.2.2 Review and rationalize staffing arrangements;</p> <p>1.2.3 Review and rationalize funding arrangements;</p> <p>1.2.4 Review and rationalize reporting lines.</p> <p>1.3.4. Review institutional arrangements on how the provincial governments (as an assembly and/or as executive) can best play its legislative and oversight roles;</p>	<p><b>SIG:</b></p> <ul style="list-style-type: none"> <li>MPGIS lead – with:</li> <li>PMO</li> <li>MoF</li> <li>MoPS</li> <li>MEHRD</li> <li>MOHMS</li> <li>? MAL</li> <li>? MID</li> <li>? MIECCSM</li> <li>MM</li> </ul> <p><b>UN:</b> UNCDF</p>	<p><b>Output 1:</b></p> <p>Yr-1: 50K</p> <p>Yr-2: 50K</p> <p>Yr-3: 100K</p> <p>Yr-4: 100K</p> <p>Yr-5: 100</p> <p><b>Total: 400K</b></p>
<p>1.1 The Functional Assignment Exercise (as started under PGSP-I) completed</p>			
<p>1.2. Convergence towards a unified provincial administration for those services that are of direct interest to the population, and for which they (the population) would have a stake being involved in planning, implementation and oversight piloted with (2-4) selected sector ministries</p>			
<p>1.3. The legal framework (notably the Provincial Governance Act), reviewed with recommendations to cabinet for the desired</p>			

<p>modifications emerging from the proposed reviews (1.3.1 – 1.3.3) and the two forgoing outputs</p>	<p>1.3.5. Review how (administrative and political) levels below the provincial level can get involved in planning and decision-making (see also outputs 2 and 4);</p> <p>1.3.6. Review how parties (NGOs, ward development committees, user groups, etc.) other than the (provincial and/or central government) administration are and/or can get best involved not only in the planning but also in the implementation of service delivery / development activities</p>	<p><b>Output 2 (UNCDF): Provincial Governments' funding, planning, public finance management and M&amp;E systems and procedures strengthened.</b></p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Provincial governments' Public financial management is transparent</li> <li>• Citizens able to participate in monitoring and evaluation of projects at the provincial and local level</li> </ul> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• Planning, PFM systems are weak and not transparent</li> <li>• Number of Projects to promote local economic development have been initiated</li> <li>• VSATs as an infrastructure to anchor future ICT strategies have been established in five provincial centers</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Citizens have access to financial information, the budget and Department / Ministry expenditure at the provincial level is made available to the public</li> <li>• Audit reports of provincial governments' performance</li> <li>• Local economic assessments conducted in provinces</li> <li>• LED Strategies developed in each province</li> <li>• Local capacity for sustainable economic growth is improved</li> <li>• LED Capacities in provincial governments enhanced</li> <li>• LED Capacities for non-government sector LED actors is developed</li> <li>• Investments in LED interventions through private public partnership is improved</li> <li>• Appropriate ICT infrastructure to support LED is developed (links to ICT)</li> <li>• Participation of women, youths and other socially marginalized groups in LED is promoted through LED planning processes</li> <li>• Number of LED projects implemented by provincial governments</li> <li>• Increased number of private businesses established as a result of infrastructures established by the provincial government through LED</li> <li>• Number of VSATs installed in the communities</li> <li>• Number of community based internet cafés established</li> <li>• Number of rural people with access to internet</li> <li>• Involvement of citizens in local development debate and decision making as a result of access to internet facilities</li> </ul>
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<ul style="list-style-type: none"> <li>Number of businesses benefitting directly or indirectly from the ICT facilities located in their communities</li> </ul>			
<ul style="list-style-type: none"> <li>2.1 The capital grant system is further developed, including PCDF and other sources funding and operations                             <ul style="list-style-type: none"> <li>2.1.1 Mobilisation and provision of core fiscal support to the PCDF to sustain incentives and service delivery through the multi-sectoral funding channel;</li> <li>2.1.2 Refine systems and procedures for PCDF, including support to grant operational manuals (including demarcation of investment menu, at various tiers of governance), refinements of the performance assessment system (MCs and PMS), and institutionalisation of the funding mechanism, including rules to ensure a stable funding level, regulations on the PCDF, development of new MoUs between MPGIS and PGs, backstopping support to the annual assessments, support to the Provincial Fiscal Grant Coordination Committee (PFGCC), etc.;</li> <li>2.1.3 Introduction of aligned <i>climate change</i> funding through the PCDF modalities in a performance-based manner linking PG climate change investments (improved resilience of infrastructure, facilities and services) with the performance assessment, capacity building support and monitoring system.</li> <li>2.1.4 Review options to strengthen the downward accountability of the PCDF, including publication and awareness raising and strengthening of the performance measures in the annual performance assessments with focus on accountability;</li> <li>2.1.5 Review legal options for institutionalisation of PCDF (MoFT)</li> <li>2.1.6 Review options to link the organisational/PG corporate incentives with stronger individual incentives for improved performance (reward and recognition mechanism); and</li> <li>2.1.7 Review whether the reforms under output-1 have implications for the funding systems and/or size of the PCDF;</li> <li>2.1.8 Conceptualise Local economic development and incorporate its performance indicators into overall PCDF PMIs by April 2014</li> <li>2.1.9 Conduct local economic assessment in the provinces</li> <li>2.1.10 Review assessment results and develop LED strategies for provinces</li> <li>2.1.11 Review capacity development options for provincial governments for sustainable economic growth</li> <li>2.1.12 Identify capacity development needs of non-governmental sectors and develop tools for capacity development and conduct training using those tools.</li> <li>2.1.13 Invest in infrastructures that promote LED</li> <li>2.1.14 Conduct consultations with women, youths and other socially marginalised groups through planning processes and develop packages of economic opportunities targeting women, youths, and other socially marginalised groups.</li> </ul> </li> </ul>	<p><b>Output 2:</b> PCDF:SIG: 4.2m p.a Total: 21m</p>	<p><b>SIG :</b></p> <ul style="list-style-type: none"> <li>• MPGIS lead with</li> <li>• MoF</li> </ul> <p><b>UN :</b> UNCDF</p> <p><b>UNCDF/ Donors</b></p> <p>LED costs is incorporated into PCDF</p>	

