



United Nations Development Programme  
Country: Tuvalu Project Document

**Project Title** Millennium Development Goals Capacity Building Initiative in Tuvalu

**UNDAF Outcome(s):** Equitable Economic Growth and Poverty Reduction

**Expected CP Outcome(s):** Poverty Reduction and Millennium Development Goals  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):** Strengthened capacity amongst policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate them in MDG based national policies, plans, budgets and reports.  
*(Those that will result from the project and extracted from the CPAP)*

**Implementing Partner:** Planning and Budget Department, Ministry of Finance

**Responsible Parties:** Planning and Budget Department, Statistics Office, Ministry of Health, Ministry of Education, Ministry of Home Affairs, Department of Foreign Affairs, Ministry of Finance and MDG National Core Working Group

**Brief Description**

The MDG capacity building project seeks to assist the government of Tuvalu to achieve the Millennium Development Goals by strengthening institutional capacity especially to:

- Strengthen coherence between planning and budget processes
- Provide a monitoring & accountability framework, and
- Support the national policy dialogue & negotiations with development partners

Programme Period:	2007-2012
Key Result Area (Strategic Plan):	Poverty Reduction & Achievement of MDGs
Atlas Award ID:	00056514
Start date:	01 January 2009
End Date:	31 December 2011
PAC Meeting Date:	04 November 2008

2009 AWP budget:	USD150,000
Total resources required	USD524,000
Total allocated resources:	USD324,000
• Regular	USD324,000
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	USD200,000
Gov. in-kind Contributions	USD 20,000

Government of Tuvalu: [Signature] Date: 27 Nov 2008

Agreed by (Implementing Partner): [Signature] Date: 28/11/2008

Agreed by UNDP: [Signature] Date: 12/12/2008



**Output 1: MDG Baseline Assessment Undertaken**

**Baseline:**

National MDG Report not finalized

**Indicators:**

- # of draft Poverty Analysis Report produced
- # of draft 2<sup>nd</sup> National MDG Reports produced
- Data readiness assessment undertaken

**Targets:**

- Poverty Analysis Reported Published
- 2<sup>nd</sup> National MDG Report Published
- MDG Data gaps identified

**Related CP outcome:**

Tuvalu prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets

**1. Activity Result: Data readiness analysis**

- Recruit MDG Project Manager
  - Strengthen national MDG Core Working Group with representation from NGOs and the Private Sector
  - review current state of MDG achievement/availability
  - take stock of existing analytical work or assessments including the HIES, Census and available socioeconomic reports
  - establish current status of MDG achievement & other policy/institutional/capacity initiatives and draft next MDG Report
  - identify specific MDG targets to be achieved using draft National MDG report as starting point of reference
  - identify data needs to establish local benchmarks, targets and indicators.
  - Undertake advocacy at various levels to enhance awareness on the MDGs
    - work with the Department of Community Affairs in developing local indicators and data requirements relevant to the achievement of the NSSD and MDGs targeting the most vulnerable groups under the poverty line i.e. elderly, disabled, unemployed, women and children
    - work with the Department of Community Affairs in their efforts to develop the capacity of government departments and NGO partners in collecting social data relevant to the achievement of the NSSD and MDGs.
- 2. Activity Result: National MDG Report finalised**
- Undertake advocacy at various levels to enhance awareness on the MDGs
  - Undertake relevant national consultations
  - Finalise launch & publish MDG Report

X  
X  
X  
X  
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X

TRAC

Int. Consultant – 71200  
Office Equipment – 77220  
Workshop Costs – 72700  
IT Equipment – 72800  
Printing & Publication – 74210  
Promotional Materials & Distribution – 74215

30,000  
10,000  
10,000  
15,000  
15,000  
10,000

Implementing Agency:  
Planning and Budget Department

Implementing Partners:  
Statistic Office /MDGNCWG  
GOV Ministries / UNDP / UN AGENCIES / SPC  
CROP AGENCIES / CIVIL SOCIETY / COMMUNITY GROUPS

**Output 2: MDG Data collection and analysis system developed and national capacity for monitoring and reporting of MDGs strengthened**

**Baseline:**

National & sectoral plans not aligned with national MDG priorities;

