

*see. Integration of Recurrent + Capital  
"Dev" Budgets: Budget Problems  
Country Exp. + the way forward*

**United Nations Development Programme**

**Country: SOLOMON ISLANDS**

**PROJECT DOCUMENT**

**Project Title**           Strengthening Aid Coordination and Management Capacities in Solomon Islands

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

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

**Expected Output:**       Strengthened and improved aid coordination and management effectiveness and efficiency to allocate domestic and external resources especially for poverty reduction

**Implementing Partner:**   UNDP

**Responsible Parties:**     UNDP

**Brief Description**

The project will strengthen and improve the effectiveness and efficiency of aid coordination and management through building organizational and management/staff capabilities and functions of the Aid Coordination Division of the Ministry of Development Planning and Aid Coordination (MDPAC). This will enable the Government of Solomon Islands to have a working, transparent and effective aid coordination, management and monitoring system. Such strengthening will help Solomon Islands attract foreign assistance, better target foreign assistance it is already receiving, increase absorptive capacity and effectiveness, and address key development objectives.

The project will concentrate on strengthening capacity by (1) developing the procedures and processes of the MDPAC; (2) strengthening relationships between Aid Coordination Division and other MDPAC divisions, other ministries—especially the Ministry of Finance and Treasury—and donors; (3) building human resources through upgrading basic skills, role-specific training and on-the-job training; and (4) establishing and using a Grant Management Database as well as other information network improvements.

<b>Programme Period:</b>	2008 - 2012
<b>Key Result Area (Strategic Plan):</b>	Effective aid management
<b>Atlas Award ID:</b>	00045567
<b>Start date:</b>	15 May 2009
<b>End Date:</b>	14 May 2011
<b>PAC Meeting Date:</b>	06 May 2009
<b>Management Arrangements:</b>	UNDP Direct Implementation

<b>2009 AWP budget:</b>	US\$425,000
<b>Total resources required:</b>	US\$921,000
<b>Total allocated resources:</b>	
• Regular :	US\$921,000
• Other:	
o Donor	
<b>Unfunded budget:</b>	
<b>In-kind Contributions:</b>	

Agreed by MDPAC

*[Signature]*

26/05/09.

Jane Wa'etara, Permanent Secretary

Date:

Agreed by UNDP

*[Signature]*

Knut Ostby, Resident Representative

Date:

## I. SITUATION ANALYSIS

### Aid Policy and Strategy

Overseas development assistance to the Solomon Islands is estimated at 2005 to be USD \$198.2 million annually, and grown significantly since.<sup>1</sup> In 2008, the Solomon Islands Recurrent and Development Budgets totalled SBD 2.6 billion (approximately USD 350 million). Of this amount, 59 per cent or approximately USD 206.5 million was funded by bilateral and multilateral donors<sup>2</sup>.

The lead role for the development and implementation of Government policy on aid coordination and management is played by the Ministry of Development Planning and Aid Coordination (MDPAC). The MDPAC currently undertakes a number of aid coordination related activities on a regular basis, including:

- Regular donor meetings on programme implementation and operational level meetings with donors for the formulation of country level strategies, coinciding with donor's country strategy-making exercise; quarterly donor meetings (primarily used as a forum for information sharing); regular meetings with micro-projects donors (to coordinate the implementation of programmes that contain micro-projects components); and ad hoc donor meetings, which are undertaken on a regular basis with bilateral and multilateral donors to discuss and receive feedback on the progress of country level strategies and programmes.
- Reporting, including an annual report on overseas development assistance (most recently reported 2002), and an annual report on micro-projects.
- Collection of data from donors on overseas development assistance, for inclusion with the Solomon Islands Government's budget estimates papers.

Although the Solomon Islands Government (SIG) received substantial assistance from donors in the 1980s and 1990s for developing capacity for national planning, budgeting and aid coordination, this capacity has been eroded due to (a) shifting of institutional arrangements for planning and budgeting and aid coordination; (b) lack of inter-departmental linkages and coordination; (c) interruption to development management due to the civil unrest ("tensions") and related political difficulties during 1998-2002; and (d) high turnover of staff in the Government administration including in planning and budgeting departments. The weaknesses in development policy and planning capacity have seriously undermined Government capacity to keep abreast of changes in the international/global agenda for development, and to implement new provisions in international aid policies and strategies, such as the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008). As a result, aid programming in Solomon Islands has largely been donor-driven, with inadequate strategic leadership by Government and national institutions.

### Aid Coordination and Management

Aid coordination, according to a standard definition<sup>3</sup>, refers to the planning and 'procurement' by a recipient government of aid from its donor partners and its integration into the national development goals and strategies. Thus, aid coordination is the process of planning international assistance so that it supports national goals, priorities and strategies; avoids duplication and overlapping efforts; and minimizes the burden of aid integration into recipient institutions. It requires extensive national capacity, in particular in core government departments such as the ministries of planning and finance. Aid coordination comprises the functions and processes involved in establishing an effective division of responsibility among donor agencies (multilateral, bilateral and international NGOs) and hence among their aid programmes to the country.

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<sup>1</sup> CIA World Fact Book. <https://www.cia.gov/library/publications/the-world-factbook/geos/bp.html#Econ>

<sup>2</sup> Government of Solomon Islands. 2008. "Medium-Term Development Strategy 2008-2010", p. F.9.

<sup>3</sup> "Aid Coordination and Management by Government: A Role for UNDP". August 1994. <http://mirror.undp.org/magnet/cdrb/AIDRAP.htm>

Aid management refers to the effective implementation of development programmes that are supported by aid. Aid management is the process of integrating external and internal resources in the implementation of local development programmes and activities. It requires full transfer of ownership of aid from foreign to national institutions, and the integration of foreign aid into national procedures for planning, priority setting, budgeting, implementation and accounting of development (or relief) activities. Hence, aid management requires capacity in all national institutions involved in programmes that are financed in full or in part by external sources.