<p>2.2 The linkages of the capital grant system with recurrent/ operational funding mechanisms improved</p>	<p>2.2.1 Further review and strengthening of the systems and procedures on Provincial Service Grants including the existing procedures regarding the so-called Ward grants; 2.2.2 Review whether the reforms under output-1 have implications for the funding system and/or the recurrent/operational grants against allocations of services, etc.;</p>	
<p>2.3 A special group of gender-sensitive indicators introduced into PCDF operational modalities</p>	<p>2.3.1 Review of current PCDF indicators with a view of introducing gender-specific indicators to enhance incentives for contribution to gender equality outcomes</p>	
<p>2.4 Provincial Government own source revenues (taxes, user fees, charges etc) strengthened</p>	<p>2.4.1 Review of legal framework for the existing PG internal/own source revenues, systems and procedures and capacity development support with the view to broaden the revenue base, and utilise the existing sources more efficiently. This will also encompass review of the revenue framework for e.g. business licenses such as logging fees and other business sources that have a direct relation to the environment and to climate change.</p>	
<p>2.5 Systems and procedures for participatory and composite planning improved</p>	<p>2.5.1 Scrutinize the options to establish stronger linkages horizontally with the Line Ministries and vertically with the communities/people as well as various channels of funding, including planning guidelines. This will encompass support to the PGs on localizing the National Development Plan (NDS) at the PG level to strengthen the coordination of initiatives; 2.5.2 Improve systems and procedures with the aim to strengthen the links and harmonise between the PG plans, the LMs' plans, RDP (and ward level), ward funding from the PGs, the RCDF and other funding, including from NGOs, and others towards composite planning; 2.5.3 Provide capacity building support, training and back stopping support within those areas; Support to strengthening of spatial/land planning including guidelines, CB support, backstopping etc.)</p>	
<p>2.7 Continue the training and capacity development (systems and procedures as well as staff operations) on core PFM/PEM/M&amp;E issues undertaken under PGSP 1, including:</p>	<p>2.7.1 Further strengthening of the PG system and procedures within the PFM cycle, including MYOB, IPSAS, M&amp;E, reporting systems and processes tied to budgeting and fund utilisation, including further computerisation, CB support, and roll out of new procedures, including backstopping support to effective operations of MYOB and IPSAS, and support to strengthening of the weaker areas identified during the annual assessments. The reforms on PG PFM will be closely linked with the national PFM reform program; 2.7.2 Strengthening of the internal control procedures, including roll out of the Public Accounts Committees (PACs), review and up-date of FMOs, etc. as well as training and CB support; 2.7.3 Strengthening of the PG assets management, including systems, procedures and CB support; 2.7.4 Training and CB support on PG procurement procedures; and 2.7.5 Training and backstopping support to operations of the internal audit under MPGIS;</p>	<p>DONORS</p>

<p>2.8 ITC for development/VSAT communication facilities operational in all Provinces</p>	<p>2.8.1 Install VSAT equipment in 18 remote communities that do not have these facilities yet                  2.8.2 Three ICT Officers to support ICT in provinces                  2.8.3 Establishment of 18 internet cafes in communities including computers                  2.8.4 Feasibility studies for software development for broader usage of ICT through V-sats                  2.8.5 Installation of v-sat equipment completed                  2.8.6 Recurrent cost coverage for VSAT subscription (bandwidth cost) effected                  2.8.7 Annual maintenance cost paid and equipment fully utilised by the communities                  2.8.8 Other costs - contingency</p>	<p>UNCDF/ DONORS</p>	<p>Total:1.2m                  Yr 1: 100K                  Yr 2: 400K                  Yr3: 300K                  Yr4: 200K                  Yr5:200K</p>
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<p><b>Output 3 (UNDP) : Capacity of executive, legislative &amp; administrative branches of Provincial Governments developed to fulfil their functions and mandate</b></p> <p>Results:</p> <ul style="list-style-type: none"> <li>Provincial Governments are more responsive and accountable to citizens and are effective in equitable delivery of public services</li> </ul> <p>Baseline:</p> <ul style="list-style-type: none"> <li>Provincial Governments have been elected, are existing, but weak in performing their duties to the citizens</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Clearly defined mandates for Provincial Governments</li> <li>Understanding of these roles by all stakeholders</li> <li>% people satisfied with performance of Provincial Governments</li> </ul> <p>3.1 Capacity needs and gaps identified</p>	<p>3.1.1 Conduct a capacity assessment of the provincial level leadership that will form the basis for future development of training material and conduct of training programmes;</p>	<p>UNDP/DONORS</p>	<p>Output 3 :</p>
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	UNDP/DONORS		UNDP/DONORS
<p>3.2 Capacity of the Provincial Government Department in MPGIS enhanced to be the focal point for conducting and coordinating capacity building programmes in provinces.</p>	<p>3.2.1 Coordinate with higher education institutions of the South Pacific to 3.2.1.1 Develop the capacity of capacity development managers 3.2.1.2 create a pool of trainers who can continue to provide orientation and other training for provincial level as well as local level leaders;</p>		
<p>3.3 Appropriate consultation and decision making structures in place (refer to Outputs 1 and 4)</p>	<p>3.3.1 Analyse the committee structure in the provincial assemblies with a view to making them more functional, effective and efficient</p>		
<p>3.4 Development of Training materials and delivery of training for provincial level leadership</p>	<p>3.4.1 Identification and liaison with an appropriate civil service training institute to develop specialised training modules for provincial level civil servants focusing on the Provincial Government Act, and other regulations that impact upon service delivery at the provincial level; and 3.4.2 Building on the work done by Centre for Democratic Institutions (CDI, Canberra), develop curricula and training material for officers in provincial assembly secretariats on providing support to members of provincial assemblies and effective functioning of committees, note taking, and preparation of reports.</p>		UNDP/DONORS
<p>3.5 Capacity development programmes conducted on a rolling basis, based on the training material developed and taking into account, the specific character of each province;</p>	<p>3.4.1 Orientation and continuous training for premiers, Provincial Executive and members of provincial governments on the Constitution of Solomon Islands, and relevant national and provincial legislation; 3.4.2 Training of Provincial assembly members on legislative drafting, conducting oversight of the executive, and effectively representing the needs and aspirations of their constituents; 3.4.3 Conduct training for the political leadership and the secretariat to create awareness, understanding and support for the committee structure; 3.4.4 Continue to support biannual Premiers' conference for provincial Premiers of the provinces. The elected Chairman may represent the interests of all provincial governments at central government and other fora to ensure adequate funding and other support service delivery at the provincial level; 3.4.5 Organize inter provincial study tours for elected and appointed members of the provincial governments;</p>		
<p>3.6 Number and Capacity of Women in leadership positions enhanced</p>	<p>3.9.1 In partnership with the Ministry of Women, Youth, Children, and Family Affairs, identify capacity building needs of women to assume leadership positions at Provincial level, in the Provincial Assembly as well as in the provincial administration, and conduct leadership and confidence building trainings on a continuous basis targeting those in employment and students.</p>		UNDP/DONORS

