

**Government of Tuvalu**

**United Nations Development Programme**

**Supporting Local Governance for  
Outer Island Development Phase II  
(SLG II) Project**

**Project Summary**

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPI), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in January 2009 and close in December 2011.

Country: Tuvalu  
Project Document

UNDAF Outcome(s)

Good Governance and Human Rights

Expected CP Outcome(s)

2.2 Decentralisation of governance and participatory decision making are enhanced in Tuvalu

Expected CP Output(s):

2.2.1 Planning, managing, implementing and monitoring local area development is devolved and delegated to local governments and/or village councils to the extent possible and national capacity for participation, coordination and partnerships incorporated at all levels.

2.2.2 Strengthened local governance structures and systems support participatory decision-making and models and innovative gender-sensitive approaches to local governance are encouraged, supported, documented, disseminated and replicated.

Expected Project Output(s):

Output 1: Participatory Island planning and budgeting enhanced.

Output 2: Availability of data improved for local development planning and governance.

Output 3: Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.

Output 4: Enabling environment enhanced by advocating for amendments to the Falekaupule Act.

Output 5: Project is fully resourced. Programmatic and management arrangements and requirements are satisfactorily met.

Implementing Partner/Executing Entity:

Ministry of Home Affairs and Rural Development

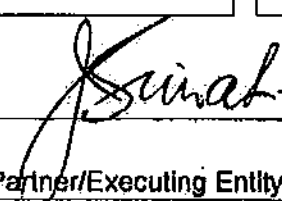
Responsible Party/Implementing Agency:

United Nations Development Programme

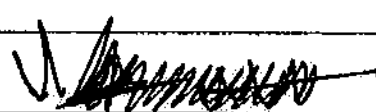
Programme Period:	2008 – 2012
CPAP Programme Component:	
Project Title:	
Atlas Award ID:	_____
Start date:	_____
End Date:	_____
PAC Meeting Date:	_____

Total resources required	
Total allocated resources:	\$766,586
• Regular	\$167,473
• Other:	
o Donor	\$599,112
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

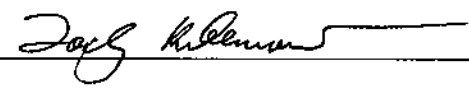
Agreed by (Government):



Agreed by (Implementing Partner/Executing Entity):



Agreed by (UNDP):



---

## I. SITUATION ANALYSIS

Tuvalu's geographic and economic realities present significant challenges for local governance on the country's outer islands. Tuvalu's small population of 11,000 reside on 9 coral atolls and reef islands spread across 900,000 square kilometres of the Central Pacific. Along with its small population and widely scattered geography, Tuvalu faces several development constraints, including limited natural resources, few opportunities for economies of scale, and vulnerability to the effects of climate change. Drawn by the prospect of access to the cash economy, there has also been increasing migration from the outer islands to the capital island, Funafuti.<sup>1</sup> These factors have made island-level governments fiscally and administratively reliant on national government, lessening local autonomy and accountability for development.

In order to meet these challenges, the Government of Tuvalu has been reforming local governance since the 1990s. The Falekaupule Act 1997 (FA) integrated the Falekaupules, the traditional island governance institutions, within the formal authority structure of the state and devolved some revenue-raising powers to the Kaupule.<sup>2</sup> The Act also devolved administrative responsibilities to the island level, including primary education, public health, village planning, agriculture, livestock and fisheries, communications and utilities and land management. In 1999, the Falekaupule Trust Fund (FTF) was established as a mechanism to fund outer island development. The overall result of these reforms is that local government in Tuvalu is now on a sounder financial footing. As a recent study suggested "per capita expenditure by local government in Tuvalu is higher than in Kiribati, the closest neighbouring state with a somewhat comparable economic environment...it could be surmised that Tuvalu's trust fund is contributing significantly to the wellbeing of communities at the local level".<sup>3</sup>

### Overview of SLG Phase I

Since the FA and FTF were instituted, the Government, within the framework of successive National Strategies for Sustainable Development (*Te Kakeega I and II*), has focused on building institutional and human capacity at the local and central level to enable the Falekaupules and Kaupules to fulfil their legislative mandate. UNDP has supported these efforts in various forms, most recently through the Supporting Local Governance (SLG) project, which commenced in 2005 and is due to close in September 2008. The project focused primarily on building the capacity of the Ministry of Home Affairs and Rural Development (MHARD) and the Falekaupules and Kaupules to undertake participatory planning and implementation of projects and programmes to meet the development needs of the outer islands. The project also funded the translation of the FA into the vernacular and development of an Information and Communications Technology (ICT) strategy for the outer islands. An independent evaluation of the SLG project completed in May 2008 found that 3 outputs had been fully achieved, 2 partly achieved and 1 not achieved.

Overall, the evaluation found that the concept of democratic and participatory governance has been widely accepted in principle by the Falekaupules, Kaupules and local

---

<sup>1</sup> Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, *World Urbanization Prospects: The 2007 Revision Population Database* <http://esa.un.org/unup/>.

<sup>2</sup> Kaupules are locally-elected island councils who are each supported by a Secretariat.

<sup>3</sup> Hassall, G. and Tipu, F (2008). 'Local Government in the South Pacific Islands', *Commonwealth Journal of Local Governance*, (1) May 2008. pp.18-19.

communities. This is supported by the provisions of the FA, which outlines processes for community involvement in the preparation and approval of island-level plans and budgets. It is also reflected in patterns of FTF usage, which have shifted to include a broader range of projects, such as those with a social development, women's and youth focus.

### **Challenges to be addressed**

However, participatory governance is yet to be practiced consistently across the outer islands. Ongoing challenges include: cultural norms that shape how decision making occurs and who participates; limited capacity on the part of the Kaupules for strategic, participatory planning and budgeting; low levels of community awareness regarding the provisions of the FA and how participatory rights can be exercised; and poor availability of island-level data to support planning and budgeting. In addition, the provisions in the Falekaupule Act for community consultation in decision making are broad in nature and could be specified and strengthened.

Gender is a significant issue, with the participation of women in decision making on the outer islands identified by *Te Kakeega II* as a key challenge for gender equality in Tuvalu. Participation of women in forums such as the Falekaupule Assembly and Standing Committees has improved, as indicated by an increase in the number of women's projects approved under the FTF between 2001 and 2007. However, there are currently only 3 women elected to Kaupules and none to national parliament<sup>4</sup>. The specific benefits of women's participation in democratic governance, along with the barriers to such participation, are not well understood at the national, local government or island community level. This is an example of where the harmonisation of traditional and modern forms of governance needs to be taken from the legislative level to the institutional and community levels.

While expenditure on local governance in Tuvalu is higher than in many other Pacific Island Countries, there remain barriers to fully utilising FTF funds. A key issue is the existence of unfavourable incentives for local governments to utilise the FTF. Falekaupules and Kaupules prefer to direct requests for funding for specific development projects (in addition to the recurrent funding received from Government) to national ministries and members of Parliament, rather than the FTF. This is due to the fact that FTF funds are based on contributions from the islands themselves, making it less attractive to access these funds when other options are available<sup>5</sup>. MHARD has begun the process of changing the incentive structure by implementing a policy to restrict access to ad-hoc funding sources. However, further measures, such as strategic and transparent island-level plans and budgets, are required to ensure that the FTF is fully utilised for development<sup>6</sup>.

The need for more sustainable solutions to capacity needs at both levels of government is also apparent. The establishment of a Planning and Training Unit within MHARD during the first phase of the UNDP project enabled delivery of training modules and technical and policy advice to the Kaupules. However, under the present arrangements, this Unit is not

---

<sup>4</sup> Kofe, S and Taomia, F (2006). 'Advancing Women's Political Participation in Tuvalu' chapter 5 in 'A Woman's Place is in the House: the House of Parliament', report commissioned by the Pacific Islands Forum Secretariat, Suva. Available at: [www.forumsec.org](http://www.forumsec.org).

<sup>5</sup> Tuvalu Leadership Dialogue (2007) Summary of Proceedings and Outcomes.

<sup>6</sup> The FTF deed specifies that the purposes of the Fund are to increase self-reliance through local training; improve island assets and resources; fund community projects to improve living conditions; and increase revenue-generating opportunities.

sustainable without the ongoing provision of project-based funding. The mainstreaming of capacity from the project to national level through creation of additional establishment positions within MHARD is therefore a key priority. Following on from an initial Training Needs Assessment in 2004, the capability assessment funded by NZAID in late 2007 found that while the activities of the SLG project had been successful in raising the capacity of the Kaupules, there is a need for a more comprehensive approach covering the areas of Understanding Good Governance, the Falekaupule Act and the FTF; Local Government Management and Administration; and Community Participation under the Falekaupule Act and for the FTF.<sup>7</sup>

In addition, several general lessons were learned from Phase I of the SLG project. Firstly, strong national ownership by the Government of Tuvalu through the Ministry of Home Affairs and Rural Development and a sound enabling environment were found to be key factors in the success of the project. Secondly, the recruitment of local experts to provide policy advice and technical assistance in the areas of financial management and law was pivotal, given their knowledge of the local context and language. Thirdly, communication and transportation were identified as key constraints for the project and outer island development more broadly. The roll-out of internet facilities to the outer islands by the end of 2008 is expected to improve communications with local governments and communities, however transportation schedules will remain a key constraint for local governance.

---

## II. STRATEGY

The overall strategy for the Supporting Local Governance for Outer Island Development Phase II (SLG II) project is to build on the progress made through local governance reforms to date, focusing on the areas of enabling environment, institutional and human capacity, community participation and partnerships. The strategy is based on the outcomes and outputs of the United National Development Assistance Framework (UNDAF) 2008-12 for the Pacific sub-region and Country Programme Action Plan (CPAP) for Tuvalu and is aligned with the policy objectives of the Government of Tuvalu as expressed in *Te Kakeega II*<sup>8</sup>. Drawing on the experience of UNDP in local governance projects in Vanuatu and Kiribati, it is harmonised with similar activities being undertaken by other development partners in Tuvalu. The strategy recognises that human capacity can only be sustainable and effective in the context of a favourable enabling environment and strong institutions. It has also been developed with the aim of increasing government ownership of local governance and mainstreaming capacity from the project to national level.

Strengthening the **enabling environment** for local governance in Tuvalu through enhancing participatory planning-budgeting processes and advocating for amendments to the Falekaupule Act is a central part of the strategy. This will be achieved by assisting local governments to integrate their Strategic Island Development Plans and budgets (including all funding sources) and link these to the *Te Kakeega II*. Having a coherent medium-term development strategy will increase the autonomy and accountability of Falekaupules and Kaupules in the planning-budgeting process and strengthen their ability to seek funding for larger-scale infrastructure projects where required. By increasing public transparency, this will also provide greater incentive for local governments to fully utilise their FTF funds for small-to-medium size development projects in line with the

---

<sup>7</sup> Griffith, A (2007). 'Falekaupule Trust Fund Capacity Development – Capability Assessment'. Unpublished report for NZAID.

