



**United Nations Development Programme
Country: Tuvalu
Project Document**

UNDAF Outcome(s): 4.0 - Sustainable Environmental Management

Expected CP Outcome(s): Tuvalu communities effectively manage and use their environment, as well as natural and cultural resources

Expected CPAP Output(s): Improved and supported adaptive capacity at all levels that contribute to the protection of marine, land, water resources and environmental services

Implementing partner: Tuvalu Department of Energy

Responsible Parties: UNDP Fiji Multi-Country Office (MCO)

Description

The objective of the project is to raise public awareness on energy conservation and energy efficiency in Tuvalu, develop capacity of technicians to maintain solar-diesel hybrid systems and the solar PV stand-alone home systems in outer islands. The capacity development of technicians component would provide additional resources to the proposed Italian funded renewable energy project "Tuvalu Photovoltaic Electricity Network Integration (TPVENI)" and nationally-executed through Cost-Sharing Agreement. It is also foreseen that the project would mobilize resources from the Government of India, as agreed at the 2006 post-Forum dialogue, and nationally-executed through Cost-Sharing Agreement.

Programme Period:	2008 - 2012
CPAP Programme Component:	Outcome 4.2
Project Title:	Tuvalu Sustainable Energy Interventions
Atlas Award ID:	TBA
Start Date:	20/06/08
End Date:	20/06/09
PAC Meeting Date	April 2008

Estimated annualized budget:	US\$20,000
Total resources required	US\$20,000
Total allocated resources:	US\$20,000
• Regular	US\$20,000
• Other:	
o Donor	N/A
o Donor	N/A
o Donor	N/A
o Government	N/A
Unfunded budget:	N/A
In-kind Contributions	N/A

Agreed by Implementing Partner (Tuvalu Department of Energy):

M. MOLIPI TAVESI

[Signature] 11/07/08

Agreed by UNDP:

[Signature] (UNDP R.R. a.i.)

15 July 2008

Narrative

Part I. Situation Analysis

Background

Tuvalu's energy needs are primarily met through the use of imported petroleum. At present, 92% of households are connected to an electricity grid that is powered by diesel generators. Additionally, it is estimated that 70% of the Tuvalu Government budget may potentially be utilized to pay for the import of petroleum if global prices continue to increase.¹ As with all Pacific Island Countries (PICs), Tuvalu is heavily reliant on secure, stable and sustainable sources of energy for the advancement of socio-economic development. While biomass contributes very significantly to meeting the energy needs of households (particularly cooking), over half of the energy needs of Tuvalu are met by imported petroleum products. Petroleum consumption is used up mainly for rural and urban electrification (through the use of diesel generators), household uses (Liquefied Petroleum Gas (LPG) and kerosene for cooking), transportation (vessel/boat engines, road transport, and domestic and international air transport), and industrial use (for operation of machinery)². Tuvalu comprises of several isolated and sporadic islands, which makes it even more difficult when it comes to the distribution of a reliable and sustainable supply of petroleum.

In October 2005, Tuvalu endorsed its National Energy Policy which clearly sets out and calls for interventions that promote partnerships that will assist in capacity development in the use of appropriate, proven, affordable and cost effective renewable energy technologies both for urban and rural applications. As well, the policy plans to put into place measures that ensure Tuvalu's limited biomass, copra bio-fuel and other renewable energy resources are used efficiently, in an environmentally sound and sustainable manner.³ As highlighted by Tuvalu's representative at the UNCED in 2006, the strategy for Tuvalu was to increase the use of renewable energy from the current 4% to 20% of energy sources by 2015. Their focus is to improve flexibility and easy access to renewable energy facilities, and improve affordability to address the poverty-renewable energy nexus. The adverse impacts of climate change caused by fossil fuels on Small Island Developing States (SIDS) like Tuvalu are real, immediate and devastating requiring support for adaptation by the industrialized countries.