<p><b>Output 4 (UNDP): People and communities empowered to hold Provincial Governments to account with regard to service delivery, integrity and leadership.</b></p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Citizens' confidence in Provincial Governments is improved</li> <li>• Public goods and services are provided equitably and without discrimination</li> <li>• Citizens are able to participate in decision-making and planning with regards to Government service delivery and are enabled to monitor and provide feedback on Provincial Government performance</li> </ul> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• Citizen participation in and awareness of Provincial Government operations is inadequate</li> <li>• No social accountability initiatives are carried out at provincial level</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of social accountability initiatives undertaken</li> <li>• Number of province-wide planning meetings per year</li> <li>• Number of citizens reached with information outreach schemes in Provinces</li> </ul>	<p>4.1 Communities are enabled to define development priorities and participate in provincial level planning</p> <p>4.1.1 Establish –in consultation with other stakeholders- an inclusive and participatory provincial planning and decision-making mechanisms as well as structures (as part of a single planning system for the provincial administration (Ref. Output 2) that also caters for full participation by women and marginalized groups. Roll-out new planning framework to provinces. Build capacity of PG planning offices to take on broader roles (additional planning, monitoring, and reporting tasks) as required under the integrated single planning mechanism.</p> <ul style="list-style-type: none"> <li>• Conduct annual 3-day capacity-building workshops in provinces to roll out new mechanism and build staff capacity. Conduct through roving 3-member team (MPGIS staff). (estimated annual cost: DSA: 15k; airfare: 14k; materials 500; venue/catering: 3k.</li> </ul> <p>4.1.2 MPGIS to agree with stakeholders on expanded role for community helpers/officers/CSOs in integrating community planning processes into provincial process; establish clear reporting lines accordingly.</p> <p>4.1.3 Organize and facilitate annual provincial meetings between provincial administrations and ward development committees (and possibly select community members) to consult and agree on annual province-wide development action plans. Ensure equal participation of women, communities and marginalized groups in meetings. Roll-out new consultation and decision-making process across provinces.</p> <p>4.1.4 Establish guidelines for development of annual development action plans. Clarify options, 'menus', and limits for rural development initiatives undertaken by PGs and community/ward development committees respectively, and outline responsibilities and roles of all bodies. Clarify rules and cost-sharing mechanisms to use technical experts available under PGSP and other funding streams. TA</p>
<p>MPGIS in consultation with relevant parties and stakeholders</p>	<p>MPGIS</p> <p>MPGIS with relevant parties and stakeholders</p> <p>MPGIS</p>
<p>Total output budget: 790K</p> <p>Yr1: 50k</p> <p>Yr2: 100k</p> <p>Yr3: 80k</p> <p>Yr4: 80k</p> <p>Yr5: 80k</p>	<p>UNDP/DONORS</p>

<p>4.2 Communities are enabled to monitor government performance</p>	<p>by intl. consultant; 15 days with MPGIS staff participation.</p> <p>4.1.5 Provide training and technical assistance support for community helpers/officers to strengthen facilitation of inclusive, participatory and gender-sensitive definition of village/ward development priorities; provide training during gathering in Honiara in coordination with other stakeholders</p> <p>4.1.6 Establish inclusive and community-based development planning mechanisms in Rennell &amp; Bellona province following assessment.</p> <p>4.1.7 Facilitate training on rights-based and conflict sensitive approaches to planning by MPGIS, provincial governments, ward development committees, CSOs and community helpers/officers through roving team; Include ToT component to establish pool of trainers. Develop plain-language manual on rights-based planning and create pool of trainers.</p> <p>4.1.8 Assess quality of provincial planning process including community/ward development committee participation in years 2+3 through internal evaluation:</p> <p>4.2.1 Conduct review of available social accountability tools and adapt selected tools to local context and needs; develop plain language materials on social accountability tools.</p> <p>4.2.2 In cooperation with (or subcontracted to) national accountability institutions (outside of government), provide training on social accountability tools to NGOs/CSOs, PGs, ward development committees, community members. Establish pool of trainers.</p> <p>4.2.3 Establish (within national accountability institutions such as Auditor-General Office or with the non-governmental subcontracted organisation(s) a small grants fund to support NGOs/CSO and national institutions-led accountability initiatives</p> <p>4.2.4 Establish low-tech information dissemination mechanisms in provincial administrations that allow community members access to relevant information on provincial government activities, decisions, and funding in a timely manner, with a view of facilitating community output monitoring, participatory planning and budgeting processes. Task PGs to provide continuous updates to ward and village development committees, including through SMS notifications, update through media (community radio etc.), or setting-up of information boards. Review appropriate options with communities (consultancy, travel, DSA, implementation funding)</p> <p>4.2.5 Establish outreach and consultation mechanism with Provincial Assembly Members to enable community participation in decision-making at provincial level; model on national Parliament's outreach and participation initiatives, such as "open days" and "constituency visits."</p>	<p>MPGIS with MRD</p> <p>MPGIS</p> <p>MPGIS</p> <p>MPGIS</p> <p>National Accountability Institutions &amp; MPGIS</p> <p>National Accountability Institutions &amp; MPGIS</p> <p>Auditor-General's Office (or subcontracted party)</p> <p>MPGIS in consultation with MRD</p> <p>MPGIS, PAs, in cooperation with national Parliament</p>	<p>Yr1: 50k</p> <p>Yr 2: 100k</p> <p>Yr 3: 100K</p> <p>Yr 4: 100K</p>
<p>4.3 Communities understand responsibilities and mandate of all governance actors at national and</p>	<p>4.3.1 Integrate relevant information on provincial government role and mandate into all civic education initiatives (link with Electoral Cycle Support Project); in cooperation with civic education office, CSOs, national accountability institutions carry out additional civic education initiatives with tailored messages relating to provincial governance. Develop relevant materials, disseminate through appropriate channels. (consultancy, dissemination cost)</p>	<p>MPGIS with National Parliament</p>	<p>Yr5: 50k</p>