#### **Achieving MDGs and Aid Coordination**

For achieving MDGs, increasing the effectiveness of aid is imperative; for which, improvements in aid coordination and management are imperative--thus went the essential lesson/s of the 2003 Rome Declaration on Harmonization and the 2005 Paris Declaration on Aid Effectiveness. We now have received wisdom that ODA needs to be aligned with recipient country priorities and programming systems so as to increase the likelihood that it will be spent effectively. Aid alignment and harmonization are de facto prerequisites for achieving the MDGs. The MDG Gap Task Force Report (2008) to the UN Secretary-General recommended that strengthened global partnerships are needed to bridge the existing implementation gaps and deliver on the promises to achieve the MDGs by 2015 and to avoid any reversal of progress made thus far. In addition to increasing ODA, the 2005 Paris Declaration on Aid Effectiveness emphasized national ownership of development priorities, harmonization and alignment of donor activities, predictable and untied aid, programme-based approaches, improved procurement and financial management systems, and results-oriented frameworks.<sup>4</sup>

#### **Institutional Arrangements for Aid Coordination and Management**

In the past few years, Solomon Islands Government has initiated measures to redefine and reconfigure institutional arrangements and mechanisms for planning and aid programming. A draft report on aid coordination and aid management processes and procedures has been prepared by the MDPAC. Initial review of the report by donors and Government line ministries have indicated that the institutional arrangements and mechanisms for aid coordination and management should be relatively simple, easily understood, amenable to effective application by both national institutions and donors, and must not be too demanding on time and resources of stakeholders. In other words, the institutional arrangements and process mechanisms for interaction among government agencies on one hand, and government and the donor community on the other should not stretch the existing capacity of the government administration and must strategically aim at reducing the transaction costs in engaging donor participation.

For the institutional arrangements to work, it is not sufficient to have clear definitions of Government agencies and linkages/coordination among national organizations. Effective functioning of the institutional arrangements will also require skills and competence of the people behind these institutions and organizations. Hence, capacity constraints imposed by existing staffing and staff competency should be taken into account for situating mechanisms, processes and procedures for managing cooperation programmes.

#### **Management of Development Cooperation Activities**

Management of development cooperation activities relates to the processes underlying the programme/project cycle of aid funded programmes and projects. Presently, Government agencies and national institutions do not provide adequate leadership and management responsibility for donor assistance strategy formulation, project formulation, management of implementation of projects, financial management, and monitoring and evaluation. Lack of organizational process management systems and deficiency in competency and skills of staff in the Government and national institutions appear to be the main reasons for inadequate participation of Government in

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<sup>4</sup> "Millennium Development Goal 8: Delivering on the Global Partnership for Achieving the Millennium Development Goals: MDG Gap Task Force Report 2008". United Nations, 2008. <http://www.undp.org/mdg/MDG-GAP-TF-Report.pdf>

aid programming. Additionally, the relatively high standards set by donors for compliance to international standards places considerable demand on the capacity of Government agencies and national institutions. The responsibilities outlined in the Paris Declaration and the Accra Agenda for Action further increase the demands upon Government.

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## II. STRATEGY

UNDP's Country Programme Action Plan (CPAP) 2008 – 2012 proposed the "Equitable Economic Growth and the Millennium Development Goals" programme. The activities in this outcome area will be geared towards strengthening MDG-based planning, awareness of MDGs and aid coordination and aid management systems.

***Solomon Islands' Medium Term Development Strategy (MTDS) 2008-10 endorses the Paris Declaration and emphasises that Government development programmes and donor assistance will be closely aligned to the National Objectives and Priority Areas identified in Policy Statements and elaborated in MTDS.*** The Government recognises that greater partnership with donors is required to ensure the effectiveness of aid delivery and the achievement of National Objectives. Government expects that proposed improved, results oriented performance reporting by Ministries and agencies will lead donors to draw on such reporting to assess the impact of their own programmes and reduce the need for parallel monitoring at least at outcome level.

Government proposes that donor proposals to Government and the submission by Government agencies of development assistance proposals to donors be channelled through the Ministry of Development Planning and Aid Coordination to ensure that development assistance programmes are well coordinated according to Government's stated policies and priorities. This is to be supported by regular Government and Donor Agency consultations during the MTDS period, including regular reviews of the impact of donor programmes.

*The Solomon Islands Government is committed to leading effectively the coordination of development programs of national and other development partners; it is committed to implementing the **Accra Agenda for Action** and transparently report on its implementation. Moreover, SIG is actualizing its commitments through the implementation of Sector Wide Approached (SWAPs) in consonance with various donors, such as in the health sector.*

*There is, therefore, **shared vision** and foundations of **strong operational alignment** between UNDP Country Programme Action Plan (CPAP) and the Medium Term Development Strategy (MTDS), 2008-2010, which both allude to the Paris Declaration as guiding principles for aid coordination. Both emphasise improving aid effectiveness and aligning aid flows to national priorities. Both aim to improve coordination between the Government, Donors and Non-Government Organization.*

Both CPAP and MTDS prioritise Government's assuming ownership of aid coordination, implementation of national strategies, monitoring and evaluation, dialogue processes and participation of donors, civil society and the private sector. Such ownership is considered essential by both UNDP and Government for the objective of aligning official assistance to national development strategies.

Both UNDP and Government agree that through better coordination by the Ministry of Development Planning and Aid Coordination (MDPAC) the different donor's policies, strengths and development programmes should be aligned.

Accordingly, better building of national capacity for development cooperation management, i.e. coordinating and managing external aid in Solomon Islands, will require simultaneous

improvements in national planning and budgeting and institutional arrangements and management competency of Government and provincial administration for engaging in structured dialogue and consultation with the country's development partners. Donors are in agreement that Government must assume primary responsibility for aid coordination and put in place the required capacity to manage aid effectively. In this regard, UNDP's cooperation will be coordinated with other development partners that have responded to Government request to develop the required national capacity for development cooperation management.

The project's goal is to make the Aid Coordination Division of MDPAC more effective and efficient through establishing, enhancing and maintaining the elements which will contribute to a more complete aid coordination and management "system" consisting of clear organizational functions and responsibilities, appropriate human resources with procedures in place so that if staff are replaced they can adapt to the procedures, a functioning aid management information system, and value-added linkages and working relationships with other departments, divisions and units of the government. From a donor perspective, there should be a more transparent and reliable entry and liaison point to the Government, improved programme and project management to increase ownership and performance of aid funding invested, and more reliable information and reporting on aid flows and performance.