<sup>8</sup> See Annex 2 for a summary of technical consultations undertaken by UNDP in preparation of this Project Document

purpose of the FTF. Potential changes to the FA will be documented based on evidence gathered during the project, with an Amendment Bill to be prepared and presented to Parliament towards the end of the project.

Improvements in the enabling environment will be complemented by strengthening sustainable **institutional and human capacity** at the local and national level. This component will involve interventions by MHARD Department of Rural Development (DRD) Planning and Training Unit, including reinforcing existing capacity development programmes at the Kaupule level and expanding these based on the findings of the recent NZAID-funded Capability Assessment.<sup>9</sup> MHARD will also continue coordinating the Kaupule Project Management Taskforce (KMTF), an inter-ministry taskforce, to provide technical and policy advice and support to Kaupules. The sustainability of the DRD Planning and Training Unit will also be improved by engaging Young Professionals (YPs) to provide project support to the Legal and Financial Specialists. The Specialists will mentor and facilitate knowledge transfer with the YPs. A business case will be developed for creating additional establishment positions within MHARD for Planning and Training Unit personnel.

The need for up-to-date and accessible data for planning, budgeting and governance will be addressed by supporting the development of updated socio-economic Island Profiles. Existing profiles, which were last updated in 1991, will be used as a starting point for developing a more user-friendly and updated resource for each island. MHARD will coordinate existing data from across Government for this purpose. Island Profiles will be made available in electronic form, with the Secretariat of the Pacific Community (SPC) providing technical advice and support to MHARD for this activity.

**Community participation** in local governance will also be enhanced, with a focus on increasing the participation of women and youth in planning and budgeting at the island level. This will be achieved by partnering with the Tuvalu Association of Non-Government Organisations (TANGO) to deliver a community-based programme on the outer islands, focussing on raising awareness of the FA and FTF. Advocacy and participatory budgeting skills will also be built, with the aim of having community priorities increasingly reflected in island level plans and budgets. This will be complemented by sensitization workshops with Falekaupule and Kaupules to increase their awareness and skills in facilitating participatory processes, in order to develop gender and youth-sensitive plans and budgets.

The cross-cutting theme of **gender equality** has been mainstreamed into the design of the project. In order to create an environment conducive to enhancing women's involvement in local governance, a consultant will also be engaged to conduct participatory research into barriers to women's participation in decision making on the outer islands. This research will build on the 2006 study commissioned by the Pacific Islands Forum Secretariat. The research will provide the basis for public awareness activities to be conducted through popular fora (such as radio) and for gender sensitisation training to be provided to MHARD staff. The report will also be produced as a knowledge product which can inform local governance and other programming in Tuvalu and other Pacific Island Countries.

**Partnerships** with Falekaupules and Kaupules, other Government ministries, civil society and development partners will be critical to the successful implementation of the project.

---

<sup>9</sup> Griffith, A 2007

As the implementing partner, the MHARD-DRD will coordinate key Departments and Ministries across Government involved in outer-island development through the mechanism of the Kaupule Project Management Taskforce (KPMTF). MHARD will also secure buy-in and ownership at the island level by engaging Kaupule Secretaries to act as focal points for the project on the outer islands. TANGO and its members on the islands will also be engaged as partners to increase community participation in planning and budgeting at the local level by co-developing and delivering community workshops. This will build on the Memorandum of Understanding that has been developed between MHARD and TANGO to encourage joint activities. Activities undertaken by TANGO will be parallel-funded through the Foundation of the Peoples of the South Pacific International (FSPI) 'People and Policy' project, funded by NZAID. The project will also partner with the Commonwealth Local Government Forum (CLGF) in assisting local governments to develop Strategic Development Plans. The project will integrate linkages between the *Te Kakeega II* and island-level plans the existing process for developing plans. Finally, SPC will be engaged to provide technical support and advice in the development of the Island Profiles.

### **Complementarities with other projects**

SLG II complements the NZAID-funded 'Ship to Shore' (STS) project, which has commenced in 2008 and will improve the safety of passage of vessels to shore and cargo handling practices on the outer islands. The reduction in shipping costs and increased economic activity that are expected to result from STS will complement the focus of SLG II on increasing Kaupule capacity and community empowerment. To avoid overburdening the common implementing partner (MHARD), Kaupules and island communities, the schedule of SLG II activities and the STS 'Order of Works' will be harmonised through the Annual Work Plan process, with risks to the project monitored through the Risk Log.

The focus of SLG II on Kaupule and community-level processes will complement the CLGF focus on **Falekaupule** engagement through the Tuvalu Leadership Dialogue, a bi-annual event bringing together Cabinet Ministers, Members of Parliament, Paramount Traditional Leaders and Presidents of Island Councils. The design of SLG II has been informed by recommendation from the last Dialogue in August 2007, and proposed amendments to the Falekaupule Act (Output 4) will be presented at the next Dialogue in 2010, to ensure that traditional leaders are engaged in the process.

SLG II also complements the UNDP-supported Global Environment Facility Small Grants Scheme (GEF-SGS), currently being implemented through TANGO. The GEF-SGS is currently targeting improved **environmental sustainability** on the outer islands through supporting biodiversity and other projects. GEF-SGS is also supporting community and Kaupule capacity development for environmental management. The GEF-SGS and SLG II (Output 1 and 3) activities at the outer island level are thus designed to have a mutually reinforcing impact on local governance.

In addition, the Department of Planning and Budget within the Ministry of Finance is implementing the Millennium Development Goals Capacity Building Project with support from UNDP. This project aims to strengthen **MDG achievement** by mainstreaming the MDGs into planning and budgeting processes at the national level. This will complement the SLG II focus on planning and budgeting in local governance and linking Strategic Island Development Plans to the *Te Kakeega II*.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p>2.3 Decentralisation of governance and participatory decision making is enhanced.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p>Proportion of government, Falekaupule and civil society representatives trained in local governance planning and management; disaggregated by sex and age</p> <p>Proportion of Falekaupule with strategic development plans for outer islands that are gender-sensitive, inclusive and aligned with national priorities</p> <p><b>Partnership Strategy:</b> Partnerships are central to the success of this country programme outcome. They provide new opportunities for joint advocacy, programming and evaluation, knowledge-sharing, resource mobilization. UNDP will strengthen the co-operation with the government to promote mechanisms and for dialogue and interaction among national, regional, bilateral, multilateral and international development partners.</p> <p><b>Project title:</b> Support for Enhanced Local Governance and Island Development in Tuvalu (2008-2011)</p>	
<p><b>Project ID (ATLAS Award ID):</b></p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD) (see Annex 3 for detailed budget)
<p><b>Output 1:</b></p> <p>Participatory island planning and budgeting enhanced.</p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>1. Low levels of community involvement in island-level planning and budgeting, especially among women and youth.</li> <li>2. Existing Island Development Plans and budgets are not linked to National Plans and budgets</li> <li>3. Low awareness of the barriers to women's involvement in decision-making at the island level.</li> </ol>	<p>Targets year 1 (2009)</p> <p>Activity 1.1</p> <ul style="list-style-type: none"> <li>• Community participation programme developed, including community workshops and Kaupule/Falekapule sensitization.</li> <li>• Phase 1 of programme delivered to 8 outer islands communities and Funafuti and Kaupules/Falekaupules.</li> </ul> <p>Activity 1.2</p> <ul style="list-style-type: none"> <li>• Linkages between Island-level plans and budgets and Te Kakeega II scoped and documented for 4 islands.</li> </ul> <p>Activity 1.3</p> <ul style="list-style-type: none"> <li>• TANGO Strategic Development</li> </ul>	<p><b>Activity 1.1 Results:</b></p> <p>Community participation in development planning, implementation, and monitoring is deepened.</p> <ol style="list-style-type: none"> <li>1. MHARD to convene a working group with TANGO and other key stakeholders to develop an engagement strategy and programme.</li> <li>2. Strategy to include dual streams – participation for community members and sensitization/refresher in participatory approaches for Kaupules and Falekaupules.</li> <li>3. Community-based stream to be delivered in a less formal, learner-based modality and tied to real-life examples to maximise participation.</li> </ol>	<p>Ministry of Home Affairs and Rural Development (MHARD)</p> <p>Department of Rural Development (DRD)</p> <p>Tuvalu Association of Non-Government Organization (TANGO)</p> <p>Department of Planning</p>	<p>\$228,705</p> <p>Development of resources (translation, printing) \$4,880</p> <p>0.5 x Financial Management Specialist x 3 years = \$60,000</p> <p>0.25 x Legal Specialist x 3 years = \$30,000</p> <p>Island travel, incl.</p>



<p>Indicators:</p> <ol style="list-style-type: none"> <li># women and youth attending and actively contributing to Falekaupule Assembly meetings.</li> <li>Proportion of islands with Strategic Island Development Plans integrated with budgets and linked to national plans and budgets.</li> <li>proportion of islands with gender and youth-sensitive plans</li> <li># public awareness activities regarding women's participation conducted</li> </ol>	<p>Plan</p> <p><b>Targets year 2 (2010)</b></p> <p>Activity 1.1</p> <ul style="list-style-type: none"> <li>Phase 2 of programme delivered to outer islands.</li> <li>Phase 2 delivered to Kaupules/Falekaupules.</li> </ul> <p>Activity 1.2</p> <ul style="list-style-type: none"> <li>Linkages between Island-level plans and budgets and Te Kakeega scoped and documented for remaining 4 islands.</li> </ul> <p>Activity 1.4</p> <ul style="list-style-type: none"> <li>Barriers to women's participation in decision-making are identified through research and documentation and policy options developed.</li> </ul> <p><b>Targets years 3 (2011)</b></p> <p>Activity 1.2</p> <ul style="list-style-type: none"> <li>All Island-level plans and budgets are linked to Te Kakeega II</li> </ul> <p>Activity 1.4</p> <ul style="list-style-type: none"> <li>Training for MHARD staff in gender sensitization to be undertaken.</li> <li>Public awareness activities regarding women's participation conducted</li> </ul>	<ol style="list-style-type: none"> <li>Kaupule/Falekaupule stream to utilise existing materials and build on knowledge gained in first phase of the project.</li> <li>Programme to be delivered in 2 phases, allowing reinforcement.</li> <li>Learning materials translated into Tuvaluan and made available in hard copy.</li> <li>CSOs (TANGO) in the implementation of activities at the community level.</li> <li>Harmonised schedule created for conducting workshops in consultation with local governments and island communities</li> <li>Training team convened, including MHARD and TANGO representatives to conduct workshops</li> <li>Phase 1 and 2 of programme delivered to 8 island communities</li> </ol> <p><b>Activity 1.2 Results</b>  <b>Strategic Island Development Plans and budgets are linked to national plans and budgets</b></p> <ol style="list-style-type: none"> <li>Discussion and agreement in principle with relevant government agencies on how to develop the linkage.</li> <li>Incorporate linking mechanism into existing Island Development Planning process supported by MHARD and CLGF.</li> <li>Linkages between Island Plans and Budgets scoped and documented</li> <li>Island Plans and budgets linked to Te Kakeega II by end of 2010.</li> </ol>	<p>Department of Women</p> <p>Tuvalu Association of Non-Government Organisations (TANGO)</p> <p>Foundation of the Peoples of the South Pacific International (FSPI)</p> <p>Commonwealth Local Government Forum (CLGF)</p>	<p>fares and DSA. (2 visits per island x 8 islands) = \$57,120</p> <p>Workshop expenses (materials, meals and refreshments, venue hire, sitting allowances for Kaupule during Kaupule Meetings). (2 visits per island x 9 islands) = \$27,200</p> <p>Participatory research \$35,000</p> <p>Dissemination of findings through print and radio \$2,375</p> <p>e-Knowledge Product produced (graphic design) \$6,130</p> <p>TANGO Workshop \$6,000</p> <p><b>Parallel funds:</b></p>
---	--	--	---	--