As one of Tuvalu's development partners, UNDP is guided by programmatic interventions contained in the United Nations Development Assistance Framework (UNDAF) and the Multi-Country Programme Document 2008-2012. This resulted from in-country consultations that identified four thematic outcomes that could be supported by UNDP. In the fourth outcome of Sustainable Environmental Management, support for capacity development to mainstream environmental sustainability was identified as one of the key outcomes with the indicator for an increased percentage of population having access to renewable energy.

UNDP's Experience with Renewable Energy and opportunities for future assistance

The UNDP Fiji Multi-Country Office (MCO) was a co-operating agency in the Kiribati Solar Energy Company (KSEC) initiative in the early 1990s, a successful initiative in the Pacific region. UNDP assisted with technical training on solar photovoltaic (PV) systems and management training on accounting, billing, spare parts and inventory. The initiative met the basic electricity needs of I-Kiribati in an efficient, less expensive and reliable manner particularly in allowing access to better lighting in rural areas. As a result, interest in PV systems has increased in rural communities with the recognized benefits in health, economic savings and education, and the limitless potential as a simple means of meeting electrical power needs in rural household populations.

¹ Statement by H.E. Honourable Saufatu Sopoanga, Deputy Prime Minister and Minister of Works and Energy, 14th Session of Commission on Sustainable Development, New York. 10th May 2006

² a) Pacific Regional Energy Assessment 2004: an Assessment of the Key Energy Issues, Barriers to the Development of Renewable Energy to Mitigate Climate Change, and Capacity Development Needs to Removing the Barriers : Tuvalu National Report, prepared by Herbert Wade et al for SPREP/UNDP/GEF, 2005 and b) Pacific Regional Energy Assessment 2004: an Assessment of the Key Energy Issues, Barriers to the Development of Renewable Energy to Mitigate Climate Change, and Capacity Development Needs to Removing the Barriers: Tonga National Report, prepared by Herbert Wade et al for SPREP/UNDP/GEF, 2005.

³ Tuvalu National Energy Policy Framework

The financial and technical advantages of solar systems are manifold: it only requires a one-time capital investment with low operating and maintenance costs, and the modular systems can be specifically sized to fit the needs of individual households. Moreover, once technical barriers to recycle the batteries are addressed, there is little potential for environmental damage. In addition, access to electricity tremendously impacted on the livelihoods of I-Kiribati by providing opportunities for better lighting, improved health, income-generating activities and empowerment. Best practices from the KSEC initiatives provide insight into the following: (i) a workable partnership between the private sector, government and international agencies to provide affordable sustainable energy to low-income households; and (ii) delivery of services affordable to rural population at a AU\$9 to \$15 monthly fee that KSEC is sufficiently confident to expand to outer islands.

UNDP can assist Tuvalu by replicating best practices from other PICs successful initiatives through raising community awareness on the importance of conserving energy use and benefits of using energy efficient appliance; development capacity of solar technicians through training on solar-diesel hybrid systems and maintaining solar PV stand-alone home systems in outer islands. This would improve the reliability and long term viability of solar PV projects while also improving livelihoods of all Tuvaluans who will benefit most from accessing modern sustainable energy services.

Currently, more than 400 solar PV stand-alone home systems exist in the outer islands of Tuvalu and their maintenance and operations remain the responsibility of the Department of Energy. One of the successes of solar PV stand-alone home systems depends on reliable and consistent maintenance, which is currently lacking in the outer islands. In addition, there is need for advocating the benefits of saving energy use and utilizing energy-efficient appliance as a means to reducing electricity costs, coupled with training of solar technicians on operating solar-diesel hybrid systems for its sustainability. Through the proposed project, financial assistance will be provided by UNDP Fiji MCO to the Department of Energy to achieve the following output:

Energy conservation and energy efficiency awareness improved, solar home systems maintained and initiative replicated through resource mobilization

UNDP assistance would compliment training activities under the regional Renewable Energy project. Through this UNDP assistance, additional resources would be mobilized from potential donors.