The project strategy will concentrate on following four areas:

#### **1: Establishing Aid Coordination and Management Processes and Procedures**

The project will help to establish or further to elaborate processes and procedures including strategies and action plans for progressive harmonization, alignment and simplification of development cooperation activities, and thematic papers of strategic importance for utilizing national capacities – expertise, contractors, and other service providers. The goal is to reinforce the position of the Aid Coordination Division as the main focal point responsible for coordination of development assistance on behalf of the Government.

#### **2: Reinforcing Linkages between MDPAC and other Aid Players**

The project will document best practices on institutional arrangements on the Government side and establish mechanisms for the Government to engage in structured dialogue with donors to facilitate aid mobilization and programming.

#### **3: Strengthening Human Resource Capacities**

A series of training guidelines, modules and workshops will be prepared and accessed for further upgrading of the skills of MDPAC staff. Such skill upgrading can be divided into two areas: 1) Basic Skills Upgrading to address day-to-day work activities; and 2) Role-Specific Training to enhance aid management capabilities.

#### **4: Upgrading the Existing Information and Grant Management System**

Upgrading the existing Information and Grant Management System with appropriate functional and economic classification of aid resource allocations should have direct correspondence with the development budget. The technical architecture of the system will allow for data entry at the source, and for the ability to generate analytical reports that can be used for programme and project monitoring and performance assessment of aid-funded projects.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> 1.1 Solomon Islands prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonized focusing strongly on demographic disaggregated data and poverty indicators.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Aid databases and aid management systems strengthened; aid flows integrated in national plans and budget. Baseline: Low capacity for aid coordination, aid data unstructured and incomplete. Target: National development policies and strategies supported by an effective aid management system.</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Effective Aid Management</p> <p><b>Partnership Strategy:</b> UNDP Direct Implementation (DIM) with Ministry of Development Planning and Aid Coordination as the Implementing Partner</p> <p><b>Project title and ID (ATLAS Award ID):</b> Strengthening Aid Coordination and Management Capacities in Solomon Islands</p>
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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b></p> <p>Strengthened and improved aid coordination and management effectiveness and efficiency to allocate domestic and external resources especially for poverty reduction</p> <p>Baseline: Aid flows not related to national budget</p> <p>Indicator: Number of staff trained in aid management and resource planning</p>		<ol style="list-style-type: none"> <li>1. Strengthened aid coordination and management processes and procedures</li> <li>1.1. Review, in close collaboration with MDPAC's Budget Unit, MoFT and donors, format and procedures for the submission of development proposals from government units (line ministry and agency), to better utilize available domestic and external resources..</li> <li>1.2. Prepare procedures, outline and timeline for an Aid Management Report. Develop Aid Coordination Division's capacity to prepare annually.</li> <li>1.3. Develop foreign assistance monitoring and evaluation capacities and relationships with the Aid Coordination Division.</li> <li>1.4. Conduct a 'gap analysis' matching Medium Term Development Strategy objectives to specific donor assistance programmes and projects.</li> <li>1.5. Prepare an Aid Management Strategy to 'market' Solomon Islands' development needs to existing and potentially new donors.</li> <li>1.6. Establish day-to-day activities and timelines so management/staff can undertake functions. Prepare an Operations Manual of above activities.</li> <li>2. Reinforced Linkages between MDPAC and other Aid Players</li> <li>2.1. Establish working linkages such as communication flows, activities and outputs between Aid Coordination Division and other MDPAC units, MOFT and donors.</li> <li>2.2. Establish an MDPAC working committee (including MOFT) for programme/project vetting and addressing other aid management issues.</li> <li>2.3. Creation of a compact between Government and donors to align the donor assistance to Government development priorities.</li> </ol>	<p>UNDP</p>	<p>Aid Policy Advisor 13,000</p> <p>International consultant 12,000</p> <p>Study tour 56,000</p> <p>Workshop 45,000</p> <p>Travel 33,000</p>
			<p>UNDP</p>	<p>Communication Specialist 30,000</p> <p>Travel 22,000</p> <p>Supplies 2,000</p> <p>Workshop 15,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Target: Structured aid data and enhanced aid monitoring system linking to development budget</p>		<p>2.4. Establish a schedule and help implement a cycle of regular government/donor meetings (of frequency and interval, covering priority areas and sectors as outlined in MTDS and relevant national policies, as will be consultatively considered appropriate for maximising aid coordination and management effectiveness)</p> <p>3. Strengthened Human Resource Capacities in Aid Coordination Division</p> <p>3.1. Conduct a functional analysis of Aid Coordination Division management and staff. Match staff capabilities to positions and identify specific group/individual training.</p> <p>3.2. Once the functional analysis is done, conduct a 'Medium Term Visioning' retreat to assist in refocusing Aid Coordination Division to its core functions and how it will carry out those functions over a 3-5 year period; participation of other sectors/divisions within MDPAC as well as MoFT and other relevant staff/ focal points critical to aid coordination and achieving sectoral synergies will be considered (subject to availability of funding).</p> <p>3.3. From the above activities, prepare a 'Menu of Training' and a training schedule. Implement training schedule.</p> <p>3.4. Deliver applied course on proposal development to interested undergraduate and other advanced students in Solomon Islands --</p> <p>Suggested trainings: proposal formulation, planning and proposal development, including: Problem Identification; Needs Assessment (including tools such as participatory assessment, gender needs assessment); Rationale determination (including imparting skills required for case studies, longitudinal studies, sampling, literature review methodologies); setting Goals and Objectives (including training on logic model, results-oriented planning, outcomes mapping, as well as SMART indicators); Planning and Costing project activities (including tools such as log frames); creating Work Plans (including GANTT charts); Budgeting (including participatory budgeting and gender auditing); Monitoring and Evaluation; Management Plan and Institutional Capabilities.</p> <p>3.5. Conduct an overseas study tour so senior officials can view aid delivery and management modalities in similar country contexts.</p> <p>4. Established Information and Grant Management System</p> <p>4.1. Develop a Programme/Project Template for data collection for the Grant Management Database.</p> <p>4.2. Assess other Management Information Systems to see if a software programme exists that can add a grant management component.</p> <p>4.3. Assess and develop an inter-office information network that uses the existing Government System as a base and is integrated with other MDPAC/government offices.</p> <p>4.4. Prepare a website for MDPAC and develop capacity for Aid Coordination Division to update the website periodically.</p> <p>4.5. Provide extensive training for Aid Coordination Division management and staff on the Grant Management Database input, data manipulation and reporting; interoffice information network; and</p>	<p>UNDP</p>	<p>Training Specialist 72,000 Training Coordinator 20,000 Supplies 6,000 Workshop 60,000 Printing 10,000 Miscellaneous 4,000</p>
			<p>UNDP</p>	<p>MIS Specialist 36,000 MIS Assistant 24,000 IT equipment 36,000 IT design training and maintenance 6,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>website.</p> <p>4.6 Appropriate grant management system study tour to be considered (subject to availability of funding).</p> <p>5. Project Management and Monitoring</p> <p>5.1. Project office furnished and project team recruited</p> <p>5.2. Provide project implementation support</p> <p>5.3. Appropriate measures provided against risks and issues</p> <p>5.4. Conduct project monitoring and reporting</p>	<p>UNDP</p>	<p>Project Manager 240,000</p> <p>Project Assistant 20,000</p> <p>Travel 30,000</p> <p>Equipment &amp; Furniture 15,000</p> <p>IT equipment 20,000</p> <p>Communication 20,000</p> <p>Supplies 10,000</p> <p>Miscellaneous 4,000</p> <p>F&amp;A 60,000</p>



## IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME				RESPON SIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Output 1 Strengthened and improved aid coordination and management effectiveness and efficiency to allocate domestic and external resources especially for poverty reduction	<p>1. Strengthened Aid Coordination and Management Processes and Procedures</p> <p>1.1. Prepare format and procedures for the submission of development proposals from government units (line ministry and agency) and donors.</p> <p>1.2. Prepare procedures, outline and timeline for an Aid Management Report. Develop Aid Coordination Division's capacity to prepare annually.</p> <p>1.3. Develop foreign assistance monitoring and evaluation capacities and relationships with the Aid Coordination Division.</p> <p>1.4. Conduct a 'gap analysis' matching Medium Term Development Strategy objectives to specific donor assistance programmes and projects.</p> <p>1.5. Prepare an Aid Management Strategy to 'market' Solomon Islands' development needs to existing and potentially new donors.</p> <p>1.6. Establish day-to-day activities and timelines so management/staff can undertake functions. Prepare an Operations Manual of above activities.</p>		X		X	UNDP	TRAC	International consultant Travel Workshop	13,000 59,000 15,000
<i>Baseline: Aid flows not related to national budget</i>									
<i>Indicators: Number of staff trained in aid management and resource planning</i>	2. Reinforced Linkages between MDPAC and other Aid Players		X		X	UNDP	TRAC	Contractual service – indiv. Travel Supplies	15,000 5,000 1,000
<i>Targets: Structured aid data and enhanced aid monitoring system linking to development budget</i>	<p>2.1. Establish working linkages such as communication flows, activities and outputs between Aid Coordination Division and other MDPAC units, MOFT and donors.</p> <p>2.2. Establish a MDPAC working committee (including MOFT) for programme/project vetting and addressing other aid management issues.</p> <p>2.3. Creation of a compact between Government and donors to align the donor assistance to Government development priorities.</p> <p>2.4. Establish a schedule and help implement a cycle of government donor meetings including at least one annual meeting and four sector meetings annually.</p>								
<i>Related CP outcome: Solomon Islands prepares and implements sectoral and national plans and sustainable</i>	3. Strengthened Human Resource Capacities in Aid Coordination Division		X		X	UNDP	TRAC	International consultant Contractual service – indiv. Supplies Workshop	36,000 7,000 2,000 20,000

3.1. Conduct a functional analysis of Aid Coordination Division management and staff. Match staff capabilities to positions and identify

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPON SIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
		<p>And baseline, indicators including annual targets development strategies aligned with MDG goals, targets and indicators linked to national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonized focusing strongly on demographic disaggregated data and poverty indicators</p>	<p>specific group/individual training. 3.2. Once the functional analysis is done, conduct a 'Medium Term Visioning' retreat to assist in refocusing Aid Coordination Division to its core functions and how it will carry out those functions over a 3-5 year period. 3.3. From the above activities, prepare a 'Menu of Training' and a training schedule. Implement training schedule. 3.4. Deliver applied course on proposal development to university students 3.5. Conduct an overseas study tour so senior officials can view aid delivery and management modalities in similar country contexts. 4. Established Information and Grant Management System</p> <p>4.1. Develop a Programme/Project Template for data collection for the Grant Management Database. 4.2. Assess other Management Information Systems to see if a software programme exists that can add a grant management component. 4.3. Assess and develop an inter-office information network that uses the existing Government System as a base and is integrated with other MDPAC/government offices. 4.4. Prepare a website for MDPAC and develop capacity for Aid Coordination Division to update the website periodically. 4.5. Provide extensive training for Aid Coordination Division management and staff on the Grant Management Database input, data manipulation and reporting; interoffice information network; and website.</p> <p>5. Project Management and Monitoring</p> <p>5.1. Project office furnished and project team recruited 5.2. Provide project implementation support 5.3. Appropriate measures provided against risks and issues 5.4. Conduct project monitoring and reporting</p>						
		X	X	X	X	UNDP	TRAC	Printing Miscellaneous	3,000 2,000
								International consultant Contractual service – indiv. ICT equipment	36,000 9,000 30,000
		X	X	X	X	UNDP	TRAC	International ALD Contractual service – indiv. Travel Equipment & furniture Communication Supplies ICT equipment Miscellaneous Facilities & administration	90,000 7,000 10,000 15,000 7,000 3,000 10,000 2,000 28,000
<b>TOTAL</b>									<b>425,000</b>