**Indicators:**

# of planners trained in MDG planning, budgeting, data collection and analyses

**Targets:**

National and sectoral planners trained in MDG planning & budgeting

**Related CP outcome:**

Tuvalu prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets

**1. Activity Result: Assess and address Capacity Gaps for the monitoring and reporting on MDGs**

- Assess current state of policy, planning and resource allocation in the priority sectors and determine government priorities and determine achievement of the MDGs; where are the weaknesses and what are the priorities
- identify the critical constraints to be addressed i.e. financial, institutional, technical, infrastructure, etc.
- Develop sustainable methodology for calculating national accounts, update national accounts to most recently possible and training local counterparts to use methodology to calculate National Account in future years.

Train Government and civil society partners in statistical systems i.e. Pop GIS and Dev Info to:

- regularly collect, analyse, monitor and report on disaggregated data that will reveal trends towards progress on national development goals, the MDGs, the Pacific Plan and other regional and international reporting requirements, and
- make better use of available data as a basis for evidence-based policy making

- conduct light surveys to gather unavailable MDG related data as well as other locally required social data
- Review Medium Term NSSD, Ministerial Corporate Plans, Sector and Provisional Dev. Plans and ensure that time frames and budgets are aligned and relevant MDG indicators that are performance based are incorporated

- propose a robust NSSD-based national budget processes linked to prioritised sector strategies and Ministerial corporate plans
- Train government counterparts on performance based budgeting and reporting on output expenditure rather than by line items.

- Focus on sector prioritization and program identification for the purpose of engaging with development partners and ensuring adequate national budget allocations
- Assist line ministries with the formulation of pro-poor policies that will help to ensure the most

**TRAC & Cost Sharing**

Int. Consultants – 71200	80,000
Local consultants (light survey) 71200	20,000
Office Equipment – 772200	10,000
Workshop Costs - 72740	20,000
IT Equipment – 72800	10,000
Travel - 71600	14,000

Implementing and Department Agency: Budget

Implementing Partners:  
 Statistic Office /MDG  
 NCWG/GOV/UNDP/JUN  
 AGENCIES/SPC/CROP  
 SOCIETY/COMMUNITY  
 GROUPS

X

X

X

X

X

X

X

X

<p><b>Output 3: MDG mainstreamed into national planning and budgeting framework</b></p> <p><i>Baseline:</i> At the end of 2007, Tuvalu does not have national or sectoral plans costed or aligned with the MDGs. Planners have limited expertise in use of MDG costing and planning tools;</p> <p><i>Indicators:</i> MDG costed national plans; % increased budget allocations for MDGs; # of national and sectoral development plans that are aligned with MDGs and linked to national budgets, and % of ODA linked to the achievement of national, regional &amp; international development goals</p> <p><i>Targets:</i> Sectoral and national budgets aligned to the MDGs, MDG based planning and budgeting is operational in two sectors, and ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and International Development Goals.</p> <p><i>Related CP outcome:</i> Tuvalu prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets</p>	<p>formulation of pro-poor policies that will help to ensure the most vulnerable and most needy are adequately targeted by government strategies, programmes, interventions and resources as prioritized in the NSSD</p> <p>- Use existing national mechanisms i.e. the National Social Services Council as a technical resource to the DCC on issues relating to Social Policy Development based on newly available MDG related data</p> <p><b>1. Activity Result: Develop process for integrating MDG and NSSD into the National Planning and Budgeting Framework</b></p> <p>-Review existing monitoring mechanisms for the implementation of the national development plan and recommend practical steps for establishing and finalizing monitoring mechanisms using appropriate indicators; -Recommend practical framework for integrating national planning process into national budget allocation process; -Develop and implement improved monitoring mechanisms and inclusion of MDG indicators; - Monitor interventions through the implementation progress reports to ensure that the desired impact on minorities, including the poor, women, youth, elderly and the disabled are being met, and make necessary adjustments to pro policies as required -Provide ongoing support, advocacy for and training of local counterparts in the monitoring and reporting on the implementation of plans and programmes; -Review existing mechanisms for national budget processes and recommend improvements including allocation to improve targeting national development goals; -Advocate and mobilize support, including from decision makers on linking budget to national development goals/MDGs; and -Conduct on-going training for national counterparts in linking budget allocation to national development goals – MDG costing tools; -undertake an assessment study on aligning the sector and national</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>		<p>Planning and Budget Department/Statistic Office /MDG NCWG/GOV/UNDP/IUN AGENCIES/SPC/CROP AGENCIES/DONORS/CIVIL SOCIETY/ COMMUNITY GROUPS</p>	<p>Cost Sharing</p>	<p>Int. Consultant - 71200 Office Equipment – 772200 Workshop Costs - 72700 IT Equipment – 72800</p>	<p>60,000 10,000 10,000 50,000</p>
5							