	<ul style="list-style-type: none"> <li>e-Knowledge product produced</li> </ul>	<p><b>Activity 1.3 Results</b> Workshop on TANGO Strategic Development Plan</p> <p><b>Activity 1.4 Results</b> <b>Factors inhibiting women's involvement in local decision making are identified and publicised</b></p> <ol style="list-style-type: none"> <li>Terms of Reference drafted for participatory social research on barriers to women's participation in governance</li> <li>TORs advertised for consultant to undertake research</li> <li>Research completed</li> <li>Research report published.</li> <li>Results discussed and disseminated in popular fora (e.g. radio programs).</li> <li>Training for MHARD and local government staff in gender sensitization delivered</li> </ol>		<p><b>TANGO – (FSPI People and Policy Project funding) \$67,000</b></p> <p>Island travel, incl fares and DSA. (2 visits per island x 8 islands = \$17,000.</p> <p>Training Officer x 3 years = \$37,500</p> <p>Set up and operational costs for officer = \$12,500</p>
--	--	---	--	--

<p><b>Output 2:</b> <b>Availability of data improved for local development planning and governance.</b></p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>Data available for island-level planning and budgeting is limited and/or out-of-date.</li> <li>Available data is housed in an inaccessible form</li> <li>Island-level data not used in formulation of Island Strategic Development Plans</li> </ol>	<p><b>Targets year 1 (2009)</b></p> <p><b>Activity 2.1</b></p> <ul style="list-style-type: none"> <li>Analysis of available data and data needs completed</li> <li>Terms of Reference for updating of Island Profiles and Island Profile Developer developed</li> <li>Island Profile Developer appointed</li> <li>SPC Noumea technical assistance mission completed</li> </ul> <p><b>Activity 2.2</b></p> <ul style="list-style-type: none"> <li>Model profile developed</li> </ul>	<p><b>Activity 2.1 Results</b> <b>Island Profiles are updated to reflect relevant, up-to-date data.</b></p> <ol style="list-style-type: none"> <li>Inter-departmental task force, led by MHARD convened to:             <ol style="list-style-type: none"> <li>identify existing data sources</li> <li>identify data needs for planning and budgeting</li> <li>secure agreement on the scope and usage of Island Profiles.</li> <li>develop a plan for regular updating of Profiles, to be integrated into national budget.</li> </ol> </li> <li>Detailed Terms of Reference</li> </ol>	<p>Ministry of Home Affairs and Rural Development</p> <p>Department of Rural Development</p> <p>Department of Community Affairs</p> <p>Department of Women</p>	<p><b>\$104,838</b></p> <p>Island Profile Developer (20,000 x 3 years) = \$60,000</p> <p>Travel to outer islands x 2 times = \$24,640</p> <p>GPS Units x 3 = \$600</p>
--	---	---	--	--

<p>Indicators:</p> <ol style="list-style-type: none"> <li>1. Proportion of islands with updated island profiles</li> <li>2. Proportion of islands with a profiles housed in an accessible format</li> <li>3. Proportion of islands using profiles in the Strategic Development Planning process.</li> </ol>	<p><b>Targets year 2 (2010)</b></p> <p>Activity 2.1</p> <ul style="list-style-type: none"> <li>• Updating of 9 island profiles completed.</li> </ul> <p>Activity 2.2</p> <ul style="list-style-type: none"> <li>• PopGIS system configured for Tuvalu context</li> <li>• Training on use of island profiles completed for central office staff</li> </ul> <p><b>Targets year 3 (2011)</b></p> <p>Activity 2.1</p> <ul style="list-style-type: none"> <li>• Budget requirements for regular updating of profiles drafted</li> </ul> <p>Activity 2.2</p> <ul style="list-style-type: none"> <li>• Island Profiles loaded onto PopGIS system.</li> <li>• Training on PopGIS completed.</li> </ul> <p>Activity 2.3</p> <ul style="list-style-type: none"> <li>• Training on use of island profiles completed for local governments</li> </ul>	<p>developed, including budget and technical specifications.</p> <ol style="list-style-type: none"> <li>3. Island Profile Developer position advertised.</li> <li>4. Island Profile Developer appointed</li> <li>5. SPC Noumea technical assistance mission completed</li> <li>6. Updating of Island Profiles completed for 9 Islands.</li> </ol> <p><b>Activity 2.2 Results</b>  <b>Island Profiles are made available in an accessible form</b></p> <ol style="list-style-type: none"> <li>1. SPC to provide assistance in developing a 'model' profile</li> <li>2. Technical assistance provided by SPC to load Island Profiles onto the PopGIS system</li> <li>3. Training on PopGIS completed</li> </ol> <p><b>Activity 2.3</b>  <b>Use of Island Profiles is integrated into planning at the central and island level</b></p> <ol style="list-style-type: none"> <li>1. Inter-departmental taskforce to arrange training on use of island profiles in planning for central government staff</li> <li>2. Training on use of island profiles provided to local governments by Island Profile</li> <li>3. Use of island profiles integrated into Island Strategic Development plans and budgets in 2011.</li> </ol>	<p>Department of Statistics</p> <p>Department of Lands</p> <p>Secretariat of the Pacific Community (SPC)</p>	<p>SPC Noumea technical assistance Travel, accommodation and expenses \$19,598</p>
<p><b>Output 3:</b>  Capacity of local governments strengthened to meet their</p>	<p><b>Targets year 1 (2009)</b></p>	<p><b>Activity 3.1 Results</b>  Kaupules have full ownership of the island-based components of the</p>	<p>MHARD</p>	<p><b>\$ 251,210</b></p> <p>Travel, DSA and</p>

<p><b>responsibilities under the Falekaupule Act.</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>1. Low levels of project ownership by local governments</li> <li>2. Kaupules have capacity gaps in several key areas</li> <li>3. Limited core capacity within MHARD for supporting local governments training and support needs</li> </ol>	<p><b>Activity 3.1</b></p> <ul style="list-style-type: none"> <li>• Funafuti-based consultation with Kaupule Secretaries completed.</li> </ul> <p><b>Activity 3.2</b></p> <ul style="list-style-type: none"> <li>• TNA reviewed</li> <li>• Training programme developed</li> <li>• Training resources developed</li> </ul> <p><b>Activity 3.3</b></p> <ul style="list-style-type: none"> <li>• Monthly KPMTF meetings held</li> </ul> <p><b>Activity 3.4</b></p> <ul style="list-style-type: none"> <li>• Young professionals hired within project team</li> </ul> <p><b>Targets year 2 (2010)</b></p> <p><b>Activity 3.2</b></p> <ul style="list-style-type: none"> <li>• Training programme delivered on-site to all Kaupules.</li> </ul> <p><b>Activity 3.3</b></p> <ul style="list-style-type: none"> <li>• Bi-monthly KPMTF meetings held with documented minutes.</li> </ul> <p><b>Activity 3.4</b></p> <ul style="list-style-type: none"> <li>• Proposal for mainstreaming training capacity into DRD completed and presented</li> </ul> <p><b>Targets year 3 (2011)</b></p>	<p><b>project</b></p> <ol style="list-style-type: none"> <li>1. Funafuti-based consultation with Kaupule Secretaries held to brief them on the project and secure support and ownership.</li> <li>2. Kaupule Secretaries act as focal points for the project on their respective islands.</li> <li>3. Island-based baseline data gathered</li> <li>4. Kaupule Secretaries provide information to Falekaupules and communities on the project aims and activities.</li> </ol> <p><b>Activity 3.2 Results</b>  <b>Kaupules provided with technical and policy training</b></p> <ol style="list-style-type: none"> <li>1. Existing Training Needs Analysis reviewed to identify gaps and existing resources. Part of review to be conducted during Funafuti-based consultations with Kaupule Secretaries.</li> <li>2. Training Programme developed</li> <li>3. Required training resources developed, translated into Tuvaluan and available in hard copy format</li> <li>4. On-site training delivered to each island</li> </ol> <p><b>Activity 3.3 Results</b>  <b>Kaupules provided with technical and policy advice and support</b></p> <ol style="list-style-type: none"> <li>1. MHARD chairs cross-ministry Kaupule Project Management Taskforce to coordinate technical and policy advice and support to local</li> </ol>	<p><b>DRD</b></p> <p>Kaupule Project Management Taskforce (KPMTF)</p> <p>Public Works Department (PWD)</p> <p>Environment, Lands and Survey (ELS) Department</p> <p>Aid Management Department (AMD)</p> <p>Marine Department</p>	<p>sitting expenses for Kaupule Secretaries and meeting expenses = \$11,690</p> <p>Training resource development, translation and printing \$4,880</p> <p>Young professionals salary x 2 for 3 years \$60,000</p> <p>0.5 x Financial Management Specialist x 3 years = \$60,000</p> <p>0.5 x Legal Specialist x 3 years = \$60,000</p> <p>Travel costs for trainers = \$38,080</p> <p>Workshop expenses = \$16,560</p>
--	---	---	--	--