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPON SIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Budget Description	Amount
Output 1 Strengthened and improved aid coordination and management efficiency to allocate domestic and external resources especially for poverty reduction	1. Strengthened Aid Coordination and Management Processes and Procedures	X	X	X	X	UNDP	TRAC	International consultant Travel Workshop	12,000 30,000 30,000
	2. Reinforced Linkages between MDPAC and other Aid Players	X	X			UNDP	TRAC	Contractual service – indiv. Travel Supplies Workshop	15,000 17,000 1,000 15,000
	3. Strengthened Human Resource Capacities in Aid Coordination Division	X	X	X	X	UNDP	TRAC	International consultant Contractual service – indiv. Supplies Workshop Printing Miscellaneous	36,000 10,000 3,000 30,000 5,000 2,000
	4. Established Information and Grant Management System	X	X	X	X	UNDP	TRAC	Local consultant Contractual service – indiv. ICT equipment	4,000 12,000 4,000
	5. Project Management and Monitoring	X	X	X	X	UNDP	TRAC	International ALD Contractual service – indiv. Travel Communication Supplies ICT equipment Miscellaneous Facilities & administration	120,000 10,000 15,000 10,000 5,000 5,000 2,000 27,000
<b>TOTAL</b>									<b>420,000</b>

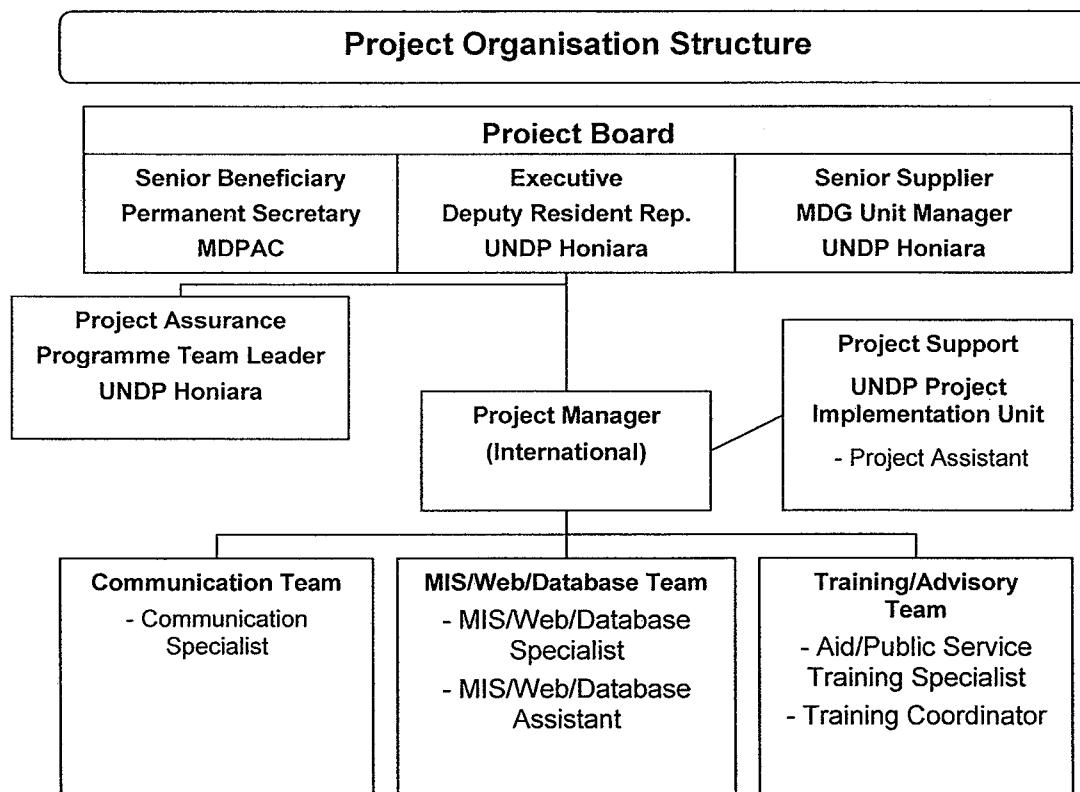
Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>		TIMEFRAME				RESPON SIBLE PARTY	PLANNED BUDGET		
			Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Output 1 Strengthened and improved aid coordination and management efficiency and domestic and external resources especially for poverty reduction	1. Strengthened Aid Coordination and Management Processes and Procedures					UNDP	TRAC			
	2. Reinforced Linkages between MDPAC and other Aid Players					UNDP	TRAC			
	3. Strengthened Human Resource Capacities in Aid Coordination Division	X				UNDP	TRAC	Contractual service – indiv. Supplies Workshop Printing	3,000 1,000 10,000 2,000	
	4. Established Information and Grant Management System	X				UNDP	TRAC	Local consultant Contractual service – indiv. ICT equipment	2,000 3,000 2,000	
	5. Project Management and Monitoring	X				UNDP	TRAC	International ALD Contractual service – indiv. Travel Communication Supplies ICT equipment Facilities & administration	30,000 3,000 5,000 3,000 2,000 5,000 5,000	
<b>TOTAL</b>										<b>76,000</b>

## V. MANAGEMENT ARRANGEMENTS

The Project Board guides the project and makes project decisions based on the principle of consensual management. Project reviews by the Board are made at designated decision points during the running of the project, or as necessary when the need is raised by the Project Manager. This group comprises of three entities with the following three roles: 1) the Executive who represents the project executing body and chairs the group; 2) the Senior Supplier whose role is to provide guidance regarding the technical feasibility of the project; and 3) the Senior Beneficiary whose role is to ensure that the project benefits are realized from the perspective of project beneficiaries. Deputy Resident Representative (DRR) of the UNDP Honiara Office will take the Executive role, the Permanent Secretary (PS) of MDPAC will take Senior Beneficiary's role, and the MDG Unit Manager of the UNDP Honiara Office will take the Senior Supplier role.

The role of the Project Assurance is to support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Programme Team Leader of the UNDP Honiara Office will undertake the Project Assurance role for the Project Board.



The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Communication Specialist will support the Project Manager in establishing effective communication channels between Divisions within MDPAC, between MDPAC and other government agencies, and between MDPAC and the donor community.

The MIS/Web/Database Specialist will help in improving the MDPAC's information network, design and implement a web page, and establish a Grant Management Database either using an existing information system or designing a new system.

The Aid/Public Service Training Specialist will help in the identification of in-country and out-of-country training relevant to MDPAC needs. The Specialist will also assist the Project Manager in conducting the functional analysis, and in compiling the findings and needs identification; the specialist will also carry out specific aid/capacity development training for MDPAC management and staff.