	<p>-Strengthen the awareness of cabinet to develop policies based on available data and reports.</p> <p>- advocate for MDG Working standing committees in terms of developing pro-poor policies and advising on the status of the MDG reports and various other related reports,</p> <p>-involve sector working committees and other technical committees to play an advisory role to the MDG Core Working Group for the incorporation of accurate information into the National MDG reports advising on the status of the MDG reports and various other related reports.</p> <p>- Support UNDP Strengthening Local Governance Project in terms of strengthening the data collection capacity of the Kaupule and assisting with community development action plans.</p> <p><b>2. Activity Result: Establish Aid Coordination and Management Database for the monitoring of ODA</b></p> <p>-Formulation a mitigation strategy to establish an Aid Management System at the National Level which would include addressing capacity gaps</p> <p>-Develop and implement National Aid Management Strategy including the establishment of a Development Assistance Database (DAD) to record the inflow of ODA for the achievement of National, Regional and International development goals including the MDG.</p> <p>-establish sorting and filtering criteria of DAD by funding source, performance and outcome indicators, sector and national priorities, regional and international development goals and resource/input type.</p> <p>-Provide ongoing training for national counterparts on updating and maintaining DAD.</p>		X	X	<p>Planning and Budget Department/Statistic Office /MDG</p> <p>NCWG/GOV/UNDP/UN AGENCIES/SPC/CROP AGENCIES/DONORS/ CIVIL SOCIETY/ COMMUNITY GROUPS</p>			
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<b>Output 4: Project Management</b>	<b>3. Activity Result: Effective Project Management</b> -Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project.						<b>TRAC</b>	Project Manager - 71500 UNDP M&E - 71600 Audit - 74110 Project Evaluation - 71200 Communication and Operational Costs - 74500	100,000 20,000 10,000 10,000 10,000
<b>TOTAL</b>							<b>\$524,000</b>		

## **Background:**

Reaffirming their commitment to the MDGs at the World Summit, and again at the 2006 UN General Assembly meeting, developed countries pledged to scale up aid and debt relief, and provide better trade opportunities to developing nations so that the latter are better able to reach the MDGs by the target date. This renewed commitment at the 2005 World Summit seeks to emphasise the fact that the MDGs are a minimum set of standards that each government should strive to provide for its people.

The comprehensive review of MDG achievement undertaken in 2005, and the annual review in 2006, indicated that in spite of progress made in some countries and regions, overall progress towards the achievement of the MDGs, has not been satisfactory. A national MDG report has been formulated to assess the extent to which Tuvalu is likely to be able to achieve the MDGs by the year 2015.

The first Tuvalu National MDG Report was published in 2006. The report is intended to provide a common assessment of progress and understanding of MDG status. The report is also intended to foster alliance and create ownership of the process among various stakeholders to take action to reach the MDGs. It is important therefore that the report is regularly updated and progress monitored so as to inform national stakeholders and development partners of progress being made. Many countries have found it useful to begin to disaggregate their reports at regional or provincial levels and disaggregate their reports at regional or provincial levels and disaggregating data at various levels to focus efforts where interventions are most needed.

In February 2005 the SPC/UN MDG Task Force assisted the Government of Tuvalu in integrating the MDG framework into Tuvalu's National Strategy for Sustainable Development, however, as highlighted in Te Kakeega II further institutional capacity building is needed specifically on data collection and analysis. Improving the availability of data should encourage decision-makers to use the National MDG Report as a basis for the formulation of policies so that government decisions, plans, strategies and programmes are based on a clear analysis of the poverty and hardship situation. The 2003 ADB Report: Priorities of the People, the Tuvalu National Strategy for Sustainable Development 2005-2015: Te Kakeega II, the 2004/05 HIES survey as well as sector reports from line ministries provide a sound basis for this analysis but further work needs to be done on developing the capacity of Government statisticians to collect relevant, accurate and timely data sets from primary sources to effectively monitor the progress of the MDG-based National Strategy for Sustainable Development (NSSD). In addition, Tuvalu is encouraged to address gaps in their governance systems – in participation, budgeting, transparency, accountability, monitoring, responsiveness, access to information, etc – so as to meet the MDGs.