Part II. Scope and Strategy

In accordance with the Government's request at the UNDAF consultation in early 2007, the UNDP Fiji MCO is providing financial assistance to the Government of Tuvalu through the Department of Energy. The project will place great emphasis on advocating the benefits of energy conservation and efficiency, developing capacity of solar home system technicians, providing maintenance equipment and supplies and replicating best practices to other communities.

Key activities of this project include:

1. Community awareness raising activities on energy conservation and efficiency, monitoring of impact of awareness-raising programme;
2. Training workshop for solar home system technicians, documenting of survey on maintenance needs assessment, and provision of equipment and supplies to priority areas; and
3. Resource mobilization.

Once the initiative is completed, increased access in outer island should provide economic gains, improve local capacity to guarantee reliable access to energy, allow access to better lighting for all Tuvaluans and provide more opportunities to develop activities not feasible without electricity.

The role of UNDP would be to finance all activities and closely monitor completion of all project activities. Partnerships involve UNDP (as funding source), Tuvalu Department of Energy (for overall project coordination), Department of Rural Development, respective outer-island councils (for maintenance of solar home systems), and CROP (for technical assistance).

I. ANNUAL WORK PLAN BUDGET SHEET

Year: 2008 - 2009

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q3, 2008 – Q2, 2009					Funding Source	Budget Description	Amount (USD)	
		Q3, 2008	Q4, 2008	Q1, 2009	Q2, 2009					
1. Community awareness-raising on energy conservation and energy efficiency conducted										
Output: Energy conservation & efficiency awareness improved, solar home systems maintained and initiative replicated through resource mobilization	1.1 Awareness-raising exercise conducted - Request for awareness materials - Obtain and translate awareness materials into local language - Conduct community awareness exercise involving media if necessary - Draft report and circulate for comments - Finalize advocacy exercise report and submit to UNDP	X				Department of Energy	71400	Contractual Services	2,800	
		X					UNDP	74500	Miscellaneous	200
		X								
		X								
Baseline: High energy consumption, limited financial assistance to advocate for benefits of practicing energy efficiency & conservation, maintenance of solar home systems and replicating best practices to other island communities	1.2 Impact of awareness-raising monitored over 3-month period - Document findings and recommend areas for improvement - Circulate draft monitoring report for comments - Finalize monitoring report and submit to UNDP		X			Department of Energy	71400	Contractual Services	1,800	
				X	X		UNDP	74500	Miscellaneous	200
2. Training workshop for solar technicians conducted and maintenance supplies provided to outer islands										
Indicators: One awareness-raising exercise by end of Quarter 3, 2008; Monitoring by										

<p>end of Quarter 4, 2008; One workshop by end of Quarter 1, 2009; and one donor round-table to identify resource mobilization partners by end of Quarter 2, 2009.</p> <p><i>Targets: Awareness-raising materials, training workshop, resource mobilization strategy, donor commitment to replicate best practices</i></p> <p><i>Related CP outcome: Tuvalu communities effectively manage and use their environment, as well as natural and cultural resources</i></p>	<p>2.1 Training facilitator recruited, training schedule and materials developed</p> <ul style="list-style-type: none"> - Finalize ToR and advertise - Recruit training facilitator - Prepare schedule and materials, circulate for comments and finalize 		<p>X X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>71300 Local Consultant</p> <p>74500 Miscellaneous</p>	<p>1,000</p> <p>200</p>						
	<p>2.2 Training workshop conducted</p> <ul style="list-style-type: none"> - Organize agenda, confirm participants and venue - Conduct training workshop 		<p>X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>71600 Travel</p> <p>71300 Local Consultant</p> <p>74500 Miscellaneous</p>	<p>2,000</p> <p>1,000</p> <p>200</p>						
	<p>2.3 Documentation of survey (quantity of solar systems on Tuvalu) conducted in 1st quarter 2008</p> <ul style="list-style-type: none"> - Circulate draft report for comments - Finalize report and submit to UNDP 		<p>X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>71400 Local Consultant</p>	<p>1,000</p>						
	<p>2.4 Maintenance equipment provided to priority areas</p> <ul style="list-style-type: none"> - Obtain consensus on priority areas - Select supplier, Procure equipment and provide to priority areas - Finalize report and submit to UNDP 		<p>X X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>72200 Equipment</p> <p>72500 Supplies</p> <p>74500 Miscellaneous</p>	<p>3,600</p> <p>2,600</p> <p>200</p>						
	<p>3. Resource mobilization strategy developed and agreed to by key stakeholders</p>												
	<p>3.1 Project benefits advocated through media</p> <ul style="list-style-type: none"> - Finalize press releases - Raise profile through radio programmes - Document best practices 								<p>X X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>71400 Contractual Services</p>	<p>1,400</p>