The role of Project Support covers procurement and financial management. The Project Implementation Unit (PIU) in UNDP Honiara Office will provide this function to the project.

MDPAC is the executing entities of this project but a HACT micro-assessment has not yet been completed. The Direct Implementation (DIM) modality has been identified by the Government and UNDP as the most appropriate method for the project implementation. MDPAC will allocate working space to the Project Team and consultants and will provide necessary facilities to them.

The project will follow UNDP's audit procedures under Direct Implementation.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Quarterly

Quarterly progress reports will be prepared by the Project Manager and submitted to the Project Board for oversight purposes, which includes quality management log, issues log, risks log, lessons learned log, financial report and workplan for the preceding three months. The Project Assurance function holder will review the progress reports and update the Monitoring Schedule Plan in Atlas to track key management actions/events.

### Annually

An Annual Progress Review (APR) Report shall be prepared by the Project Manager and shared with the Project Board. As much as possible, the APR report should align with the CPAP annual review process. Based on the above report, an annual project review (Tripartite Project Review: TPR) meeting shall be conducted to assess the performance of the project and inform/review the Annual Work Plan (AWP) for the following year. The TPR meeting is the supreme governing mechanism that meets at key decision points, and it should not meet fewer than once per year. Additional TPR meetings may be called if the deviation of the project control items—such as time and cost—exceeds the predetermined tolerance level.

### End of Project

In the last year, a terminal TPR will be held to approve project closure. This review will be a final assessment and will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The end-of-project report will be prepared by the Project Manager within a month after the operational closure on the project. The report should include the summary of overall project results, lessons learned, financial report, asset management and follow-on action recommendations. The final evaluation will be conducted internally by the Project Assurance.

Ad Hoc

UNDP Honiara Office will conduct ad hoc oversight of the Project.

Quality Management for Project Activity Results shall be done by the following format:

**Quality Management for Project Activity Results**

<b>OUTPUT:</b> Strengthened and improved aid coordination and management effectiveness and efficiency to allocate domestic and external resources especially for poverty reduction		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Strengthened processes and procedures</i>	Start Date: July 2009 End Date: Dec. 2010
<b>Purpose</b>	<i>Establish Aid Coordination Division as the main focal point responsible for coordination of development assistance on behalf of the Government</i>	
<b>Description</b>	1.1. Prepare format and procedures for the submission of development proposals from government units (line ministry and agency) and donors. 1.2. Prepare procedures, outline and timeline for an Aid Management Report. Develop Aid Coordination Division's capacity to prepare annually. 1.3. Develop foreign assistance monitoring and evaluation capacities and relationships with the Aid Coordination Division. 1.4. Conduct a 'gap analysis' matching Medium Term Development Strategy objectives to specific donor assistance programmes and projects. 1.5. Prepare an Aid Management Strategy to 'market' Solomon Islands' development needs to existing and potentially new donors. 1.6. Establish day-to-day activities and timelines so management/staff can undertake functions. Prepare an Operations Manual of above activities.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Aid Management Strategy developed and endorsed	Direct observation	June 2010
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Enhanced linkage between MDPAC and others</i>	Start Date: July 2009 End Date: June 2010
<b>Purpose</b>	<i>Strengthen channels of communication and reporting with senior government and line ministries/agencies; and donors and involve more Government-donor collaboration and coordination</i>	
<b>Description</b>	2.1. Establish working linkages such as communication flows, activities and outputs between Aid Coordination Division and other MDPAC units, MOFT and donors. 2.2. Establish a MDPAC working committee (including MOFT) for programme/project vetting and addressing other aid management issues. 2.3. Creation of a compact between Government and donors to align the donor assistance to Government development priorities. 2.4. Establish a schedule and help implement a regular cycle of government donor meetings (of frequency and interval, covering priority areas and sectors as outlined in MTDS and relevant national policies, as will be consultatively considered appropriate for maximising aid coordination and management effectiveness).	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of compact signed by the Government and donors	Direct observation	June 2010

<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Strengthened human resource capacities</i>	Start Date: July 2009 End Date: March 2011
<b>Purpose</b>	<i>Upgrading skills of Aid Coordination officers to fully implement its functions and newly introduced processes, procedures and linkages</i>	
<b>Description</b>	<p>3.1. Conduct a Functional Analysis of Aid Coordination Division management and staff. Match staff capabilities to positions and identify specific group/individual training.</p> <p>3.2. Once the Functional Analysis is done, conduct a 'Medium Term Visioning' retreat to assist in refocusing Aid Coordination Division to its core functions and how it will carry out those functions over a 3-5 year period.</p> <p>3.3. From the above activities, prepare a 'Menu of Training' and a training schedule. Implement training schedule.</p> <p>3.4. Deliver applied course on proposal development to university students</p> <p>3.5. Conduct an overseas study tour so senior officials can view aid delivery and management modalities in similar country contexts.</p>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of staff trained in aid management and resource planning	Project progress reports	March 2011
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Establishment of Development Information and Grant Management system</i>	Start Date: July 2009 End Date: March 2011
<b>Purpose</b>	<i>Assess the existing information system and expand it to provide information on Solomon Islands' foreign assistance programme and linkages to its development priorities</i>	
<b>Description</b>	<p>4.1. Develop a Programme/Project Template for data collection for the Grant Management Database.</p> <p>4.2. Assess other Management Information Systems to see if a software programme exists that can add a grant management component.</p> <p>4.3. Assess and develop an inter-office information network that uses the existing Government System as a base and is integrated with other MDPAC/government offices.</p> <p>4.4. Prepare a website for MDPAC and develop capacity for Aid Coordination Division to update the website periodically.</p> <p>4.5. Provide extensive training for Aid Coordination Division management and staff on the Grant Management Database input, data manipulation and reporting; interoffice information network; and website.</p>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Grant Management System upgraded	Direct observation	March 2011
<b>Activity Result 5 (Atlas Activity ID)</b>	<i>Project management and monitoring</i>	Start Date: April 2009 End Date: March 2011
<b>Purpose</b>	<i>Ensure the project to deliver the intended output in timely and accountable manner in full compliance with UNDP's rules and procedures</i>	
<b>Description</b>	<p>5.1. Project office furnished and project team recruited</p> <p>5.2. Provide project implementation support</p> <p>5.3. Appropriate measures provided against risks and issues</p> <p>5.4. Conduct project monitoring and reporting</p>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Project completed in timely manner	End-of-Project report	March 2011