<p>Activity 3.2</p> <ul style="list-style-type: none"> <li>Refresher training delivered on-site to all Kaupules</li> </ul> <p>Activity 3.3</p> <ul style="list-style-type: none"> <li>Monthly KPMTF meetings held with documented minutes</li> </ul>	<p>governments on a needs basis.</p> <p>2. Regular, bi-monthly KPMTF meetings held, with meetings minuted and technical advice provided by KPMTF documented</p> <p><b>Activity 3.4 Results</b>  <b>Sustainable capacity created within MHARD-DRD to provide capacity building interventions to local governments</b></p> <ol style="list-style-type: none"> <li>2 Young Professionals hired within the project team to provide project support to local specialists</li> <li>Mentoring provided by local specialists to YPs</li> <li>Proposal developed for creating a sustainable planning and training unit within DRD, including YPs in establishment</li> <li>Proposal submitted to Minister for MHARD</li> </ol>	
--	---	--

<p><b>Output 4:</b>  <b>Enabling environment enhanced by advocating for amendments to the Falekaupule Act</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>Amendments to Falekaupule Act put forward in 2005 has not been passed by parliament</li> <li>Provisions in Falekaupule Act for participatory planning-budgeting are not specific</li> </ol>	<p><b>Targets year 1 (2009)</b></p> <p>Activity 4.1</p> <ul style="list-style-type: none"> <li>Amendment register established</li> </ul> <p>Activity 4.2</p> <ul style="list-style-type: none"> <li>Review of existing policy paper completed</li> </ul> <p><b>Targets year 2 (2010)</b></p> <p>Activity 4.1</p>	<p><b>Activity 4.1 Results</b>  <b>Areas for potential improvement of Falekaupule Act are documented</b></p> <ol style="list-style-type: none"> <li>Register established of lessons learned from project activities and potential legislative amendments.</li> </ol> <p><b>Activity 4.2 Results</b>  <b>Suggestions for legislative amendments drafted and presented for consideration</b></p> <ol style="list-style-type: none"> <li>Existing policy paper reviewed and changes identified</li> <li>Revised policy paper developed</li> </ol>	<p><b>MHARD-DRD</b></p> <p>Attorney-General's Office</p> <p>Falekaupules, Kaupules, Members of Parliament</p> <p><b>\$30,000</b></p> <p>0.25 x Legal Specialist x 3 years = \$30,000</p>
---	--	--	--

<p>Indicators:</p> <ol style="list-style-type: none"> <li># amendments to Falekaupule Act passed by Parliament</li> <li># additional provisions for participatory planning in the Falekaupule Act</li> </ol>	<ul style="list-style-type: none"> <li>Potential amendments added to register</li> </ul> <p>Activity 4.2</p> <ul style="list-style-type: none"> <li>New policy paper drafted.</li> </ul> <p>Targets year 3 (2011)</p> <p>Activity 4.2</p> <ul style="list-style-type: none"> <li>Policy paper presented at Leader's Dialogue 2010.</li> <li>Policy paper presented to DCC and Cabinet</li> <li>Amendment Act drafted based on policy paper</li> <li>Amendment Act presented to Parliament</li> </ul>	<p>based on amendments registered</p> <ol style="list-style-type: none"> <li>Policy paper presented at Leader's Dialogue 2010.</li> <li>Policy paper presented to Coordinating Committee (DCC) and Cabinet</li> <li>Amendment Act drafted based on policy paper</li> <li>Amendment Act presented to Parliament</li> </ol>	
--	--	---	--

<p><b>Output 5:</b> Project is fully resourced. Programmatic and management arrangements and requirements are satisfactorily met.</p>	<p><b>Targets year 1 (2009)</b></p> <p>Activity 5.1</p> <ul style="list-style-type: none"> <li>Project Manager is appointed</li> <li>Financial Management Specialist is hired</li> <li>Legal specialist is hired</li> <li>Project Board meets at least quarterly</li> <li>Office space and equipment are adequately available and up and running.</li> </ul> <p>Activity 5.2</p> <ul style="list-style-type: none"> <li>Q4/2008 work and budget plan is prepared and approved.</li> <li>Q4/2008 narrative and financial report is prepared and approved.</li> </ul>	<p><b>Activity 5.1</b> Project team recruited and +established within MHARD</p> <ol style="list-style-type: none"> <li>A Project Manager is appointed and fully briefed about the nature of project and his/her TOR.</li> <li>Financial Management Specialist is hired.</li> <li>Legal Specialist is hired.</li> <li>Project Board is established and has met at least twice.</li> <li>Office space &amp; equipments are adequately available and up and running.</li> </ol> <p><b>Activity 5.2</b> Programmatic, management and reporting requirements are met</p>	<p>MHARD</p> <p>UNDP MCO</p> <p><b>\$151,832</b></p> <p>Independent evaluation = \$40,000</p> <p>Monitoring visits by MCO = \$20,000</p> <p>Set-up costs \$16,000, incl:</p> <p>Advertisement of team positions \$1000</p> <p>Laptops for YPs x 2 = \$8,000</p>
---	---	---	---

<ul style="list-style-type: none"> <li>Project M&amp;E framework and baseline data are established.</li> <li>Regular monitoring and supervision are done by MHARD. Quality assurance function by UNDP.</li> </ul> <p><b>Targets year 2 (2010)</b></p> <p>As in year 1, and additionally:</p> <p>Activity 5.2</p> <ul style="list-style-type: none"> <li>A mid-term review is done at the end of Q2/2010.</li> </ul> <p><b>Targets year 3 (2011)</b></p> <p>As in year 1, and additionally:</p> <p>Activity 5.2</p> <ul style="list-style-type: none"> <li>A final evaluation is done at in Q3/2011.</li> <li>Project closing activities done at the end of Q3/2011.</li> <li>End-of-Project report is prepared and approved.</li> </ul>	<ol style="list-style-type: none"> <li>Annual Work plan completed</li> <li>Quarterly reports completed and submitted</li> <li>Annual project reports completed and submitted</li> </ol>	<p>Office furniture for YPs = \$2,000</p> <p>Projector x 1 = \$2,000</p> <p>Projector screens x 2 = \$1000</p> <p>Copier x 1 = \$3,000</p> <p>Communication 1% 6,908</p> <p>General Management Support (GMS) cost-recovery 13% of cost-sharing amount = \$68,924</p>
<b>TOTAL</b>		<b>\$766,586</b>

#### IV. ANNUAL WORK PLAN

Year 1: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<b>Output 1</b> <b>Participatory island planning and budgeting enhanced.</b>  <b>Targets:</b> Activity 1.1 <ul style="list-style-type: none"> <li>Community participation programme developed, including community workshops and Kaupule/Falekapule sensitization.</li> <li>Phase 1 delivered to 8 outer islands communities and Funafuti</li> </ul> Activity 1.2 <ul style="list-style-type: none"> <li>Phase 1 of delivered to 8 outer islands and Funafuti</li> <li>Linkages between Island-level plans and budgets and Te Kakeega scoped and documented for 4 islands.</li> </ul>	Activity 1.1 Results: Community participation in development planning, implementation, and monitoring is deepened.	X	X	X		Ministry of Home Affairs and Rural Development (MHARD)	74200 Print&Prod.	4,880
	Activity 1.2 Results Strategic Island Development Plans and budgets are linked to national plans and budgets	X	X	X	X	Department of Rural Development (DRD) Tuvalu Association of Non-Government Organisations (TANGO)	71300 Local Staff	20,000 10,000
	Activity 1.3 Results TANGO Strategic Development Plan	X				Department of Women Foundation of the Peoples of the South Pacific International (FSPi)	71600 Travel	28,560
	Activity 1.4 Results Factors inhibiting women's involvement in local decision making are identified and publicised				X	Commonwealth Local Government Forum (CLGF)	63400 Training Wksh.Costs	19,600
								FSPI- TANGO funds 8,500 12,500 7,000 = \$28,000  CLGF funds



<p><b>Output 2</b> Availability of data improved for local development planning and governance.</p> <p>Activity 2.1</p> <ul style="list-style-type: none"> <li>Analysis of available data and data needs completed</li> <li>Terms of Reference for updating of Island Profiles and Island Profile Developer developed</li> <li>Island Profile Developer appointed</li> <li>SPC Nourmea technical assistance mission completed</li> </ul> <p>Activity 2.2</p> <ul style="list-style-type: none"> <li>Model profile developed</li> </ul>	Activity 2.1 Results Island Profiles are updated to reflect relevant, up-to-date data.	X	X	X	X	X	MHARD DRD Department of Community Affairs	71300 Local Staff	20,000
	Activity 2.2 Results Island Profiles are made available in an accessible form		X	X			Department of Statistics Department of Lands	71600 Travel 63400 Training Wksh.Costs	12,320 19,598
	Activity 2.3 Use of Island Profiles is integrated into planning at the central and island level						Secretariat of the Pacific Community (SPC)		
<p><b>Output 3</b> Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.</p> <p>Targets:</p> <p>Activity 3.1</p> <ul style="list-style-type: none"> <li>Funafuti-based consultation with Kaupule Secretaries completed.</li> </ul> <p>Activity 3.2</p> <ul style="list-style-type: none"> <li>TNA reviewed</li> <li>Training programme developed</li> <li>Training resources developed</li> </ul> <p>Activity 3.3</p> <ul style="list-style-type: none"> <li>Monthly KPMTF meetings held</li> </ul> <p>Activity 3.4</p> <ul style="list-style-type: none"> <li>Young professionals hired within project team</li> </ul>	Activity 3.1 Results Kaupules have full ownership of the island-based components of the project	X					MHARD DRD Kaupule Project	71600 Travel 63400 Training Wksh.Costs	9,520 2,170
	Activity 3.2 Results Kaupules provided with technical and policy training		X	X	X	X	Management Taskforce (KPMTF) Public Works Department (PWD)	74200 Print&Prod. 71300 Local Staff	1,627 20,000 20,000
	Activity 3.3 Results Kaupules provided with technical and policy advice and support		X	X	X	X	Environment, Lands and Survey (ELS) Department Aid		
	Activity 3.4 Results Sustainable capacity created within MHARD-DRD to provide capacity building interventions to local governments		X	X	X	X	Management Department (AMD) Marine Department		