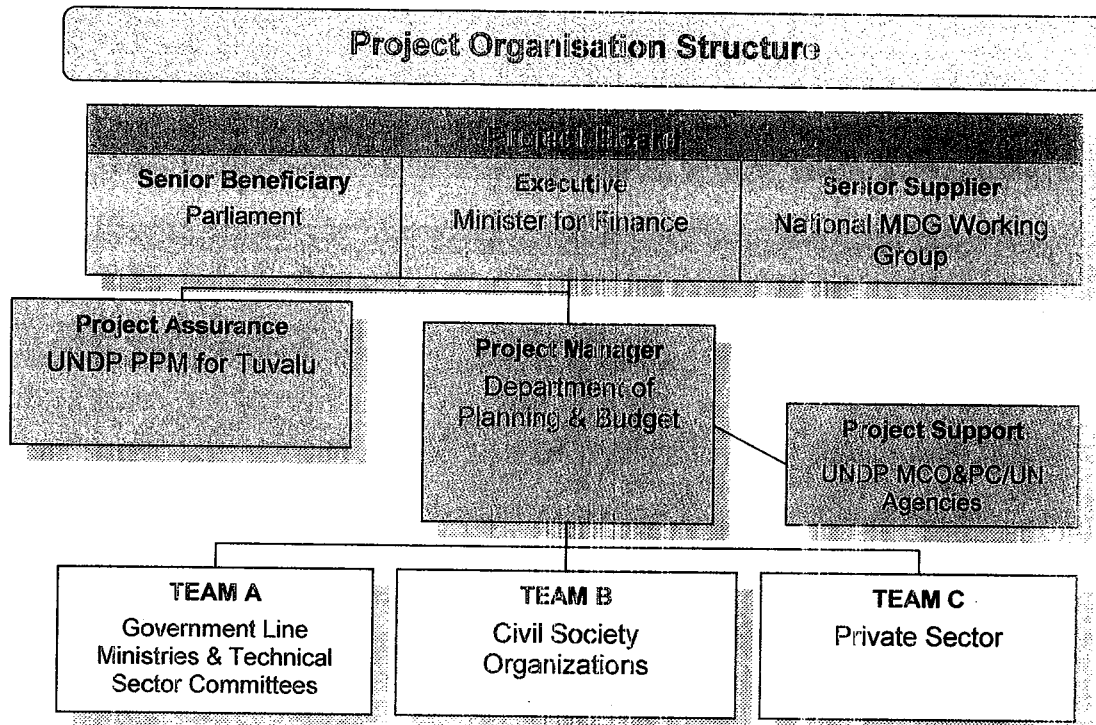
Along with data collection further training is required to address capacity gaps in analyzing relevant data to effectively inform decision makers and allow development interventions to target appropriate groups. In countries where disaggregated data are available (rural/urban divide, sex, ethnicity, age, etc) significant differences with respect to the MDG indicators typically emerge and progress towards addressing the gaps where disparities have been highlighted are being made. Building on the accurate and comprehensive MDG reports, by linking prioritised sector strategies with the MDG-based NSSD and the Medium Term Expenditure Framework will provide a solid foundation for ensuring appropriate sector resource allocation and appropriate stakeholder participation at all levels of decision-making processes.

Costing MDG focusing policy initiatives and budgeting for outcome achievement are crucial aspects of implementing an MDG-based NSSD framework. This requires that there is adequate capacity to plan, cost and resource the development process around interim and longer term goals and targets, including the MDG goals and targets. It also assumes that there is sufficient capacity to prioritize and formulate a budget on competing and prioritizing needs versus available domestic resources and projected aid flows. A focus on pro-poor and gender sensitive budgeting is essential to ensure that those at the lower end of the social and economic strata are suitably targeted.