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## VII. LEGAL CONTEXT

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

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

The implementing partner shall:

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

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

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

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## VIII. ANNEXES

### ANNEX 1: Terms of Reference: Project Manager

Post level: International ALD4

Duration of service: Twelve months, with possibility of extension for another year subject to satisfactory performance review

Description of responsibilities:

Provides day-to-day management to the project and reports to Project Board. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Overall project management and reporting for the project;
- Engagement, briefing, supervision and review of consultant and contractor inputs;
- Mobilize all project inputs in accordance with UNDP procedures;
- Manage PMU recruitment and selection of project personnel as necessary;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Prepare and revise project work and financial plans, as required to Government and UNDP;
- Manage procurement of goods and services under UNDP guidelines and oversight of contracts;
- Ensure proper management of funds consistent with UNDP requirements, and budget planning and control;
- Prepare and ensure timely submission of quarterly financial consolidated reports, quarterly consolidated progress reports, and other reports as may be required by UNDP;
- Disseminate project reports to and respond to queries from concerned stakeholders;
- Oversee the exchange and sharing of experiences and lessons learned with relevant education, environment and development projects nationally and internationally;
- Review relevant documents and research prepared leading up to the project.
- Prepare aid management and coordination processes and procedures in line with the Aid Coordination Division's functions.
- Establish the outline and facilitate the preparation of an Annual Aid Management Report.
- With Aid Coordination Division and other MDPAC Divisions, conduct a 'gap analysis' matching Solomon Islands' priority development objectives as stated in the Medium Term Development Strategy with ongoing and planned foreign assistance projects and programmes. From the analysis, with Aid Coordination Division management and staff, develop an Aid Strategy to present and discuss with donors to seek support or project/programme refinement.
- Work with Aid Coordination Division to develop and implement day-to-day work procedures. With the Division staff and other team members, prepare a straightforward Operations Manual with the procedures, forms, and outlines necessary for the Division to implement its functions.
- Work with Aid Coordination Division in developing working relationships and day-to-day linkages with other MDPAC Divisions, other government agencies, notably the MOFT, and donors.
- With Aid Coordination Division, develop a format and schedule for at least one annual donor-government meeting and at least four sector meetings during the time of the project.
- With the Training Specialist and Aid Coordination Division management, conduct a functional analysis of Division's capacities (management and staff). With the Training Specialist, prepare a training programme to include Basic Skills Upgrading and Role-Specific Training. With the UNDP Liaison Officer and the Division counterpart, implement the training.
- With other project team members, Aid Coordination Division, and MIS Analyst, prepare a programme/project template to collect data for a Grant Management System. Work with the Division management and staff to prepare report schedules and outlines to including the Annual Aid Management Report, specific donor and sector reports, and quarterly performance reports.

- Give applied courses/workshops on proposal development to university students.
- Organize training workshops for other Government Ministries on proposal development and UNDP project management rules and procedures.

**Competencies:**

- The candidate should be proactive and have the ability to discuss openly with all senior officers from the MDPAC, and the MOFT;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills;
- Proven ability to manage other project team (national and international) and manage diverse and complex tasks; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

**Qualifications:**

- The candidate is required to have an advanced degree in public administration, governance, institutional management or related field;
- He or she must have more than 7 years experience in project management and foreign aid coordination and management with good understanding of integrating gender and similar cross-cutting priorities in aid management;
- Experience with similar assignments in similar developing countries with mixed experience in the Pacific Islands, Southeast Asia and Africa is an asset.

**ANNEX 2: Terms of Reference: Communication Specialist**

Post level: SC7

Duration of service: Twelve months, with possibility of extension for another year subject to satisfactory performance review

**Description of responsibilities:**

Work with Project Manager, Aid Coordination Division management and other MDPAC Divisions, mainly on strengthening linkages between MDPAC Divisions, other government units and donors. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Review relevant documents and research prepared leading up to the project.
- Participate in Functional Analysis to help identify communication channels and capacities within Aid Coordination Division and between the Divisions within MDPAC, other government agencies and donors.
- Identify specific capacity building and communication processes that will strengthen the working relationships between Aid Coordination Division and the other divisions and agencies, and donors mentioned previously.
- Help implement communications policy and provide training in effective communication techniques and responsibilities.
- Assist the Project Manager and Aid Coordination Division in establishing communication channels and organizing events between the government and donor community with the aim to standardize communication products and services.
- Work with the International and National MIS/Web/Database Specialists to identify information flows and how/what should be posted on the designed web site.

Competencies:

- The candidate should be proactive and have the ability to discuss openly with all senior officers from the MDPAC, and the MOFT;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

Qualifications:

- The candidate is required to have an advanced degree in communications, journalism and/or public relations;
- He or she must have more than 10 years experience with a mix of government, nongovernmental and/or private sector practical experience;

**ANNEX 3: Terms of Reference: MIS/Web/Database Specialist**

Post level: International SSA

*pending arrival and installation of DAD.*

Duration of service: 4 months

Description of responsibilities:

Conducts information network and database assessment; develops Grant Management Database, interoffice information network, and website; and provides relevant training. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Review relevant documents and research prepared leading up to the project.
- Assess current information systems in use by the Aid Coordination Division, other Divisions in MDPAC, MOFT. The assessment should include the CS-DRMS used for debt management by the MOFT and the planned Financial Information Management System.
- Based on the assessment, determine the best option for developing a Grant Management System. Insure that any system developed is integrated with the Financial Information Management System. Design and implement system that includes such fields as on the Sample Project/Programme template. Also develop output report formats.
- Based on the assessment, determine other Aid Coordination Division's information network improvements, especially in relation to improving communication flows between other MDPAC divisions.
- Design an Aid Management website that contains a central point for Solomon Islands' development information and donor information. Help to design formats for documents to be placed on the web as well as establish linkages with relevant donor websites.
- Provide hands-on training for all of the above. Prepare timelines for database and website updating and reporting.