provincial level;	4.3.2 Jointly with CSOs, PGs, and accountability institutions, raise awareness on community role and responsibilities to curb corruption, monitor government performance, and increase accountability. Consider inviting Vanuatu's Wan Smol Bag anti-corruption roadshow to support setting up similar model in Solomon Islands	MGPIs	
<ul style="list-style-type: none"> <li><b>Output 5: Efficient project management mechanisms and effective monitoring to achieve programme results</b></li> </ul>	<p><b>Results:</b> PGSP II is managed efficiently and effectively</p> <p><b>Baseline:</b> New project building on experiences of PGSP I M&amp;E systems are weak or not transparent</p> <p><b>Indicators:</b> Team in place and functioning Implementation and reporting of project activities are timely and efficient Regular M&amp;E reports of all projects meeting high quality</p>		
5.1 A lean and effective advisory team in place		5.1.1 CTA 5.1.2 Legal Advisor (national) 5.1.3 Support staff	UNDP/DONORS UNDP/DONORS UNCDF/UNDP/DONORS Total: 2.94m Yr 1:480K Yr 2:615K Yr 3:615K Yr 4:615K Yr 5:615K
5.2. Monitoring & Evaluation: Systems and procedures on M&E on use of funds and achievements strengthened, including provisions for gender disaggregation of data, both at the PG and at the MPGIS levels.		5.2.1 Define/refine reporting formats 5.2.2 Establish an effective mode of publication / dissemination of information 5.2.3 Monitor the use and impact of the M&E data	UNDP/DONORS Total:0.450K Yr 1:50K Yr 2: 100K Yr 3:100K Yr 4:100K Yr 5:100K

## 4. Management and coordination arrangements

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### 4.1 PGSP-II Management Arrangements

The project will be implemented by MPGIS using the National Implementation Modality (NIM) as per UNDP rules and procedures. During 2013, an evaluation of the finance and procurement capacities of MPGIS will be conducted by UNDP to assess the readiness of the ministry to assume full NIM status for PGSP-II. Upon receipt of the assessment results, further details on the implementation procedures will be discussed between UNDP and MPGIS.

As for Phase-I, the project will be overseen and guided by a Joint Oversight Committee chaired by the Permanent Secretary of MPGIS (See annex 2). The list of observers will need to be modified depending on funding agencies for PGSP-II.

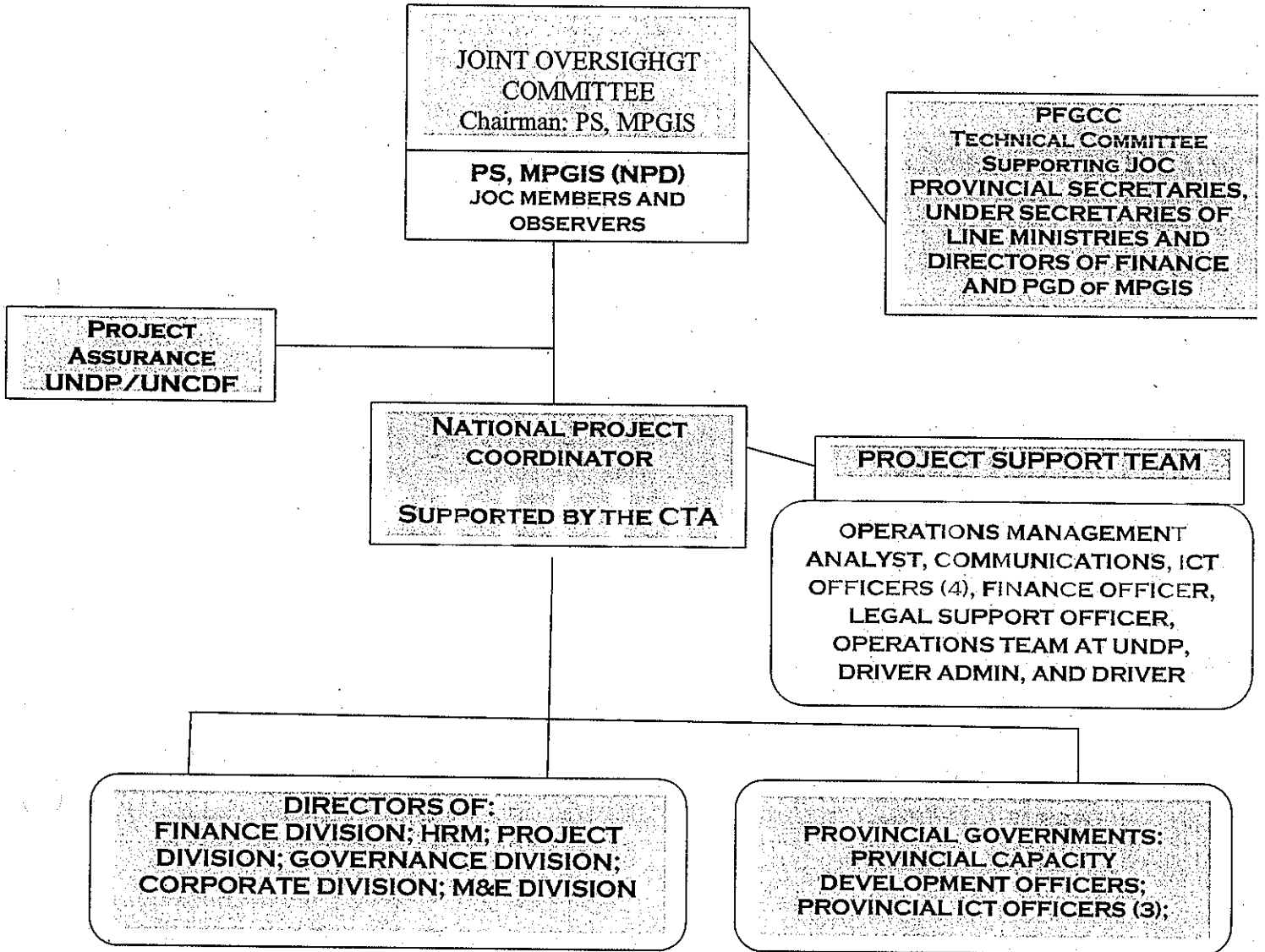
In addition to the JoC, the SIG led Provincial Fiscal Grant Coordination Committee will continue as a technical committee, with broad representation, providing advice to the JoC. Additional membership may need to be considered to ensure close coordination (and cross fertilisation) with the committee that deals with the PFM roadmap as well as expansion of its ToR to ensure that new funding issues are adequately considered.

PGSP-II will continue to support the annual premier conference, as well as arrangements that this body evolves towards some sort of 'local government forum', whereby the lead premier (the one that organizes the next premier conference) serves as the representative of all premiers during the year, and be as such added to the JoC.

The management will be supported by the project team as described under Output 5 (see attached the management structure chart).