Another link in the MDG achievement framework is the importance of monitoring and evaluating progress towards the MDGs. This requires that targets are set in the NSSD and other relevant national action plans, appropriate indicators are identified, focusing on the MDGs as core indicators, and baseline data is available. It also requires data collection system is in place with capacity to provide regular, reliable and disaggregated data so as to provide insight into trends, and that a mechanism exists for periodic feedback into the national development processes. Further, government must be willing to review and adjust programmes, policies and resources so as to reach those most in need.



## II. MANAGEMENT ARRANGEMENTS



### 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.

## Quality Management for Project Activity Results

OUTPUT 1: MDG Report One		
<b>Activity Result 1 (Atlas Activity ID)</b>	MDG baseline assessment and data preparedness	Start Date: Nov 08 End Date: July 09
<b>Purpose</b>	To review, update and finalise draft National MDG Report (2005)	
<b>Description</b>	This phase will look at assisting the National Core Working Group to prepare and finalize the second national MDG report based on the recently completed HIES, Poverty analysis report and existing data within the department of statistics and relevant line ministries. This national report will provide a base in-line analysis of the current status towards achieving the MDGs as well as provide an indication of the capacity constraints in terms data preparedness and the ability to monitor and report on the progress of the MDGs. This phase will culminate in the official launching on the MDG report, highlighting specific linkages to the Sector Development Plans, NSSD and Pacific Plan.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

OUTPUT2: MDG Scoping		
<b>Activity Result 1 (Atlas Activity ID)</b>		Start Date: Jan 09 End Date: Dec. 09
<b>Purpose</b>	To undertake initial baseline assessment of data readiness and policy making and implementation capacity	
<b>Description</b>	This phase of the project will focus on training Government and other partners to develop national capacities to regularly collect, analyse, monitor and report on disaggregated data that will reveal trends towards progress on national development goals, the MDGs, the Pacific Plan and other regional and international reporting requirements.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

OUTPUT 3: MDG Initiation		
<b>Activity Result 1 (Atlas Activity ID)</b>	<b>Integration of MDGs in Planning and Budgeting Framework</b>	Start Date: July 09 End Date: Nov. 10
<b>Purpose</b>	To develop a process for integrating MDG and NSSD into the national planning and budgeting framework	
<b>Description</b>	Review existing monitoring mechanisms for the implementation of the MDG based NSSD and recommend practical steps for establishing and finalizing monitoring mechanisms using appropriate local indicators and recommend practical framework for integrating the MDG based NSSD into national budget allocation process and Medium Term Expenditure Framework	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

### III. LEGAL CONTEXT

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

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

The implementing partner shall:

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

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

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

**Risk Log**

Project: Tuvalu MDG Planning and Budgeting Initiative

Date: 21/05/08

**ANNEXE 1**

**RISK LOG**

Project Title: Tuvalu MDG Capacity Building Initiative

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner

**Risk Log**

**Project: Tuvalu MDG Planning and Budgeting Initiative**

**Date: 21/05/08**

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
	Financial	Project Brief Stage: 19/05/08	- UNDP's allocated TRAC funding is insufficient to fully fund MDGi Project by USD100,000	<p><u>Impact:</u> Alternate / additional source of funding will need to be sourced, which may result in a delay in commencement / delivery.</p> <p><u>Probability:</u> Dependent upon ability to mobilize funding gap from donors and/or development partners.</p> <p><u>Counter Measures:</u> Maintain continuous dialogue with government, donors and development partners to secure funding gap.</p>	Draft Project Document to be finalized.		Tuvalu Gov. & UNDP

**Risk Log**

**Project: Tuvalu MDG Planning and Budgeting Initiative**

**Date: 21/05/08**

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
	Operational	Project Brief Stage: 19/05/08	- insufficient personnel available within the Office of Planning, Budgeting and Statistics to implement the project.	<p><u>Impact:</u> Delay in delivery of project.</p> <p><u>Probability:</u> Highly likely due to lack of manpower within the implementing agency.</p> <p><u>Counter Measures:</u> UNDP to provide sufficient support to Department where appropriate to enable on time delivery of project. Capacity assessment of implementing agency to be reviewed and supported as appropriate to ensure smooth running of project.</p> <p>UNV Statistician will be recruited as Project Manager to assist the implementing agency with technical aspects of the project and to coordinate/facilitate project activities.</p>	Planning and Budget Department and Implementing Partners are under-resourced.		Planning and Budget Department & UNDP