<p><b>Output 4</b>  <b>Enabling environment enhanced by advocating for amendments to the Falekaupule Act.</b></p> <p><i>Targets:</i>  Activity 4.1</p> <ul style="list-style-type: none"> <li>Amendment register established</li> </ul> <p>Activity 4.2</p> <ul style="list-style-type: none"> <li>Review of existing policy paper completed</li> </ul>	<p>Activity 4.1 Results  Areas for potential improvement of Falekaupule Act are documented</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MHARD-DRD  Attorney-General's Office</p>	<p>71300 Local Staff</p>	<p>10,000</p>	
<p><i>Targets:</i>  Activity 4.1</p> <ul style="list-style-type: none"> <li>Amendment register established</li> </ul> <p>Activity 4.2</p> <ul style="list-style-type: none"> <li>Review of existing policy paper completed</li> </ul>	<p>Activity 4.2 Results  Suggestions for legislative amendments drafted and presented for consideration</p>				<p>Falekaupules, Kaupules, Members of Parliament</p>			
<p><b>Output 5</b>  <b>Project is fully resourced. Programmatic and management arrangements and requirements are satisfactorily met.</b></p> <p><i>Targets:</i>  Activity 5.1</p> <ul style="list-style-type: none"> <li>Project Manager is appointed</li> <li>Financial specialist is hired</li> <li>Legal specialist is hired</li> <li>Project Board meets at least quarterly</li> <li>Office space and equipment are adequately available and up and running.</li> </ul> <p>Activity 5.2</p> <ul style="list-style-type: none"> <li>Q4/2008 work and budget plan is prepared and approved.</li> <li>Q4/2008 narrative and financial report is prepared and approved.</li> <li>Project M&amp;E framework and baseline data are established.</li> <li>Regular monitoring and supervision are done by MHARD. Quality assurances function by UNDP.</li> </ul>	<p>Activity 5.1  Project team recruited and established within MHARD</p> <p>X</p>				<p>MHARD  UNDP MCO</p>	<p>72500 Office Supplies</p>	<p>16,000</p>	
	<p>Activity 5.2  Programmatic, management and reporting requirements are met</p> <p>X</p>					<p>GMS  71600 Travel  72400 Comm.</p>	<p>22,975  6,667  2,303</p>	
<b>TOTAL</b>								<b>\$266,820</b>

---

## V. MANAGEMENT ARRANGEMENTS

The project will be nationally executed by the Government of the Tuvalu. The Department of Rural Development, Ministry of Home Affairs and Rural Development (MHARD) will be the national implementing partner and will maintain project accounts and financial responsibility. Advance equivalent to the financial needs of the project as indicated in the quarterly workplans will be provided and funds will be released to the Development Account of the Ministry of Finance. The Department of Rural Development will be responsible for the initial warrant and disbursement of funds in accordance with the workplan and the project document. Further cash advances will be contingent upon timely reporting of expenditure by the Department of Rural Development to the UNDP office in Suva, Fiji.

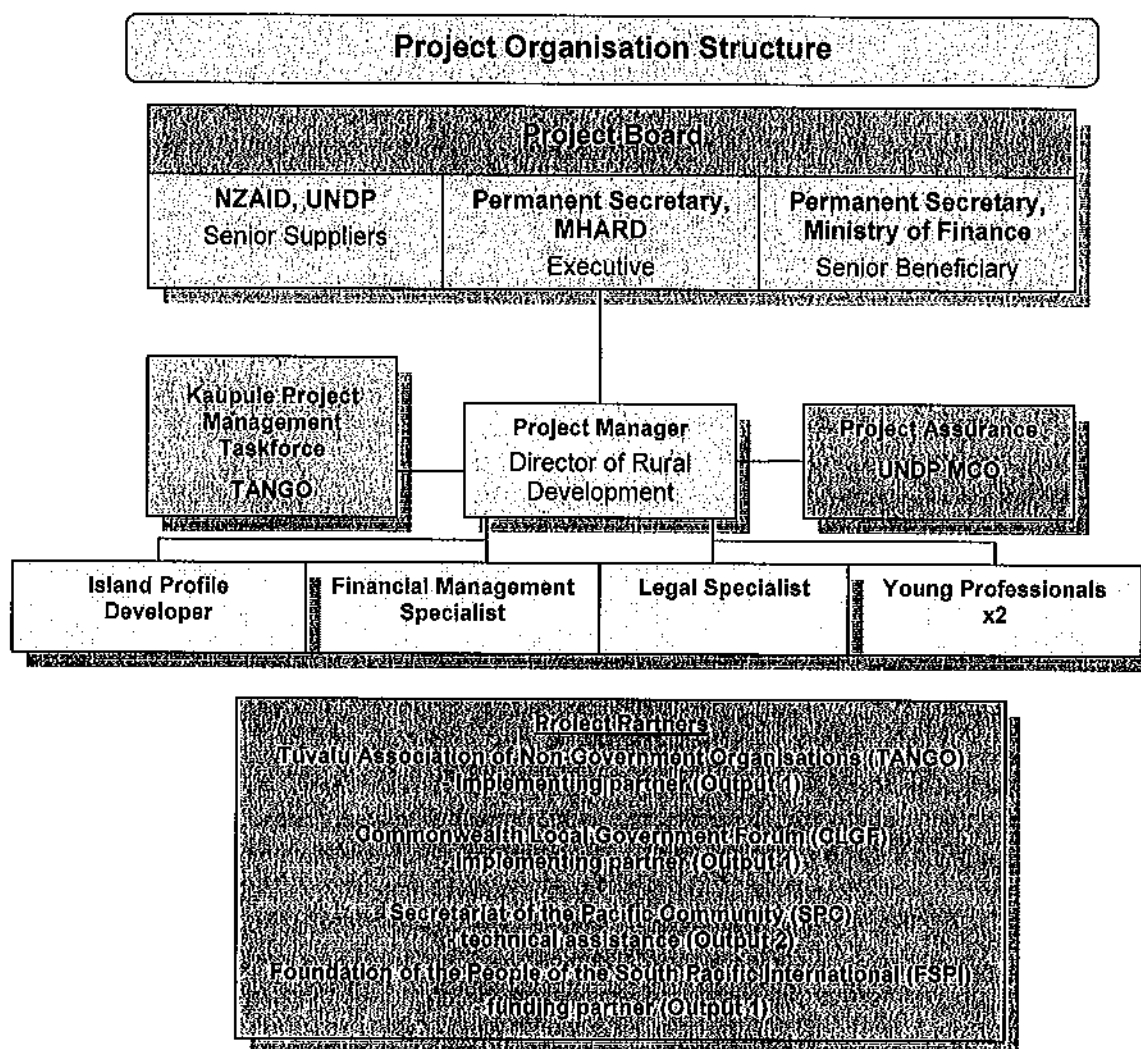
The Permanent Secretary of the Ministry of Home Affairs and Rural Development will be the National Project Director (NPD). Country office service will be sought for the recruitment of consultants using the “**Request for Services**” modality. Extra administrative costs accruing to the UNDP Suva Office will be reimbursed on the basis of the Universal Price List. An Audit will also be conducted at the request of the UNDP Office in Suva by the Office of the Tuvalu Auditor General. Costs for the audit will be met by the Government and will be considered as in-kind contribution.

A Project board outlined below is responsible for ensuring that project finance is accountably managed and results are delivered in an efficiently and effectively manner. It will be responsible for building consensus around project strategy for the achievement of planned results. It will be used to a mechanism for leveraging partnerships and mobilisation of resources for the implementation of the project outputs. In addition, the project board is responsible for making consensual management decision concerning project issues or risks and provides advice and guidance when required by the Project Manager. Approval of project budget revisions and approval of AWP is also a key role of the project board. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

In particular, the composition of the project board is as follows:

1. The Permanent Secretary, MHARD assumes the Executive role, representing the project ownership and will be the Chairperson of the Board.
2. UNDP and NZAID will represent the Senior Suppliers role to provide guidance regarding the technical feasibility of the project.
3. The Permanent Secretary, Ministry of Finance (or their delegate) represents the Senior Beneficiary role to ensure the realisation of project benefits from the perspective of project beneficiaries.

The Project Board will meet at least quarterly through teleconference between Suva and Tuvalu, with the first meetings to be held within a month of the approval of this project. The NPD may call for special meetings should the need arise for these. The Project Manager will prepare the Agenda in consultation with the NPD and circulate this at least two weeks in advance of the PBM meeting. He will also circulate the Minutes of the Meeting within two weeks after a meeting is held.



### Roles and responsibilities of the parties involved in managing the project:

**Executive:** individual representing the project ownership to chair the group.

**Senior Supplier:** 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.

**Senior Beneficiary:** 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 realization of project results from the perspective of project beneficiaries.

**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. A UNDP Programme Officer typically holds the Project Assurance role.

**Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. 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, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the

UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

**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.

---

## **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:

### **Within the annual cycle**

On a quarterly basis, a quality assessment exercise shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. Based on the above information recorded in Atlas, a 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

### **Annual Workplan and Budget**

The annual workplan and budget, will serve as the primary reference documents for the purpose of monitoring the achievement of results. The NPD is tasked with the responsibility of implementing the project in accordance with these documents.

### **Annually**

**Annual Review Report** - an Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

**Annual Project Review** – based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**Independent Evaluation** – an independent evaluation will be commissioned by the Project Manager in the final year of the project.

### **Monitoring Visits by UNDP MCO**

The project will be included in the UNDP Country Office Management Plan (CPMP) and will be the subject of monitoring missions undertaken by the Programme Portfolio

Manager or a representative of the MCO Governance Unit during Integrated Missions to Tuvalu. A budget has been provided for this purpose and this will be accessed by the UNDP office upon consultation and agreement of the National Project Director on the agenda for the monitoring visit of the PPM or other UNDP officials. A detailed mission report outlining project progress as well as issues to be followed will be the outcome of these missions.

Financial and Operational Progress Reports will be prepared by the project manager and signed off by the implementing agency and submitted to UNDP on a quarterly basis in accordance with the "UNDP User Guide". These reports are required to monitor the project according to the annual work plan and will be used as the basis for the Annual Project Report (APR), which will be presented by the PM during the Tripartite Review Meeting. Any substantive changes to the budget and annual work plan will be decided upon at the Tripartite Review Meeting. Quarterly Progress Reports must be submitted to UNDP, together with the Financial Report, on the 15th day of each month following the end of the quarter. A project work plan for the following quarter will be prepared in a mutually agreed format and must be submitted together with the financial advance requested. Approval of any advance payment will be subject to the submission of these reports to UNDP for consideration. UNDP will provide feedback on the most recent progress report and other relevant reports when releasing the advance payments.

---

## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Marshall Islands and UNDP, signed on 14 January 1984

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

The executing agency 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 executing agency'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 executing agency 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.