**PGSP PHASE II PROJECT MANAGEMENT STRUCTURE (NIM MODALITY)**



## 4.2 Harmonisation and Coordination of development support to sub national and local governance in Solomon Islands

A programme with objectives and activities as proposed for PGSP-II that requires involvement of many stakeholders within and outside of government needs to ensure close working relations as well as coordination with those other parties, whilst it seeks to take advantage of other projects, including those implemented by UNDP and other UN agencies.

The following are amongst the parties the PGSP-II is expected to work closely (and who should be party to the discussions around the concept note and project document):

- Cross cutting ministries, such as Ministry of Finance and Ministry of Public Service;
- Line ministries that will be involved in the provincial pilot towards a unified administration (education, health, agriculture, environment);
- Various UNDP Governance Projects (Elections, Disaster Risk Management, Anti Corruption), which can be co-opted in for implementation of, or resource party for particular activities (see Annex 1 for an overview of these projects and their potential roles);
- The committees and groups dealing with the PFM work-plan and road map, to ensure that 'provincial' PFM issues are integrated with the matrix for national PFM issues, which becomes increasingly relevant when a provincial unified administration and its own fund flow from the national budget materializes;
- Ensure, as far as possible, coordination with the constituency development grants, particularly in the use of funds to avoid overlapping investments and ensure synergies.

**Table 2: List of key GOS stakeholders in PGSP-II**

- |  |
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| <ol style="list-style-type: none"> <li>1. Office of the Prime Minister</li> <li>2. Ministry of Provincial Government &amp; Institutional Strengthening (MPGIS)</li> </ol> <p>Cross cutting ministries :</p> <ol style="list-style-type: none"> <li>3. Ministry of Finance (MoFT)</li> <li>4. Ministry of Public Service (MPS)</li> <li>5. Ministry of Development Planning and Aid Coordination (MDPAC)</li> <li>6. Ministry of Women, Youth and Children Affairs</li> <li>7. Ministry of Rural Development</li> </ol> <p>Service delivery ministries</p> <ol style="list-style-type: none"> <li>8. Ministry of Education and Human Resources</li> <li>9. Ministry of Health and Medical Services</li> <li>10. Ministry of Agriculture, Fisheries and Livestock</li> <li>11. Ministry of Environment</li> <li>12. Ministry of Infrastructure</li> <li>13. Nine Provincial Governments</li> </ol> <p>Agencies</p> <ol style="list-style-type: none"> <li>14. Office of the Auditor General</li> </ol> |
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### 5. Fund management arrangements

The Joint Programme financing arrangements will be a combination of parallel funding modality and Cost Sharing modality.

### 6. Monitoring, evaluation and reporting

In accordance with the programming policies and procedures outlined in the UNDP User Guide, 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.
- 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 ...), 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 Pillar Steering 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 CTA/Project Manager and shared with the JOC as well as with the finding agencies. 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 Pillar Steering 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.

## 7. Legal context or basis of relationship

~~Consistent with the above Supplemental Provisions, 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. To this end, 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>8</sup>.

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/sc/committees/1267/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

<sup>8</sup> Use bracketed text only when IP is an NGO/IGO

2.1. Work plans and budgets: Estimated budgets in USD

A 5-year programme with an illustrative budget of around USD 32.15million, including USD10.3 million from development partners, subject to successful resource mobilisation, with a broad breakdown as follows:

Output Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Percentage %
<b>OUTPUT 1: Functional Review/PG Act</b>	50,000	50,000	100,000	100,000	100,000	400,000	1.2
<b>OUTPUT 2: PCDF, Planning, Training/LED</b>	4,380,000	4,800,000	4,700,000	4,600,000	4,550,000	23,030,000	71.6
<b>PCDF - Solomon Island Government</b>	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000	65.3
<b>Climate Change</b>	0	100,000	100,000	100,000	100,000	400,000	1.2
<b>Total Grant</b>	4,200,000	4,300,000	4,300,000	4,300,000	4,300,000	21,400,000	66.6
Training capacity building etc	80,000	100,000	100,000	100,000	50,000	430,000	1.3
IC for Development - V-sat & Software costs	100,000	400,000	300,000	200,000	200,000	1,200,000	3.7
<b>OUTPUT 3: Capacity Development</b>	250,000	650,000	650,000	650,000	650,000	2,850,000	8.9
Capacity Building - MPGIS	100,000	250,000	250,000	250,000	250,000	1,100,000	3.4
Capacity Building - PGs	150,000	400,000	400,000	400,000	400,000	1,750,000	5.4
<b>OUTPUT 4: Social Accountability</b>	100,000	200,000	180,000	180,000	130,000	790,000	2.5
Participatory Planning Processes	50,000	100,000	80,000	80,000	80,000	390,000	1.2
Enhance Social Accountability Mechanisms	50,000	100,000	100,000	100,000	50,000	400,000	1.2
<b>OUTPUT 5: Program Management</b>	530,000	715,000	715,000	715,000	715,000	3,390,000	10.5
Support MPGIS	480,000	615,000	615,000	615,000	615,000	2,940,000	9.1
Monitoring & Evaluation	50,000	100,000	100,000	100,000	100,000	450,000	1.4
Contingency (2%)	106,200	192,450	190,350	187,350	184,350	860,700	2.7
<b>Total Programmable budget before GMS of 8%</b>	5,416,200	6,607,450	6,535,350	6,432,350	6,329,350	31,320,700	97.4
To be funded by SIG	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000	65.3
To be funded by Development Partners	1,216,200	2,407,450	2,335,350	2,232,350	2,129,350	10,320,700	32.1
<b>GMS of 8% of budget less SIG grant</b>	97,296	192,596	186,828	178,588	170,348	825,656	2.6
<b>Grand total budget inclusive of GMS</b>	5,513,496	6,800,046	6,722,178	6,610,938	6,499,698	32,146,356	100%
<b>Yearly percentage of grand total</b>	17.15	21.15	20.91	20.57	20.22	100%	

Note: The Local Economic Development budget is incorporated into the PCDF allocations.

## ANNEXES

PGSP-II needs to ensure that appropriate coordination, linkages, and synergies with on-going and upcoming UNDP programs in the Solomon Islands are established. The below summary paragraphs provide an overview of relevant programs and include a preliminary identification of entry points for synergies.

The 3-year **UNDP Electoral Cycle Support Project (2012-2015)** aims to support the Election Commission in fulfilling its mandate. Output 3 of the project focuses on building the government's and CSOs' capacities to carry out civic engagement and voter awareness activities. This output overlaps with proposed Output 4 of PGSP-II and close coordination will be maintained to ensure that the civic education initiatives under the Electoral Cycle Support Project include a focus on and the involvement of provincial and local governance actors.