**Risk Log**

Project: Tuvalu MDG Planning and Budgeting Initiative

Date: 21/05/08

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
		Project Brief stage:	Funds not disburse to project on time	<p><u>Impact:</u> Implementation of project activities will be delayed</p> <p><u>Probability:</u> Medium</p> <p><u>Counter Measures:</u> Regular training on financial reporting, drafting work plans and budgets and audit requirements.</p>			

**Risk Log**

Project: Tuvalu MDG Planning and Budgeting Initiative

Date: 21/05/08

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
		Project Brief Stage: 19/05/08	- Suitable short-term technical consultants not available to execute technical project activities	<p><u>Impact:</u> Project will have to be delayed to accommodate suitable consultant OR quality of project delivered is compromised.</p> <p><u>Probability:</u> Would be determined during tendering process, but project execution may take longer than proposed if approval process takes longer than anticipated.</p> <p><u>Counter Measures:</u> Ensure ToRs are advertised extensively to minimize the probability of the risk. Ensure that tier is sufficient funds to cover this activity in order to attract qualified and competent consultants.</p>	Tenders for consultants have not yet been advertised. Tenders will be finalised once the Government of Tuvalu has commented on the project and the project document is signed.		Planning and Budget Department & UNDP



**Risk Log**

**Project: Tuvalu MDG Planning and Budgeting Initiative**

**Date: 21/05/08**

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
	Political	Project Document Stage: 21/05/08	- Government of Tuvalu does not endorse 2 <sup>nd</sup> MDG Report	<p><u>Impact:</u> Delay in the for achieving the MDGs</p> <p><u>Probability:</u> Low based on commitment of country to the achievement of the MDGs as part of the Millennium Declaration.</p> <p><u>Counter Measures:</u> Continuously involve</p>	Public outreach and advocacy on the MDGs built into the implementation strategy to raise awareness and seek input/ownership at all levels.		MDG Task Force, Parliament, & UNDP

**Risk Log**

**Project: Tuvalu MDG Planning and Budgeting Initiative**

**Date: 21/05/08**

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
	Political	Project Documents Stage: 21/05/08	<p>-Government of Tuvalu does not endorse strategy to develop a Medium Term MDG National Development Action Plan inline with the timeframe of the Medium Term Expenditure Framework and the strategic goals of the Te Kakeega II.</p>	<p><u>Impact:</u> Lack of capacity to monitor the achievement of the MDGs</p> <p><u>Probability:</u> Low to Medium based on commitment of Tuvalu to achieve the MDGs as part of the Millennium Declaration.</p> <p><u>Counter Measures:</u> Continuously inform Government of the outcomes of all consultations with stakeholders and the proposed strategy to develop MDG Medium Term NSSD</p>	Public outreach and advocacy on the MDGs built into the implementation strategy to raise awareness and seek input/ownership at all levels.		<p>Planning and Budget Department</p> <p>Line Ministries, CSOs, Private Sector, Community Groups, Parliament &amp; UNDP</p>

**Risk Log**

**Project: Tuvalu MDG Planning and Budgeting Initiative**

**Date: 21/05/08**

IV. ID	Type	Date Identified; Author	Description	Comments (Impact, Probability, Frequency, Counter Measures)	Status	Status Change Date	Owner
	Political	Project Document Stage: 21/05/08	-Government of Tuvalu does not endorse strategy to align Medium Term MDG based National Development Action Plan with Medium Term Budget and Planning Framework and the strategic goals of the Te Kakeega II.	<p><u>Impact:</u> Lack of capacity to allocate resources and budget for the achievement of the MDGs</p> <p><u>Probability:</u> Low to Medium based on commitment of country to achieve MDGs as part of the Millennium Declaration.</p> <p><u>Counter Measures:</u> Continuously inform Government of the outcomes of the all consultations with the stakeholders and the proposed strategy to align NSSD to Medium-Term Expenditure Framework</p>	Public outreach and advocacy on the MDGs built into the implementation strategy to raise awareness and seek input/ownership at all levels.		Planning and Budget Department, Line Ministries, CSOs, Private Sector, Community Groups, Parliament, & UNDP