## VIII. ANNEXES

### OFFLINE RISK LOG



Project Title: Supporting Local Governance		Award ID:	Date:
--	--	-----------	-------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / response	Owner	Submitted by	Last Update	Status
1	Lack of ownership of project by local governments and communities (Falekaupules and Kaupules)	June 2008	Organisational, Political	Ability to complete outer island activities lessened. Impact of project activities on the outer islands would be lessened. P = 2 I = 4	- Hold consultation with island leaders at commencement of project to ensure support and ownership	Project Manager	MCO	2 September 2008	No change
2	Delays due to transportation and communication difficulties	June 2008	Environmental, Operational	Ability to complete outer island activities lessened. P = 3 I = 4	Schedule longer island stays, minimize number of visits.	Project Manager	MCO	2 September 2008	No change
3	Funding and operational capacity development partners is weakened	August 2008	Financial, Operational, Programmatic, Organizational	Joint activities are curtailed, affecting achievement of project outputs	Monitor on a quarterly basis, redesign project if necessary	Project Manager, MCO	MCO	2 September 2008	No change

4	Capacity of implementing partner is weakened due to human resource constraints, competing commitments and staff turnover	June 2008	Operational	<p>P = 2 I = 4</p> <p>Capacity to complete project activities on schedule is compromised.</p> <p>P = 2 I = 3</p>	<p>Monitor on a quarterly basis; ensure backstopping arrangements are in place, revise management arrangements if necessary.</p>	Project Manager; MCO	MCO	2 September 2008	No change
5	Sustainability of outer island development at risk due to high rate of urban migration	September 2008	Environmental	Decreasing population, lessening the impact of project intervention	<p>Monitor on an annual basis the rate of urban migration where necessary, re-assess annual workplan</p>	Project Manager; MCO	MCO	9 October 2008	No change



**Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>10</sup> (where the NGO is designated as the "executing entity") should be attached.

**Special Clauses.** In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

The schedule of payments and UNDP bank account details.

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

---

<sup>10</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

## ANNEX 1 – Terms of Reference

### PROJECT MANAGER

1. **Post Title:** Project Manager
2. **Project Title:** Supporting Local Governance for Outer Island Development Phase II (SLG II)
3. **Duration:** 3 years
4. **Location, Country:** Tuvalu
5. **Expected starting date:** November 2008

#### 6. Brief Project Description:

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPI), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in November 2008 and close in October 2011.

7. **Host Agency:** Ministry of Home Affairs and Rural Development, Department of Rural Development (MHARD-DRD)

#### 8. Description of Duties:

Under the supervision of the National Project Director (Permanent Secretary, MHARD), the Project Manager will be responsible for:

##### Project management

- Coordinate and plan for the delivery of project inputs; including national and international experts, training and equipment, and sub-contracts. Prepare annual/quarterly work plans based on inputs from stakeholders.
- Assist with the National Execution of the project based on UNDP procedures, rules and regulations.
- Manage all project staff including identifying training needs and providing such training or where necessary helping to identify courses or providers of training.
- Draft Terms of Reference for project activities and assist with recruitment of all project staff through close liaison with MHARD and UNDP Suva.

- Monitor and assist the delivery of inputs to achieve outputs according to UNDP procedures and produce quarterly costed work plans.
- Work closely with Project Partners and UNDP Suva on technical aspects of the project. Produce project progress reports and plan and implement technical reviews, and tripartite review meetings of project. Ensure that project reports, including the final report, include documentation on best practices and lessons learnt.
- Assist the implementing partner with the management and accounting for all project finances, including quarterly financial reporting and maintain project budget in liaison with the UNDP Fiji Country Office.

#### **Technical duties**

- Provide assistance and technical backstopping for Financial Management and Legal Specialists and Young Professionals in carrying out their respective duties.<sup>11</sup>

#### **9. Results /Expected Output:**

Output 1: Participatory island planning and budgeting enhanced.

Output 2: Availability of data improved for local development planning and governance.

Output 3: Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.

Output 4: Enabling environment enhanced by advocating for amendments to the Falekaupule Act.

Output 5: Project is fully resourced. Programmatic and management arrangements and requirements are satisfactorily met.

#### **10. Qualifications/Requirements:**

- A university degree, preferably at Masters or higher levels in public administration, political science, economics or related social or planning sciences;
- Relevant hands-on experience at sector, national and international levels in project management of development projects;
- Ability to work in a small island context;
- Ability and maturity to relate to and work confidentially with officials at the highest levels in government, private sector and NGOs and advocate for change; and
- Cultural and gender sensitivity and ability to actively promote gender equity in all aspects of professional work.

#### **11. Competencies:**

##### **i.) Computer skills:**

Strong PC based computer skills, Microsoft applications (in particular, Word, Excel and PowerPoint)

##### **ii.) Language skills:**

- Fluency in written and spoken English and Tuvaluan.
- Good interpersonal skills
- Demonstrated work in multicultural environments is an asset.

---

<sup>11</sup> It is expected that the Director of Rural Development, MHARD will undertake Project Management responsibilities, in which case workload would preclude the Project Manager from leading technical aspects of the Project.

## Terms of Reference LEGAL SPECIALIST

1. **Post Title:** Legal Specialist
2. **Project Title:** Supporting Local Governance for Outer Island Development Phase II (SLG II)
3. **Duration:** 3 years
4. **Location, Country:** Tuvalu
5. **Expected starting date:** November 2008

### 7. Brief Project Description:

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPi), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in November 2008 and close in October 2011.

**7. Host Agency:** Ministry of Home Affairs and Rural Development, Department of Rural Development (MHARD-DRD)

### 9. Description of Duties:

Under the supervision of the Project Manager, the Legal Specialist will be responsible for:

#### Technical duties

- Lead the development and implementation of capacity development programs for local government staff, elected officials and island communities as well as MHARD and other government and partner agencies, focusing specifically on understanding and applying the Falekaupule Act and associated regulations;
- Provide legal advice to MHARD in the Government of Tuvalu regarding the administration and implementation of the Falekaupule Act in the outer islands;
- Establish and maintain a register of proposed amendments to the Falekaupule Act based on lessons learned from engagement with Falekaupules, Kaupules, communities, civil society organisations and other stakeholders;
- Draft policy papers and Amendment Acts for presentation to stakeholders and for approval by Parliament;



- Assist the Financial Management Specialist in the development and implementation of capacity development programmes to increase the participation of island-based communities in planning and budgeting through sensitisation of local governments and empowerment of communities;
- Assist the Island Profile Developer in developing island profiles for each island through collecting, compiling and analysing data;
- Provide guidance to the Young Professionals in the Project through mentoring and skills and knowledge transfer, particularly in the areas of planning, budgeting and financial management.

#### Other duties

- Assist the Project Manager, where required, in coordinating project activities and meeting project management requirements.

#### 9. Expected Outputs and weighting of priorities:

Output	Weighting
Output 1: Participatory island planning and budgeting enhanced.	20%
Output 2: Availability of data improved for local development planning and governance.	10%
Output 3: Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.	50%
Output 4: Enabling environment enhanced by advocating for amendments to the Falekaupule Act.	25%
Output 5: Project is fully resourced and programmatic and management arrangements and requirements are satisfactorily met.	5%

#### 10. Qualifications/Requirements:

- A university degree, preferably at Masters or higher levels in law or legal studies;
- Extensive relevant legal experience at local and national level in local governance and public administration law;
- Experience in developing and delivering capacity development programs for government officials and community members;
- Ability to work in a small island context;
- Ability and maturity to relate to and work confidentially with officials at the highest levels in government, private sector and CSOs; and
- Cultural and gender sensitivity and ability to actively promote gender equity in all aspects of professional work.

#### 11. Competencies:

##### i.) Computer skills:

Strong PC based computer skills, Microsoft applications (in particular, Word, Excel and PowerPoint)

##### ii.) Language skills:

- Fluency in written and spoken English and Tuvaluan.
- Good interpersonal skills
- Demonstrated work in multicultural environments is an asset.

**Terms of Reference**  
**FINANCIAL MANAGEMENT SPECIALIST**

1. **Post Title:** Financial Management Specialist
2. **Project Title:** Supporting Local Governance for Outer Island Development Phase II (SLG II)
3. **Duration:** 3 years
4. **Location, Country:** Tuvalu
5. **Expected starting date:** November 2008

**8. Brief Project Description:**

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPI), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in November 2008 and close in October 2011.

**7. Host Agency:** Ministry of Home Affairs and Rural Development, Department of Rural Development (MHARD-DRD)

**10. Description of Duties:**

Under the supervision of the Project Manager, the Financial Management Specialist will be responsible for:

**Technical duties**

- Lead the development and implementation of capacity development programmes to increase the participation of island-based communities in planning and budgeting through sensitisation of local governments and increased empowerment of communities;
- Work closely with Civil Society Organisations (CSO) in a team-based approach to jointly develop and deliver the programme;
- Travel to the outer islands regularly to conduct workshops and provide support and follow up to communities and local governments;

- Provide technical policy support and advice to MHARD and local governments in planning, budgeting and other financial management matters;
- Assist the Legal Specialist in the development and delivery of training programs for local government staff, elected officials and island communities as well as MHARD and other government and partner agencies, focusing specifically on understanding and applying the Falekaupule Act;
- Assist the Island Profile Developer in developing island profiles for each island through collecting, compiling and analysing data;
- Provide guidance and mentoring to the Young Professionals in the project through mentoring and skills and knowledge transfer, particularly in the areas of planning and budgeting and financial management.

**Other duties**

- Assist the Project Manager, where required, in coordinating project activities and meeting project management requirements.

**9. Expected Outputs and weighting of priorities:**

<b>Output</b>	<b>Weighting</b>
<u>Output 1:</u> Participatory island planning and budgeting enhanced.	50%
<u>Output 2:</u> Availability of data improved for local development planning and governance.	10%
<u>Output 3:</u> Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.	30%
<u>Output 4:</u> Enabling environment enhanced by advocating for amendments to the Falekaupule Act.	5%
<u>Output 5:</u> Project is fully resourced and programmatic and management arrangements and requirements are satisfactorily met.	5%

**10. Qualifications/Requirements:**

- A university degree, preferably at Masters or higher levels in financial management, public administration, business management or a related field;
- Extensive relevant financial management experience at local and national level in public financial management and planning and budgeting process, particular as applied in local governance and government contexts;
- Experience in developing and delivering capacity development programs for government officials and community members;
- Ability to work in a small island context;
- Ability and maturity to relate to and work confidentially with officials at the highest levels in government, private sector and CSOs; and
- Cultural and gender sensitivity and ability to actively promote gender equity in all aspects of professional work.

**11. Competencies:**

**i.) Computer skills:**

Strong PC based computer skills, Microsoft applications (in particular, Word, Excel and PowerPoint)

**ii.) Language skills:**

- Fluency in written and spoken English and Tuvaluan.
- Good interpersonal skills
- Demonstrated work in multicultural environments is an asset.

**Terms of Reference**  
**ISLAND PROFILE DEVELOPER**

- 1. Post Title:** Island Profile Developer
- 2. Project Title:** Supporting Local Governance for Outer Island Development Phase II (SLG II)
- 3. Duration:** 3 years
- 4. Location, Country:** Tuvalu
- 5. Expected starting date:** January 2009

**9. Brief Project Description:**

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPI), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in November 2008 and close in October 2011.