The 3-year **UNDP Project to Strengthen the National Parliament (2012-2015)** aims to strengthen the National Parliament of Solomon Islands in carrying out its core functions of enacting legislation and exercising oversight, and to enhance its outreach and representation role. The project includes as one output the conduct of civic education and outreach activities as well as the promotion of women in political decision-making. In addition, the **UNDP regional project for Parliamentary development** will continue to provide support for Parliamentary strengthening and women in political decision-making. The national and regional projects allow for the creation of strong synergies with proposed Outputs 3 + 4 of PGSP phase 2.

The 4-year regional joint **UNDP-UNODC anti-corruption project (2013-2016)** aims to strengthen the capacity of Pacific Island countries to address corruption in order to provide better service delivery and development outcomes. With regards to entry points for synergies with PGSP phase 2, the anti-corruption project will provide support to develop policies, laws and institutional frameworks to implement the UN Convention against Corruption (UNCAC); and it provides support to build the capacity of national accountability institutions and non-state actors to prevent, detect, and investigate corruption. The project thus closely relates to proposed Outputs 3 and 4 of PGSP phase 2.

The 4-year regional **UNDP Pacific Risk Resilience Program (2012-2016)** aims to strengthen the governance mechanisms for disaster risk management (DRM) and climate change adaption (CCA) at the sub-national and local levels. The program will support the mainstreaming of DRM and CCA into development planning and budgeting at all levels of government. In addition, the program will strengthen the integration of risk management into local governance mechanisms and support community small grants schemes. There are opportunities for aligning and building synergies with this initiative for all proposed substantive Outputs (1-4) of PGSP phase 2.

The **UNDP regional "Building Capacities for Peace and Development (CPAD) program"** aims to strengthen the capacity of government and civil society organisations to build peace and manage conflicts in a non-violent manner. The program has resulted in the creation of a cadre of peace builders that have been trained in conflict analysis, management and dialogue and can be tapped into to ensure a conflict-sensitive approach of the implementation of PGSP phase 2.

In addition, UNDP Pacific Centre has been piloting **social accountability initiatives in the region** that involves trainings and funding for CSOs to undertake social accountability tools. These resources could thus be used to provide additional support to PGSP phase 2's enhancement of downward accountability through civil society strengthening and social accountability initiatives.

## SCOPE OF WORK

The design of the National PGSP management arrangements requires recognition and consideration of three levels of responsibility. These are:

1. Policy direction, program funding and overall program performance monitoring;
2. Execution of the program and
3. Implementation of the program.

It is therefore proposed that the policy direction, program funding and overall program performance monitoring responsibilities be entrusted to a Solomon Island's Government, PGSP Joint Oversight Committee (JOC).

## COMPOSITION

The JOC will be an integrated structure comprising senior representatives of SIG and the Implementing Support Agencies. The initial composition of the JOC is as follows:

1. Secretary to the Cabinet, Prime Minister's Office
2. Permanent Secretary Ministry of Provincial Government & Institutional Strengthening (MPGIS)
3. Permanent Secretary of the Ministry of Finance (MoFT)
4. Permanent Secretary of the Ministry of Development Planning and Aid Coordination (MDPAC)
5. Permanent Secretary, Ministry of Environment, Climate Change, Disaster and Meteorology
6. Permanent Secretary of the Ministry of Public Service (MPS)
7. Permanent Secretary of the Ministry of Women, Youth and Children Affairs
8. Secretary to the Prime Minister (PM Office)
9. Permanent Secretary of the Ministry of Education and Human Resources
10. Permanent Secretary, Ministry of Health and Medical Services
11. Permanent Secretary, Ministry of Rural Development
12. Provincial Secretaries: 1
13. Provincial Secretary: 2
14. Provincial Secretary: 3
15. UNDP
16. UNCDF representatives

### Observers

- Australia: Department of Foreign Affairs and Trade
- EU representative

**Chairperson:** Permanent Secretary of the MPGIS

**Secretariat functions:** Under Secretary, MPGIS, supported by the PGSP Chief Technical Advisor.

Meetings can only make decisions if at least 75% of the voting members are present and a decision (if it comes to voting) needs simple majority of participants to the vote.

All deliberations have to be recorded in the minutes of the meeting to be made available to all PGSP stakeholders.

## **FUNCTIONS OF THE JOC**

The principal functions of the JOC will be to provide policy direction, program funding approval and overall program performance monitoring to the PGSP. More in detail, the JOC will:

- Monitor and provide policy direction to the MPGIS and other relevant Ministries for the execution of the program;
- Approve PGSP annual work-plans and budgets and define the tasks of all PGSP implementing agencies;
- Supervise the execution of the annual PGSP work-plans and monitoring the performance of all the institutions involved in implementing the program;
- Steer the consultation process among project stakeholders, line ministries, Prime Minister Office and development partners to assess PGSP performance during this first stage and steer the formulation of following stages of PGSP;
- Oversee the design and administration of the Provincial Capacity Development Fund;
- Ensure that PGSP resources (including annual allocations under the proposed Provincial Capacity Development Fund) are assigned to the various bodies involved in implementing the program;
- Establish and coordinate sub committees as required. In the first instance a technical sub-committee will be established, called the Provincial Fiscal Grant Coordination Committee (PFGCC) to provide the JOC with technical expertise and policy advice with regard to provincial fiscal grants.

## **ROLES AND RESPONSABILITIES**

The Chair of the JOC will:

- Lead the Committee meetings and ensure that the proposed agenda is approved and adhered by;
- Call for extraordinary meetings if deemed necessary.
- Circulation of minutes for members approval
- Ensure that JOC recommendations are implemented; and
- Act as the JOC focal point between meetings.

The Secretariat of the JOC will be responsible for:

- The organisation of the meetings, including logistic arrangements to ensure full attendance and participation of the members;
- Prepare the agenda of each meeting and submit it to the Committee for approval;
- Make available to the JOC any relevant information in a timely manner, including PGSP work plans, budgets, reports and evaluations;
- Record the minutes and deliberations of the JOC meetings; and
- Monitor the implementation of agreed follow up actions arising from meetings and report progress at subsequent meetings of the JOC.

## **FREQUENCY OF MEETINGS**

The JOC will hold regular meetings every six months, in June and December Extraordinary meetings might be called upon by the Chair to address relevant and urgent matters or through circulation of papers for endorsement by members.