	<p>3.2 Resource mobilization strategy finalized</p> <ul style="list-style-type: none"> - Obtain list of communities to replicate best practices - Conduct national workshop to discuss draft resource mobilization strategy - Finalize resource mobilization strategy and submit to UNDP 		<p>X X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>71400 Contractual Services</p>	<p>1,400</p>	
	<p>3.3 Replication of best practices included in donor roundtable discussions</p> <ul style="list-style-type: none"> - Confirm inclusion of topic in roundtable agenda - Promote best practices through resource mobilization strategy - Document outcomes and way forward 		<p>X X X</p>	<p>Department of Energy</p>	<p>UNDP</p>	<p>74500 Miscellaneous</p>	<p>2,00</p>	
TOTAL							USD 20,000	

II. MANAGEMENT ARRANGEMENTS

Roles and Responsibilities

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

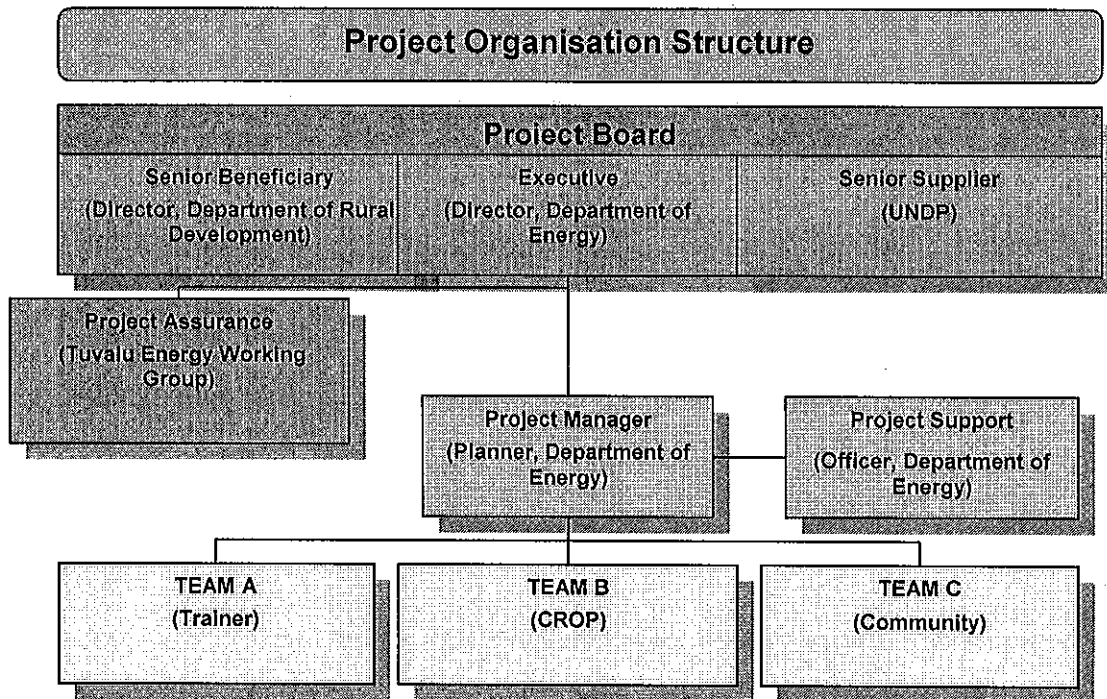


Figure 1: Project Organisation Structure

As explained in Annex III and illustrated in Figure 1 above, a Project Board will be responsible for making executive management decisions for the project and will comprise of the Director of Department of Energy as the Executive to chair the group, the UNDP as Senior Supplier to provide guidance on the technical feasibility of the project, and the Director of Department of Rural Development as the Senior Beneficiary to ensure the realization of project benefits from the beneficiaries' viewpoint. This group shall provide guidance to the Project Manager, the Planner of Department of Energy when needed including project revisions. Reviews by this group to ensure quality programming is undertaken are to be made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when project tolerances have been exceeded.