**7. Host Agency:** Ministry of Home Affairs and Rural Development, Department of Rural Development (MHARD-DRD)

**11. Description of Duties:**

Under the supervision of the Project Manager, the Island Profile Developer will be responsible for:

**Technical duties**

- Lead the development of socio-economic Island Profiles to serve as a tool for planners and decision makers at the central and island level and an information resource for the community. Profiles are to reflect relevant, up-to-date data, drawing on the experience of other countries in the region;
- Coordinate inter-Ministry taskforce to identify data needs and priorities for Island Profiles, source relevant data sets for the Island Profiles;
- Develop a 'model profile' with technical assistance from the Secretariat of the Pacific Community;
- Integrate use of Island Profiles at central and local levels through training, workshops and demonstrations;
- Undertake professional development and attachments with professional organisations such as SPC to gain training in popGIS;

- Develop a sustainable mechanism for ongoing revision and updating of Island Profiles;
- Travel to the outer islands to collect data and conduct workshops and provide support and follow up to communities and local governments in the use of Island Profiles;
- Assist the Legal Specialist in the development and delivery of training programs for local government staff, elected officials and island communities as well as MHARD and other government and partner agencies, focusing specifically on understanding and applying the Falekaupule Act;
- Assist the Financial Management Specialist in the development and implementation of capacity development programmes to increase the participation of island-based communities in planning and budgeting through sensitisation of local governments and empowerment of communities;
- Provide guidance and mentoring to the Young Professionals in the project through mentoring and skills and knowledge transfer, particularly in the areas of planning and budgeting and financial management.

**Other duties**

- Assist the Project Manager, where required, in coordinating project activities and meeting project management requirements.

**9. Expected Outputs and weighting of priorities:**

<b>Output</b>	<b>Weighting</b>
<u>Output 1:</u> Participatory island planning and budgeting enhanced.	15%
<u>Output 2:</u> Availability of data improved for local development planning and governance.	60%
<u>Output 3:</u> Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.	15%
<u>Output 4:</u> Enabling environment enhanced by advocating for amendments to the Falekaupule Act.	5%
<u>Output 5:</u> Project is fully resourced and programmatic and management arrangements and requirements are satisfactorily met.	5%

**10. Qualifications/Requirements:**

- A university degree, preferably at Masters or higher levels in demography, statistics, economics or a related field;
- Relevant experience at local and national level in the collection, analysis and presentation of economic and social data;
- Experience in developing and delivering capacity development programs for government officials and community members;
- Ability to work in a small island context;
- Ability and maturity to relate to and work confidentially with officials at the highest levels in government, private sector and CSOs; and
- Cultural and gender sensitivity and ability to actively promote gender equity in all aspects of professional work.

**11. Competencies:**

**i.) Computer skills:**

Strong PC based computer skills, Microsoft applications (in particular, Word, Excel and PowerPoint)

**ii.) Language skills:**

- Fluency in written and spoken English and Tuvaluan.
- Good interpersonal skills
- Demonstrated work in multicultural environments is an asset.

## Terms of Reference YOUNG PROFESSIONAL

1. **Post Title:** Young Professional (2 positions)
2. **Project Title:** Supporting Local Governance for Outer Island Development Phase II (SLG II)
3. **Duration:** 3 years (reviewed annually)
4. **Location, Country:** Tuvalu
5. **Expected starting date:** January 2009

### 10. Brief Project Description:

The Supporting Local Governance for Outer Island Development Phase II (SLG II) project will build on the progress made through local governance reforms to date, focusing on the following areas:

- Strengthening the **enabling environment** for local governance in Tuvalu, by enhancing participatory planning-budgeting and advocating for amendments to the Falekaupule Act.
- Building **institutional and human capacity** by addressing unfavourable incentives and strengthening sustainable institutional and human capacity at the local and national level.
- Increasing **community participation and gender equality**, with a focus on increasing the participation of women and youth in planning and budgeting at the island level.
- Strengthening **partnerships** with Falekaupules, Kaupules, Government ministries, civil society and development partners, which will be critical to the successful implementation of the project. In particular, partnerships with NZAID-funded initiatives through Foundation of the Peoples of the South Pacific International (FSPI), Tuvalu Association of Non-Government Organisations (TANGO) and Commonwealth Local Government Forum (CLGF) will be leveraged, with technical assistance from Secretariat of the Pacific Community (SPC).

Funded jointly by NZAID and UNDP, the project will commence in November 2008 and close in October 2011.

**7. Host Agency:** Ministry of Home Affairs and Rural Development, Department of Rural Development (MHARD-DRD)

### 12. Description of Duties:

Under the supervision of the Project Manager, the Young Professional will:

#### Technical duties

- Assist in the implementation of a range of project activities as required by the Project Manager, Legal Specialist, Financial Management Specialist and Island Profile Developer;
- Assist the Legal Specialist in the development and delivery of training programs for local government staff, elected officials and island communities as well as MHARD and other government and partner agencies, focusing specifically on understanding and applying the Falekaupule Act;
- Assist the Financial Management Specialist in the development and implementation of capacity development programmes to increase the participation of island-based communities in planning and budgeting through sensitisation of local governments and empowerment of communities;

- Assist the Island Profile Developer in developing island profiles for each island through collecting, compiling and analysing data;
- Participate in professional development activities and mentoring by project specialists in order to develop knowledge and skills in local governance, including its social, economic, legal and financial dimensions.

**9. Expected Outputs and weighting of priorities:**

<b>Output</b>	<b>Weighting</b>
<u>Output 1:</u> Participatory island planning and budgeting enhanced.	30%
<u>Output 2:</u> Availability of data improved for local development planning and governance.	30%
<u>Output 3:</u> Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.	30%
<u>Output 4:</u> Enabling environment enhanced by advocating for amendments to the Falekaupule Act.	5%
<u>Output 5:</u> Project is fully resourced and programmatic and management arrangements and requirements are satisfactorily met.	5%

**10. Qualifications/Requirements:**

- A degree or diploma in public administration, political science, economics, management or a related social or planning science;
- Relevant experience at local and national level in local governance and administration would be an asset;
- Experience in developing and delivering capacity development programs for government officials and community members would be an asset;
- Ability to work in a small island context;
- Ability and maturity to relate to and work confidentially with officials at the highest levels in government, private sector and CSOs; and
- Cultural and gender sensitivity and ability to actively promote gender equity in all aspects of professional work.

**11. Competencies:**

**i.) Computer skills:**

Strong PC based computer skills, Microsoft applications (in particular, Word, Excel and PowerPoint)

**ii.) Language skills:**

- Fluency in written and spoken English and Tuvaluan.
- Good interpersonal skills
- Demonstrated work in multicultural environments is an asset.

**Terms of Reference**  
**Project Board**

- Provide strategic guidance and advice to the Project Manager on project related activities particularly on specific problems and issues that may have a bearing on the progress of the achievements of the Project.
- Review and approve proposed annual work plan in consultation with UNDP Fiji Multi-Country Office.
- Facilitate exchange of information nationally, regionally and internationally on awareness of project developments, lessons learnt and best practices.
- Assist in identification and securing of additional financial and technical resources for the project activities from both national and external sources.
- Help facilitate and ensure that targets identified in the annual work plans are met within agreed timeframes and with given resource allocations and assist provide alternative remedial solutions where the need arises.
- Facilitate and mobilize government, private and civil society support for this Project.
- Undertake any other responsibilities that may be identified for the POC by UNDP and other project stakeholders.



## ANNEX 2

### Register of external Technical Consultations undertaken in preparation of Project Document – 2008

Organisation	Description	Dates
<p><b>Government of Tuvalu</b> – Ministry of Home Affairs and Rural Development</p> <p>Department of Rural Development</p> <p>Department of Women</p> <p>Department of Community Affairs</p> <p>Joint Strategy meeting (Tuvalu Government and UN Agencies)</p>	<ul style="list-style-type: none"> <li>• Management response to recommendations of independent evaluation</li> <li>• Presentation of priorities for Phase II</li> <li>• Feedback on draft Project Document</li> <li>• Local Project Appraisal Committee (LPAC) of Project Document and workplanning in Funafuti</li> </ul>	<p>Teleconference – 13 Jun</p> <p>Meeting in Suva – 26 Jun</p> <p>UNDP Integrated Mission to Funafuti 8 – 11 Jul</p> <p>Emails (multiple) Jul – Nov</p> <p>Teleconference – 21 Aug</p> <p>UNDP Integrated Mission to Funafuti 30 Oct – 6 Nov</p> <p>UNDP Integrated Mission to Funafuti 8 – 11 Jul</p>
<p><b>Kaupules</b></p> <p>Secretaries and Officers</p> <p><b>NZAID</b> (Suva and Wellington Offices)</p>	<ul style="list-style-type: none"> <li>• Feedback on lessons learned from Phase I project</li> <li>• Identification of priorities for Phase II</li> <li>• Identification of potential areas for partnership</li> <li>• Feedback on draft Project Document</li> <li>• Cost-sharing agreement</li> </ul>	<p>Meeting – 26 Jun</p> <p>Teleconference – 30 Sep</p> <p>Meeting in Suva – 14 Oct</p> <p>Emails (multiple) Jun – Nov</p> <p>UNDP Integrated Mission to Funafuti 8 – 11 July</p> <p>UNDP Integrated Mission to Funafuti 30 Oct – 6 Nov</p> <p>UNDP CSO workshop</p> <p>Meeting – 22 Aug</p>
<p><b>Tuvalu Association of Non-Government Organisations (TANGO)</b></p>	<ul style="list-style-type: none"> <li>• Identification of potential areas for partnership</li> <li>• Feedback on draft Project Document</li> <li>• Local Project Appraisal Committee (LPAC) of Project Document and workplanning in Funafuti</li> </ul>	<p>UNDP Integrated Mission to Funafuti 8 – 11 July</p> <p>UNDP Integrated Mission to Funafuti 30 Oct – 6 Nov</p> <p>UNDP CSO workshop</p> <p>Meeting – 22 Aug</p>

<b>Foundation of the South Pacific People's International (FSPI)</b>	<ul style="list-style-type: none"> <li>• Identification of potential areas for partnership</li> <li>• Feedback on draft Project Document</li> <li>• Agreement on parallel funding arrangements</li> </ul>	Emails (multiple) Jul – Oct  Meeting – 12 Aug  Meeting – 22 Aug
<b>Commonwealth Local Government Forum (CLGF)</b>	<ul style="list-style-type: none"> <li>• Identification of potential areas for partnership</li> <li>• Feedback on draft Project Document</li> <li>• Agreement on parallel funding arrangements</li> </ul>	Meeting – 12 Aug  Meeting – 8 Sep
<b>Secretariat of the Pacific Community (SPC)</b>	<ul style="list-style-type: none"> <li>• Identification of potential areas for partnership</li> <li>• Feedback on draft Project Document</li> <li>• Agreement on parallel funding arrangements</li> </ul>	Emails (multiple) Jun – Oct Emails (multiple) Aug – Nov