Annex 1 - Terms of Reference for Provincial Fiscal Grant Coordination Committee

The Provincial Fiscal Grant Coordination Committee (PFGCC) provides technical advice to the Joint Oversight Committee (JOC) of the Provincial Governance Strengthening Programme (PGSP), in the following areas:

**Provincial service grants from the national government**

- Rational for provincial services grants
- Current usage of provincial services grants by the provinces
- Level of provincial services grants
- Distribution of provincial services grants among the provinces
- System of administering provincial services grants
- Accounting for and reporting of provincial services grants
- Suggestions for change and reform in the above areas.

**Provincial Capacity Development Fund (PCDF)**

- Minimum conditions of access to PCDF and performance measures
- Investment menu of PCDF
- Formula for distribution of PCDF amongst the provinces
- Reporting requirements
- Funding of PCDF, including Provincial Government contributions
- Planning and budgeting for PCDF projects
- Other aspects of the PCDF Operating Manual
- Suggestions for change and reform in the above areas.

**Intergovernmental financing arrangements, including revenue sharing**

- Options for reform of intergovernmental financing arrangements, including revenue sharing.

**Advice in other technical areas related to PGSP, as directed by JOC**

- JOC may refer other technical issues related to the PGSP to the PFGCC for advice, as appropriate, e.g. own source revenues of Provincial Governments.

**Membership of PFGCC**

1. Undersecretary, MPGIS (Chairperson)
2. Undersecretary, MoFT (Co-chair)
3. Accountant General (or Deputy Accountant General, if this role is delegated)
4. Undersecretary, MDPAC
5. Under Secretary, Ministry of Education and Human Resources
6. Under Secretary, Ministry of Health and Medical Services
7. Under Secretary, Ministry of Public Service
8. Under Secretary, Ministry of Women, Youth, Children and Family Affairs
9. Under Secretary, Ministry of Environment, Climate Change, Disaster and Meteorology
10. Auditor General or a representative from OAG
11. Provincial Secretaries of all Provincial Governments (or Provincial Treasurers if delegated)
12. Financial Controller, MPGIS
13. Director of Governance, MPGIS

**Secretariat**

1. MPGIS Accounts and Finance Division with technical support from PGSP

	<b>UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION</b>
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<b>I. Job Title:</b>	
Organizational Unit:	UNDP
Duty Station (city, country)	Honiara, Solomon Islands
Type of contract:	Fixed Term
Languages Required:	English
Post Level:	P 4
Expected Duration of Assignment:	One Year with the possibility of renewal
<b>1. II. Background:</b>	

The Provincial Governance Strengthening Program (PGSP) is a program of the Solomon Islands Government (SIG) that aims on building the capacity of Provincial Governments, so that they can better allocate and spend public resources, deliver infrastructure and services, manage natural resources and promote local economic development. PGSP is executed by the Ministry of Provincial Government and Institutional Strengthening (MPGIS), with UNCDF and UNDP acting as implementation support agencies.

**2. III. Description of Responsibilities:**

The CTA will support, and work closely with the Permanent Secretary of the MPGIS, and support the Under Secretary of the Ministry of Provincial Government and Institutional Strengthening in his/her function as the PGSP Project Coordinator and in fulfilling his/her responsibilities related to the implementation and coordination of all activities under this project. The CTA shall work closely with the Permanent Secretary as a counter-part and advise the Ministry on policy issues and build the capacity of the Ministry and Provincial Executives on public policy development and implementation.

In particular he/she shall:

1. Support the MPGIS to conceptualize and formulate policy issues and documents by working closely with the Ministry and Provincial executives in building their capacities in developing policies for the Ministry and the provincial governments.
2. Assist SIG in the administration of a performance-based grant system to fund development expenditures of Provincial Governments, the Provincial Capacity Development Fund (PCDF).
3. Approve the specifications of all equipment to be procured and all facilities to be repaired with

project funding.

4. Monitor the implementation of all sub-contracts awarded and administered by UNDP under the project and certify all payments under such contracts.
5. Plan and oversee all training, information and dissemination activities to be executed under the project.
6. With the MPGIS, ensure that the PGSP management structure is in place and functioning.
7. Represent PGSP in all steering and coordination bodies set up to ensure a smooth interaction of PGSP with SIG, line ministries and international development partners' initiatives.
8. Deputize/delegate her/his functions as required (either for absence or to improve overall project performance) among the other long-term international advisors, based on the analysis of individual skill sets, experience and leadership.
9. Technically backstop the finance division in mobilization of PCDF funds for disbursements to the provincial governments on a timely manner.
10. Coordinate with the Financial Controller to build the capacities of the MPGIS and provincial Treasurers in PFM and PEM including other related activities in the PEM cycle by mentoring.
11. Support the MPGIS to prepare the Annual Workplan and Budget, monitor and report quarterly on its execution.
12. Support the MPGIS to make sure that the PGSP M&E framework is established and functioning, including the establishment of MIS in the MPGIS.
13. Plan and coordinate the work, approve the workplans and monitor the performance of the PGSP Advisors and support staff based at the Ministry level (Capacity Development, Financial, and Human Resources Management) as well as those based in the Provincial Governments
14. Prepare and finalize TORs and coordinate the recruitment of all short term advisors and assist them with all aspects of their assignments.
15. Review and provide oversight of the institutional dimensions of the provincial PEM cycle and the production of corresponding outputs.
16. Develop and supervise PG's procedures for investment programming, annual budgeting, implementation and procurement, assets management, accounting and financial reporting, internal controls and M&E.
17. In collaboration with the MPGIS, and the MoFT the PGSP Chief Technical Advisor shall develop a plan and timeframe for fully integrating the PCDF into the SIG/PG treasury system
18. Establish a process for review of Provincial Financial Management Ordinances and Financial Instructions to ensure compliance with national regulatory framework.
19. Assist the MPGIS and MoFT to jointly develop, monitor and publish, key indicators of financial performance of the PGs.
20. Support Provincial Advisers in undertaking their counterpart capacity development duties as they relate to financial management
21. The CTA will work closely with the Permanent Secretary to provide policy advice and support in furtherance of the governments objectives for public management, territorial governance, local economic development and poverty reduction, with emphasis on the role of the sub national branches of the government apparatus. This may include providing inputs to reports and other analytical work carried out by government.

**The CTA will report to:**

1. The Permanent Secretary of the MPGIS for day to day issues regarding PGSP implementation in accordance with signed project document.
2. The UNDP Deputy Resident Representative in UNDP Sub-office in Honiara and the assigned Regional Technical Advisor at the UNCDF Regional Office in Bangkok for strategic programme direction, relations with development partners and contractual matters.