Competencies:

- The candidate is required to have a degree in information system development, software design and web design;
- The candidate should be proactive and have the ability to discuss openly with all senior officers from the MDPAC;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;

- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills;
- Proven ability to manage other advisors (national and international) and manage diverse and complex tasks; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

**Qualifications:**

- The candidate must have experience with similar assignments, especially in regard to system design, providing hands-on training, and producing real information system reporting outputs;
- The candidate should have at least 5 years of similar public administration and aid management information systems experience in similar developing countries with mixed experience in the Pacific Islands, Southeast Asia and Africa;

**ANNEX 4: Terms of Reference: MIS/Web/Database Assistant**

Post level: SC6

Duration of service: 12 months

**Description of responsibilities:**

Works with international counterpart to conduct information network and database assessment; develops Grant Management Database, interoffice information network, and website; and provides relevant training. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Review relevant documents and research prepared leading up to the project.
- With the International Specialist, assess current information systems in use by the Aid Coordination Division, other MDPAC divisions, and MOFT. The assessment should include the CS-DRMS used for debt management by the MOFT and the planned Financial Information Management System.
- With the International Specialist determine the best option for developing a Grant Management System. Ensure that any system developed is integrated with the Financial Information Management System. With the International Specialist design and implement system that includes such fields as on the Sample Project/Programme template. Also develop output report formats.
- Work with the International Specialist on improving the Aid Coordination Division's information network especially in relation to improving communication flows between other MDPAC divisions.
- Help to design and implement an Aid Management website that contains a central point for Solomon Islands' development information and donor information. Help to design formats for documents to be placed on the web as well as establish linkages with relevant donor websites.
- Assist the International Specialist in providing hands-on training for all of the above.
- Prepare timelines for database and website updating and reporting.

**Competencies:**

- The expert should be proactive and have the ability to discuss openly with all senior officers from the MDPAC;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills; and

- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

Qualifications:

- The candidate is required to have a degree in information system development, software design and web design;
- The candidate must have at least 5 years experience with similar assignments, especially in regard to system design, providing hands-on training, and producing real information system reporting outputs;

**ANNEX 5: Terms of Reference: Aid/Public Service Training Specialist**

Post level: International SSA

*pending PM to join the project.*

Duration of service: 3 months

Description of responsibilities:

Conducts MDPAC Functional Analysis, designs training programme and provides relevant training. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Review relevant documents and research prepared leading up to the project.
- With the Project Manager and Aid Coordination Division management, conduct a functional analysis of the Division's capacities (management and staff). Help in the implementation of the findings of the functional analysis.
- Organize, participate and act as resource for the Aid Coordination Division's Medium Term Visioning retreat.
- Prepare and implement a training programme to include Basic Skills Upgrading and Role-Specific Training.
- Conduct public administration and aid management training within MDPAC per the training programme.
- Identify project counterpart and on-the-job experience training approaches and work with management and staff to implement.
- Provide end-of-mission report on training provided, effectiveness and future needs.
- Guides the National Training Coordinator in setting up of an MDPAC training programme.

Competencies:

- The candidate should be proactive and have the ability to discuss openly with all senior officers from the MDPAC;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills;
- Proven ability to manage other advisors (national and international) and manage diverse and complex tasks; and
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

Qualifications:

- The candidate is required to have an advanced degree (PhD a distinct advantage) in public administration, governance or institutional management;
- He or she must have more than five years' experience in government with practical experience in foreign aid coordination and management;

- Good understanding of integrating gender and similar cross-cutting priorities in aid management;
- He or she must have experience with similar assignments, especially in regard to public administration and aid management training, in similar developing countries with mixed experience in the Pacific Islands, Southeast Asia and Africa.

## **ANNEX 6: Terms of Reference: Training Coordinator**

Post level: SC5

Duration of service: 12 months

### **Description of responsibilities:**

Assists in development and roll-out of training programmes. Establishes linkages to training providers and institutionalizes training programmes within the Aid Coordination Division and other relevant MDPAC Divisions. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Review relevant documents and research prepared leading up to the project.
- Participate and act as resource for the Aid Coordination Division's Medium Term Visioning retreat.
- Assist in the preparation and implementation of a training programme to include Basic Skills Upgrading and Role-Specific Training. Conduct public administration and aid management training within MDPAC per the training programme.
- Assist in identifying project counterparts and on-the-job experience training approaches and work with management and staff to implement.
- Draw up and implement a medium term plan to institutionalize the training programme within MDPAC

### **Competencies:**

- The training coordinator should be proactive and have the ability to discuss openly with all senior officers from the MDPAC;
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment;
- Capacity to perform effectively under pressure and hardship conditions;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment;
- Full working knowledge of English, including excellent drafting and presentation skills;
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.

### **Qualifications:**

- The training coordinator is required to have a university degree (MSc a distinct advantage) in education or related fields;
- He or she must have more than five years' experience in government with practical experience in foreign aid coordination and management;
- Good understanding of integrating gender and similar cross-cutting priorities in aid management;
- He or she must have experience with similar assignments, especially in regard to public administration and aid management training.

## ANNEX 7: Initial Risk Log

#	Description	Date Identified	Type <sup>5</sup>	Impact & Probability <i>Note: 1=low, 5=high</i>	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Withdrawal of assistance from key donors	Initial	Political	Bilateral political dispute may trigger the suspension or termination of assistance project Probability (P): 1 Impact (I): 4	Watch over political situation and keep close relations with development partners	Project Manager	NA (Initial identification)	Upon the project approval	Identified
2	High staff turnover rate	Initial	Organizational	Trained staff resign and move to other institutions or other countries Probability (P): 3 Impact (I): 2	Explore incentives and opportunities which trained staff could receive	Project Manager	NA (Initial identification)	Upon the project approval	Identified
3	Resurgence of tension between major ethnic groups	Initial	Security	Social unrest slows down the implementation of the project Probability (P): 1 Impact (I): 3	Put special emphasis on equity and transparency in aid policy and strategy	Project Manager	NA (Initial identification)	Upon the project approval	Identified
4									
5									

<sup>5</sup> Environmental, Financial, Operational, Organizational, Political, Regulatory, Security, Strategic or Other