The Tuvalu Department of Energy will be the executing agency for the project and will have responsibility for facilitating project coordination with other relevant departments, agencies and organizations in Tuvalu. The Department of Energy will ensure the timely and effective delivery of project outputs and the proper use of project resources.

The Project Manager will be responsible to the UNDP and to the Project Assurance body, the Tuvalu Energy Working Group (TEWG), for the effective implementation of the project. The Department of Energy will appoint its Officer as the National Project Coordinator (NPC) who will be largely responsible for the overall planning and implementation of the project, coordination with the Project Manager and other stakeholders and for the preparation of reports (including financial reports) to UNDP and the TEWG. As far as possible, consideration of previous and ongoing projects, studies and reports relating to renewable energy technologies will be considered.

Financial Arrangements

The Preparatory Assistance (PA) Phase of the Project will be nationally executed (NEX) by the national Government of Tuvalu through the Department of Energy, where the focal point of contact will be the Director, Department of Energy. The Department of Energy will:

- Be responsible for the financial control of the project through the NEX modality of UNDP;
- Sign-off on all budget and work-plan revisions and maintain project accounts and financial responsibility;
- Work with the project and assume responsibility for entering into necessary work arrangements with other national, state and regional organizations for efficient and effective project implementation;
- Support the project by providing guidance and authority to engage services consistent with the objectives of the project; and
- Receive advances equivalent to the financial needs of the project as indicated in the quarterly work plans provided.

Funds will be released to the Development Account of the Ministry of Finance and Planning. The Ministry of Finance and Planning will be responsible for the initial warrant and disbursement of funds in accordance with the work plan and the project document. Further cash advances will be contingent upon timely reporting of expenditure by the Department of Energy to the UNDP MCO, Fiji.

III. 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:

Within the annual cycle

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

Annually

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

Quality Management for Project Activity Results

OUTPUT: Energy conservation & efficiency awareness improved, solar home systems maintained and initiative replicated through resource mobilization		
Activity Result 1 (Atlas Activity ID)	Community awareness-raising on energy conservation and energy efficiency conducted	Start Date: July 2008 End Date: September 2008
Purpose	<i>To advocate benefits of energy conservation and efficiency and monitor effectiveness of awareness-raising</i>	
Description	<i>Planned actions are outlined in AWP and include conducting an awareness-raising exercise and monitoring over a three-month period.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Approval by CROP on the use of awareness-raising materials	Verbal/written agreement, awareness-raising materials provided	September 2008
Engagement of translator and completion of translated materials	Written agreement, translation schedule and completion of work	September 2008
Impact of awareness-raising	Energy efficiency and conservation methods practiced by communities	December 2008
Monitoring report	Timely submission to UNDP	December 2008

OUTPUT: Energy conservation & efficiency awareness improved, solar home systems maintained and initiative replicated through resource mobilization		
Activity Result 2 (Atlas Activity ID)	Training workshop for solar technicians conducted and maintenance supplies provided to outer islands	Start Date: January 2009 End Date: March 2009
Purpose	<i>To improve maintenance of solar home systems through training and provision of equipment and supplies</i>	
Description	<i>Planned actions are outlined in AWP and include recruitment of a training facilitator, conducting of training workshop, documentation of survey and provision on maintenance equipment & supplies</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Recruitment of training facilitator	Final ToR and contract	March 2009
Completion of training workshop	Active participation at training workshop, Register of workshop participants, Timely circulation of draft report and submission of final version to UNDP	March 2009
Final Survey Report	Timely circulation of draft report and submission of final version to UNDP	March 2009
Provision of maintenance equipment	Consensus on priority areas, timely procurement and provision of equipment & supplies to priority areas, timely circulation of draft report and submission of final version to UNDP	March 2009