**ANNEX 3**

**Detailed Project Budget**

<b>OUTPUTS</b>	<b>INDICATIVE ACTIVITIES</b>	<b>DETAILED BUDGET (USD)</b>
<p><b>Output 1:</b> Participatory island planning and budgeting enhanced.</p>	<p><b>Activity 1.1 Results:</b> Community participation in development planning, implementation, and monitoring is deepened.</p> <p><b>Activity 1.2 Results</b> Strategic Island Development Plans and budgets are linked to national plans and budgets</p> <p><b>Activity 1.3 Results</b> TANGO Strategic Development Pkan</p> <p><b>Activity 1.4 Results</b> Factors inhibiting women's involvement in local decision making are identified and publicised</p>	<p><b>\$378,705</b></p> <p>Development of resources = \$4,880                      - Translation (100 pages @ \$5/page) = \$500                      - Printing and binding (9 islands x 40 copies @ \$12.16/copy) = \$4,380</p> <p><b>0.5 x Financial Management Specialist x 3 years = \$60,000</b></p> <p><b>0.25 x Legal Specialist x 3 years = \$30,000</b></p> <p><b>Workshop on TANGO Strategic Development Plan = \$6,000</b></p> <p><b>Outer Island travel (outside Funafuti) = \$57,120</b>                      - Boat fares (3 persons x 8 islands x 2 visits @ \$350 fare) = \$16,800                      - DSA. (3 persons x 2 visits x 8 islands x 14 days per visit @ \$60/day) = \$40,320</p> <p><b>Workshop expenses = \$27,200</b>                      - Meals and refreshments (9 islands x 8 days per visit x 2 visits @ \$100/day) = \$7,200                      - Venue hire (9 islands x 8 days per visit x 2 visits @ \$50/day) = \$3,600                      - Sitting allowances for Kaupule members + Ulu Aliko during meetings (6 Kaupule Members + 1 Ulu Aliko x 8 Islands x 1 meeting per visit x 2 visits @ \$50 per meeting) = \$5,600</p> <p><b>Participatory research \$35,000</b>                      - Local consultant (40 days @ \$500/day) = \$20,000                      - Boat fares (4 islands @ \$350 fare) = \$1,400                      - DSA (40 days @ \$100/day) = \$4,000</p>

	<ul style="list-style-type: none"> <li>- Meeting expenses (4 islands x 16 days @ \$150/day) = \$2,400</li> </ul> <p><b>Dissemination of findings through print and radio \$2,375</b></p> <ul style="list-style-type: none"> <li>- Production (5 x radio programmes @ \$400 ea) = \$2,000</li> <li>- Air time (5 x 15 min programmes @ \$5/minute) = \$350</li> </ul> <p><b>Knowledge Product produced (graphic design) \$6,130</b></p> <ul style="list-style-type: none"> <li>- Graphic design and typesetting = \$4,630</li> <li>- Printing (100 copies @ \$15/copy) = \$1,500</li> </ul> <p><u>Parallel funds:</u></p> <p><b>TANGO – (FSPI People and Policy Project funding)</b> <b>\$67,000</b></p> <ul style="list-style-type: none"> <li>- Island travel, incl fares and DSA. (2 visits per island x 8 islands = \$17,000.</li> <li>- Training Officer x 3 years = \$37,500</li> <li>- Set up and operational costs for officer = \$12,500</li> </ul>	
<p><u>Output 2:</u> Availability of data improved for local development planning and governance.</p>	<p><b>Activity 2.1 Results</b> Island Profiles are updated to reflect relevant, up-to-date data.</p> <p><b>Activity 2.2 Results</b> Island Profiles are made available in an accessible form</p> <p><b>Activity 2.3</b> Use of Island Profiles is integrated into planning at the central and island level</p>	<p><b>\$104,838</b></p> <p><b>Island Profile Developer (\$20,000 x 3 years) = \$60,000</b></p> <p><b>Outer Island travel (outside Funafuti) = \$24,640</b></p> <ul style="list-style-type: none"> <li>- Boat fares (2 persons x 8 islands x 2 visits @ \$350 fare) = \$11,200</li> <li>- DSA (2 persons x 8 islands x 2 visits x 7 days per visit @ \$60/day) = \$6,720</li> </ul> <p><b>Global Positioning System (GPS) Units (3 @ \$200 ea) = \$600</b></p> <p><b>SPC Noumea technical assistance = \$19,598</b></p> <ul style="list-style-type: none"> <li>- Air fare (Noumea-Nadi return) = \$3,500</li> <li>- Air fare (Nadi-Suva-Funafuti return) = \$600</li> <li>- Accommodation and Living Expenses (14 days @ \$137 = \$1,918</li> <li>- Meeting and workshop expenses = \$1,580</li> <li>- SPC Pop-GIS Specialist salary for 1 month = \$12,000</li> </ul>

<p><b>Output 3:</b> Capacity of local governments strengthened to meet their responsibilities under the Falekaupule Act.</p>	<p><b>Activity 3.1 Results</b> Kaupules have full ownership of the island-based components of the project</p> <p><b>Activity 3.2 Results</b> Kaupules provided with technical and policy training</p> <p><b>Activity 3.3 Results</b> Kaupules provided with technical and policy advice and support</p> <p><b>Activity 3.4 Results</b> Sustainable capacity created within MHARD-DRD to provide capacity building interventions to local governments</p>	<p><b>\$251,210</b></p> <p><b>Kaupule project initiation workshop = \$11,690</b></p> <ul style="list-style-type: none"> <li>- Boat fares (8 persons @ \$350 fare) = \$2,800</li> <li>- DSA (8 persons x 14 days @ \$60/day) = \$6,720</li> <li>- Allowance for Resource persons (5 Resource persons @ \$50 per person) = \$250</li> <li>- Catering (7 days @ \$200/day) = \$1,400</li> <li>- Printing and meeting materials = \$520</li> </ul> <p><b>Training resource development = \$4,880</b></p> <ul style="list-style-type: none"> <li>- Translation (100 pages @ \$5/page) = \$500</li> <li>- Printing and binding (9 islands x 40 copies @ \$12.16/copy) = \$4,380</li> </ul> <p><b>2 x Young Professionals (2 YPs x 3 years @ \$10,000 per year) = \$60,000</b></p> <p><b>0.5 x Financial Management Specialist x 3 years = \$60,000</b></p> <p><b>0.5 x Legal Specialist x 3 years = \$60,000</b></p> <p><b>Outer Island travel (outside Funafuti) = \$38,080</b></p> <ul style="list-style-type: none"> <li>- Boat fares (2 persons x 8 islands x 2 visits @ \$350 fare) = \$11,200</li> <li>- DSA (2 persons x 8 islands x 2 visits x 14 days per visit @ \$60/day) = \$13,440</li> </ul> <p><b>Workshop expenses = \$16,560</b></p> <ul style="list-style-type: none"> <li>- Meals and refreshments (9 islands x 8 days per visit x 2 visits @ \$100/day) = \$7,200</li> <li>- Venue hire (9 islands @ \$240) = \$2,160</li> </ul>
<p><b>Output 4:</b> Enabling environment enhanced by advocating for amendments to the Falekaupule Act.</p>	<p><b>Activity 4.1 Results</b> Areas for potential improvement of Falekaupule Act are documented</p> <p><b>Activity 4.2 Results</b></p>	<p><b>\$30,000</b></p> <p><b>0.25 x Legal Specialist x 3 years = \$30,000</b></p>

<p><b>Output 5:</b> Project is fully resourced. Programmatic and management arrangements and requirements are satisfactorily met.</p>	<p>Suggestions for legislative amendments drafted and presented for consideration</p>	
<p><b>Activity 5.1</b> Project team established within MHard</p> <p><b>Activity 5.2</b> Programmatic, management and reporting requirements are met</p>	<p><b>Independent evaluation = \$40,000</b></p> <ul style="list-style-type: none"> <li>- International consultant (35 days @ \$800/day) = \$28,000</li> <li>- Boat fares (5 islands @ \$250 fare) = \$1,250</li> <li>- DSA (35 days @ \$200/day) = \$7,000</li> <li>- Meeting expenses (25 days @ \$150/day) = \$3,750</li> </ul> <p><b>Monitoring visits by UNDP Multi-Country Office = \$20,000</b></p> <ul style="list-style-type: none"> <li>- Air fare (2 persons x 3 visits @ \$1200/visit) = \$7,200</li> <li>- DSA (2 persons x 3 visits x 7 days @ \$220/day) = \$9,240</li> <li>- Incidentals and consultation expenses (3 visits x \$186.60/visit) = \$560</li> <li>- Facilitating evaluation (island travel) = \$3,000</li> </ul> <p><b>Set-up costs \$16,000</b></p> <ul style="list-style-type: none"> <li>- Advertisement of project positions (print, radio) = \$1,000</li> <li>- Laptops for YPs x 2 = \$8,000</li> <li>- Office furniture for YPs = \$2,000</li> <li>- Projector x 1 = \$2,000</li> <li>- Projector screens x 2 = \$1000</li> <li>- Copier x 1 = \$3,000</li> </ul> <p><b>Communication 1% \$6,908</b></p> <ul style="list-style-type: none"> <li>- Promoting and publicising project purpose and impact through print, radio and promotional materials, highlighting development results and ensuring appropriate visibility for donors and development partners.</li> </ul> <p><b>General Management Support (GMS) cost-recovery 13% of cost-sharing amount = \$68,924</b></p> <ul style="list-style-type: none"> <li>- 0.20 x Portfolio Programme Manager position = \$11,128 per annum (x3 years)</li> <li>- 0.20 x Governance team member position = \$11,128 per annum (x3 years)</li> </ul>	<p><b>\$151,833</b></p>

		<ul style="list-style-type: none"> <li>- Project identification, formulation, and appraisal</li> <li>- Determination of execution modality and local capacity assessment</li> <li>- Briefing and de-briefing of project staff and consultants</li> <li>- General oversight and monitoring, including participation in project reviews</li> <li>- Receipt, allocation and reporting to the donor of financial resources</li> <li>- Thematic and technical backstopping through Bureaus</li> <li>- Systems, IT infrastructure, branding, knowledge transfer</li> </ul>
		<b>TOTAL \$766,586</b>