**Technical Competencies:**

- The CTA will be an experienced professional with a demonstrated track record in providing sound technical support and policy advice to projects/programmes in the area of his/her assignment.
- S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner.
- The CTA shall have a strong background and experience in public sector finance and accountancy.
- The CTA will be an experienced professional with a demonstrated track record in providing sound technical support in public financial management reforms, fiscal decentralization and local government reforms.
- The PGSP CTA will have strong experience in decentralized public expenditure and financial management processes, and including reporting and financial accountability systems.
- S/he shall have extensive experience in advising government officials in appropriate fiscal policies, accounting policies, strategies and systems that can be institutionalized and sustained

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favoritism.

**Functional Competencies:**

- Knowledge Management and Learning:
- In-depth knowledge on development issues.
- Ability to advocate and provide policy advice.
- In-dept knowledge in public finance and accountancy
- Ability to lead reform in public sector finance at sub-national level

**Management and Leadership:**

- Works with teams effectively and shows conflict resolution skills.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates strong oral and written communication skills.
- Remains calm, in control and good humored even under pressure.
- Demonstrates openness to change and ability to manage complexities

**VI. Qualifications**

<b>Education:</b>	Postgraduate degree in Public Finance, professional Accounting and Public Policy
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• At least 10 years of professional experience in leading roles within decentralization and local government support programs, preferably in LDCs.</li> <li>• Extensive experience in public finance and demonstrated ability in leading reforms in public finance and accounting</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience in providing high level technical inputs in public sector planning and budgeting and linking them to public sector financial reporting system</li> </ul>
	<ul style="list-style-type: none"> <li>• Strong experience in decentralized public expenditure and financial management processes and including reporting and financial accountability systems.</li> <li>• S/he has extensive experience in advising government officials in appropriate fiscal policies, strategies</li> <li>• Experience in managing large teams of international and local staff.</li> <li>• Experience and demonstrated substantive knowledge of fiscal and administrative decentralization processes.</li> <li>• Experience in the set up and implementation of comprehensive M&amp;E systems, including MIS software applications.</li> <li>• High level management skills applicable to public sector, statutory, or government-funded organizations.</li> <li>• Highly developed inter-personal and leadership skills with the ability to: communicate effectively, mentor and guide others from different social, ethnic and cultural backgrounds; adapt to different cultures; and listen to ideas and concerns of others.</li> <li>• Knowledge of UNDP procurement rules and procedures.</li> <li>• Experience working in the Solomon Islands or the South Pacific Region is preferable, though not required.</li> </ul>
<p>Language Requirements:</p>	<p>Excellent command of the English language, with outstanding written and oral communication skills</p>

List of possible award documents

- ~~Government of the Solomon Islands, UNDP/UNCDF, Provincial Governance Strengthening programme (PGSP), Joint Program Document, undated~~
- Government of the Solomon Islands, UNDP/UNCDF, *Operational Manual for the Provincial Capacity Development Fund (PCDF)*, April 2008
- Government of the Solomon Islands, UNDP/UNCDF/PGSP, *Review of Intergovernmental Fiscal Transfers in the Solomon Islands*, by Juan Gomes/Georgia State University, December 2009,
- Government of the Solomon Islands, UNDP/UNCDF, *Review of Functional Assignments for Provinces / Provincial Governments in Solomon Islands*, discussion paper by Gerhard van 't Land, December 2009
- Government of the Solomon Islands, *National Development Strategy 2011 to 2020*, final draft, July 2011
- Pacific Islands Forum Secretariat, *2012 Pacific regional MDGs tracking report*, 2012
- World Bank / Sol office, *Demand Based Planning and Efficiency and Effectiveness Local Governance and Service Delivery*, by Joanne Morrison and Carol Pitisopa, forthcoming
- UNDP, *United Nations Development Assistance Framework (UNDAF) for the Pacific Sub-region 2012 - 2017*, 2012
- Cabinet approved participatory planning framework for provincial governments: August 2012

Abbreviations and Acronyms

AG	Auditor General
CB	Capacity Building
CBO	Community Based Organisation
CC	Climate Change
CCA	Climate Change Adaptation
CCAR	Climate Change Adaptation and Resilience
CD	Capacity Development
CDI	Centre for Democratic Institutions
CEDWA	Convention on the Elimination of All Forms of Discrimination against Women
CRISP	Climate Resilience in Solomon Islands Project
CTA	Chief Technical Advisor
DRM	Disaster Risk Management
EC	European Commission
FMO	Financial Management Ordinance
HR	Human Rights / Human Resources
HRBA	Human Rights Based Approach
IPSAS	International Public Sector Accounting Standards
JOC	Joint Oversight Committee
LM	Line ministry
LoCAL	Local Climate Adaptive Living
M&E	Monitoring and Evaluation
M&E	Monitoring and Evaluation
MC	Minimum Condition
MDG	Millennium Development Goal
MDPAC	Ministry of Development Planning and Aid Coordination
MID	Ministry of Infrastructure Development
MoAL	Ministry of Agriculture and Livestock
MoECCMM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
MoEHR	Ministry of Education and Human Resources
MoFT	Ministry of Finance and Treasury
MoHMS	Ministry of Health and Medical Services
MoPS	Ministry of Public Service
MPGIS	Ministry of the Provincial Government and Institutional Strengthening
MYOB	Mind Your Own Business (accounting software package)
NDS	National Development Plan
NGO	Non Governmental Organisation
NIM	National Implementation Modality
OAG	Office of the Auditor General
PAC	Public Accounts Committees
PCDF	Provincial Capacity Development Fund
PEM	Public Expenditure Management
PFGCC	Provincial Fiscal Grant Coordination Committee
PFM	Public Financial Management
PG	Provincial Government
PGA	Provincial Government Act
PGSP	Provincial Governance Strengthening Programme
PGSP	Provincial Government Support Programme
PM	Performance Measure
PO	Programme officer
ProDoc	Project Document
PS	Permanent Secretary (Ministry) or Provincial Secretary (Provincial Government)
RAMSI	Regional Assistance Mission to Solomon Islands (Australia funded)
RCDF	Rural Community Development Fund (under RDP)
RDP	Rural Development Programme

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SBD	Solomon Island Dollar (Feb 20101: USD 1 equals SBD 7.55)
SIG	Solomon Island Government
SIG	Solomon Island Government
TA	Technical Advisor
UNCAC	UN Convention against Corruption
UNCDF	United Nations Capital Development Fund
UNDP	United Nation Development Programme
UNDP	United Nations Development Programme
UNV	United Nations Volunteer
USD	United States Dollar