OUTPUT: Energy conservation & efficiency awareness improved, solar home systems maintained and initiative replicated through resource mobilization		
Activity Result 3 (Atlas Activity ID)	Resource mobilization strategy developed and agreed to by key stakeholders	Start Date: April 2009 End Date: June 2009
Purpose	<i>To ensure that resource mobilization strategy and replication of best practices is discussed at donor roundtable meetings.</i>	
Description	<i>Planned actions are outlined in AWP and include advocacy exercise, requesting for inclusion in the donor roundtable meeting and documenting discussion outcomes and way forward.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Subject included in roundtable agenda	Agreement by government	June 2009
Report of discussions and way forward	Timely submission to UNDP	June 2009

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government of Tuvalu and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner (Department of Energy) and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

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

ANNEX I: RISK ANALYSIS



Project Title: Tuvalu Sustainable Energy Interventions							Award ID: To be decided		Date: 22/05/08	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status	
1	UNDP's allocated TRAC-1 funding is insufficient to fund PA project	Project Document Stage: 22/05/08	Financial	Impact: Alternate or additional source of funding will need to be sourced, resulting in a delay in project commencement. Probability: Dependent upon resources committed to by Department of Energy and cost of a consultant. Considered unlikely. Rated 2.	Department of Energy to commit resources to project and tendering process to determine value for money consultant. Rigorous monitoring to avoid over-expenditure.	UNDP	Emma Mario	22/05/08	Work plan designates costs associated with each activity.	
2	Insufficient personnel available within Department of Energy to implement project	Project Document Stage: 22/05/08	Operational	Impact: Delay in progress of PA project, hence low delivery. Probability: Moderately likely due to under-resourcing within Department of Energy. Rated 3.	UNDP to provide sufficient support to Department of Energy where appropriate to enable timely delivery of project.	UNDP Department of Energy	Emma Mario	22/05/08	Department of Energy is under-resourced, however this as an important project and is willing to commit time to the project execution.	
3	Suitable consultant (training facilitator) not available for timely project execution	Project Document Stage: 22/05/08	Operational	Impact: Project will have to be delayed to accommodate availability of suitable consultant OR quality of project delivered	Choose a consultant who is available to execute project when proposed and aid efficient completion of	UNDP Department	Emma Mario	22/05/08	Tenders for consultants have not yet been advertised. Tenders will be	

4	Suitable participants to attend workshop and equipment & supplies available for timely project execution	Project Document Stage: 22/05/08	Operational	<p>is compromised. <u>Probability:</u> Unknown since tenders have not yet been advertised for consultant, but considered unlikely. Rated 2.</p> <p><u>Impact:</u> Project will have to be delayed to accommodate availability of suitable participants and equipment & supplies OR quality of project delivered is compromised. <u>Probability:</u> Unknown since project has not commenced and activity timeframes are not confirmed, but considered unlikely. Rated 2.</p>	Contact community and participants and equipment suppliers as soon as project commences, confirm timeframes and advocate benefits of training and access to equipment & supplies.	UNDP Department of Energy	Emma Mario	22/05/08	Timeframes have not yet been confirmed. These will be finalised once project commences.
5	Suitable participants for donor roundtable not available to agree mobilizing resources for project replication to other communities	Project Document Stage: 22/05/08	Operational	<p><u>Impact:</u> Project will have to be delayed to accommodate availability of suitable participants OR quality of project delivered is compromised. <u>Probability:</u> Unlikely since donor roundtable is an annual event. Rated 2.</p>	Promote visibility and benefits of project once commenced and ensure that project discussion is included in donor roundtable.	UNDP Department of Energy	Emma Mario	22/05/08	Timeframe for annual donor roundtable is known. Project needs to be included in discussions.
6	Project not aligned with UNDP requirements for TRAC-1 allocation	Project Brief Stage: 28/02/08	Organizational	<p><u>Impact:</u> Project does not receive funding to go ahead. <u>Probability:</u> Highly unlikely given that funding has already been designated for project in Annual Work Plan (AWP). Rated 1.</p>	Discussions during project formulation with those in authority to designate funds prior to discussions with local organizations.	UNDP	Emma Mario	22/05/08	Approved in 2008 Annual Work Plan at PAC and L-PAC.