## Risk Log

Project: Tuvalu MDG Planning and Budgeting Initiative

Date: 21/05/08

### Annex 2

#### Terms of Reference: Tuvalu MDG Planning and Budgeting Project Manager – ToR

1. **Post Title:** Tuvalu Statistician Project Manager - MDG Budgeting and planning Project
2. **Project Title:** MDG Budgeting and Planning Initiative
3. **Duration:** 1-2 Years
4. **Location, Country:** Tuvalu
5. **Expected starting date:** January 2009
6. **Brief Project Description:**

The project seeks to assist the Government of Tuvalu in developing the capacity to plan, budget, implement and monitor the achievement of the MDGs by developing the capacity of statisticians in line ministries and broader Civil Society to regularly collect, analyze, monitor and report on disaggregated data that will reveal trends towards progress on national development goals that are also in line with regional and international reporting requirements (including the MDGs).

7. **Host Agency/Host Institute:** Budget and Planning Department, Ministry of Finance

## Risk Log

Project: Tuvalu MDG Planning and Budgeting Initiative

Date: 21/05/08

### 8. Description of Duties:

#### Project management

- Coordinate and plan for the delivery of project inputs; including international experts, national 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 TORs for project activities and assist with recruitment of all project staff through close liaison Government 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 the MDG Core working Group, Government counterparts, 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.
- Provide substantive technical guidance and support on data collection, planning and budgeting systems and undertake all activities identified in the project work-plan for which external support has not been identified through national/international consultants.
- Assist in documenting outstanding project experiences for dissemination to all stakeholders, including national policymakers, planners and donors.

#### Technical duties

- Act as secretariat and resource person to the national MDG Task Force with representation from Civil Society and Private Sector,
- Facilitate technical sector committees at the state and sector level to provide technical advice to the National MDG Core Working Group

## Risk Log

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- Take stock of existing analytical work or assessments related to the MDGs
- Identify data needs and establish local benchmarks, targets and indicators relevant to the local context that can be integrated into the National Sustainable Development Strategy and Medium Term Expenditure Framework,
- Finalize launch & publish first MDG Report
- Draft progress reports on the current state of MDG achievement, capacity development needs and identify specific targets to be achieved using draft National MDG report as starting point of reference
- Be the primary technical advisor in required reforms that will ensure closer linkages between the national budget and the national development goals which should include appropriately tailored MDGs for Tuvalu;
- Train relevant government statisticians to:
  - Regularly collect, analyse, monitor and report on disaggregated data that will reveal trends towards progress (or lack thereof) on national development goals, the MDGs, the Pacific Plan and international commitments,
  - Make better use of available data as a basis for evidence-based policy making
- Streamline data collection, collation and analysis system,
- Review existing monitoring mechanisms for the implementation of the MDG based NSDS and recommend practical steps for establishing and finalizing monitoring mechanisms using appropriate indicators;
- Recommend practical framework for integrating national planning process into national budget allocation process
- Work with relevant state & national departments, especially Health & Social Services, Education and Emergency and Environmental Management to develop sector plans/strategies at the state and national level inline with the proposed Medium Term National Sustainable Development Strategy and Medium Term Public Sector Investment Programme,
- Provide technical advice for the formulation of pro-poor policies that will help to ensure the most vulnerable and most needy are adequately targeted by government programmes, interventions and resources,

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### 9. Results /Expected Output:

- Facilitate the Development of the National MDG Report
- Building Capacity for data collection and analysis at the state, national and sector level
- Mainstream MDG into national planning and budgeting framework

### 10. Qualifications/Requirements:

- A university degree, preferably at Masters or higher levels in relevant subject in statistics and second degree in economics would be preferable;
- Relevant hands-on experience at sector, national and international levels in compiling and analyzing statistics from primary sources and from Census, HIES and Demographic,
- Knowledge on compiling national accounts would be an advantage
- Practical hands-on experience in facilitating the formulation of National Sustainable Development Strategies and MDG Reports
- 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)

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### ii.) Language skills:

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



**Risk Log**

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**Annex 3**

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

**Risk Log**

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