ANNEX II: TERMS OF REFERENCE FOR CONSULTANT (TRAINER)

Training on Solar Home Systems

Objective:

To enhance skills of solar home system technicians in the outer island of Tuvalu.

Responsibilities:

Under the leadership and guidance of the Tuvalu Department of Energy and UNDP, the trainer will undertake the following:

- Prepare Awareness Workshops Budget and Work-plans;
- Prepare Workshop Materials (Power point presentations/ Pamphlets – Both in Tuvaluan and English);
- Conduct Radio Programs and Awareness Workshop both in Funafuti and in the Outer islands for Primary, Secondary schools and Communities;
- Work collaboratively with the Department of Energy to ensure that method and approaches use to delivering awareness are culturally appropriate to the communities and are also within government 's policy framework;
- Carry out the awareness workshop as detailed in the work-plan, expect with the civil society where she/he is expected to deliver these workshops;
- Submission of a Project end of assignment reports and progress reports on a quarterly basis to UNDP and the relevant government departments. This report should match with the work-plan and should clearly state reasons if there are any deviations from the work-plans
- Perform other functions as may be assigned by the Energy Planner related to the assignment.

Duration:

Six months commencing in July and completing in December 2008.

Requirement:

The successful applicant must be a citizen of Tuvalu and meet the following requirements:

- A minimum of 5 years work experience within the energy sector;
- Possess tertiary qualifications on Energy management and maintenance
- Some knowledge of the local context and the cultural set-up of the Energy situation in Tuvalu;
- Good computer skills and proficiency in word processing;
- Strong team player;
- Good interpersonal skills to work in multi-cultural, multi-ethnic environment with sensitivity and respect for diversity; and
- Previous experience on volunteerism.

ANNEX III: DEFINITIONS FOR MANAGEMENT ARRANGEMENTS

Roles and Responsibilities

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

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

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

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

This group contains three roles:

Executive: An individual to chair the group, who represents the Government Cooperating Agency, in this case the Department of Energy. The Department of Energy is the agency responsible for providing energy services to outer islands. The Executive provides oversight role to the Executing Agency that will have the overall responsibility for project execution and is responsible for project deliverables and accountable to Government and UNDP.

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

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

The Project Board supports the following roles:

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

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner, Department of Energy, within the constraints laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, in this case the Director of Department of Energy, who should be different from the Implementing Partner's representative in the Outcome Board. The Implementing Partner is the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The Implementing Partner may enter into agreements with other organisations or entities to assist in successfully delivering project outputs. Possible Implementing Partners include government institutions, other eligible UN agencies and Inter-governmental organisations (IGOs), UNDP, and eligible NGOs. Eligible NGOs are those that are legally registered in the country where they will be operating. The Department of Energy has been identified as an Implementing Partner based on an assessment of their legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, their ability to manage cash must be assessed in accordance with the Harmonised Approach for Cash Transfers (HACT). The most recent capacity assessment (February 2008) had a total rating of 94%, indicating very high capacity of the Department of Energy to successfully implement the project.

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

Teams: Different teams will be formed during the project to work on and deliver different activities identified above on the Project Annual Work Plan Budget Sheet. The Terms of Reference (TOR) for the Consultant is included as Annex II. Another possible team could comprise representatives from the Council of Regional Organisations of the Pacific (CROP). The activities to be assisted by this team will be determined by the depth of knowledge of the contracted consultant, along with the knowledge of the UNDP and the Department of Energy representatives.