

**Kiribati Integrated Framework (IF) for Trade-Related Technical Assistance:
Diagnostic Trade Integration Study (DTIS)**

UNDAF Outcome(s): Trade mechanisms, private sector partnerships and employment generation are sustainable, pro poor and equitable

Expected CP Outcome(s): Equitable growth and inclusive globalization

Expected CPAP Output(s): Improved regulatory framework and enabling environment for enhanced trade in service sectors including deepened access to sustainable financial services and financial competencies enhanced for urban/rural communities

Implementing partner: Ministry of Commerce, Industries & Cooperatives

Responsible Parties:

TBD

The aim of the Integrated Framework project is, foremost, to assist the Kiribati to expand its participation in the global economy while contributing to sustainable growth with poverty reduction and human development. The IF project is to provide the Kiribati Government with inputs for mainstreaming development oriented trade in its national agenda; to address its main supply-side barriers and provide them with a coordinated and responsive mechanism of trade-related technical assistance from the international community.

Programme Period: 2008-2009 CPAP Programme Component: _____ Project Title: Kiribati IF for Trade Atlas Award ID: _____ Start date: June 1 2008 End Date : June 1 2009 PAC Meeting Date 22/05/08	Estimated annualized budget: _____ Total resources required \$245,000 Total allocated resources: \$245,000 • Regular \$20,000 • Other: o IF Trust Fund \$225,000 o Donor _____ o Donor _____ o Government _____ Unfunded budget: _____ In-kind Contributions
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Agreed by (Implementing Partner):

Mr. Elliotti Ali, Permanent Secretary, Ministry of Commerce, Industries and Cooperatives

Agreed by Ministry of Finance and Economic Development as CPAP Coordinating Agency

Ms. Teea Tira, Permanent Secretary, Ministry of Finance and Economic Development

Agreed by UNDP

Richard Dictus, Resident Representative

Ronil Prasad

From: Toily Kurbanov [toily.kurbanov@undp.org]
Sent: Wednesday, July 02, 2008 3:47 PM
To: 'Ronil Prasad'
Cc: navin.bhan@undp.org; 'Praneet Ram'
Subject: RE: Kiribati IF Trade Related Technical Assistance : Diagnostic Trade Integration Study Project
Attachments: image001.gif

Done. Thanks

From: Ronil Prasad [mailto:ronil.prasad@undp.org]
Sent: Wednesday, 2 July 2008 3:31 PM
To: 'Toily Kurbanov'
Cc: navin.bhan@undp.org; 'Praneet Ram'
Subject: Kiribati IF Trade Related Technical Assistance : Diagnostic Trade Integration Study Project

Dear Toily,

Attached please find below the Atlas link to the above budget revision (initial budget set up in Atlas). The project document has been approved by UNDP and the Government of Kiribati. Kindly send this to KK.

Please click on the link below to access this transaction:

https://finance.partneragencies.org/psp/UNDPP1FS/EMPLOYEE/ERP/c/ESTABLISH_AWARDS.GM_PROJ_FUNDING.GBL?Page=PROJ_FUNDING&BUSINESS_UNIT=FJI10&EFFSEQ=1&PROJECT_ID=00061802&Action=U

Regards

Ronil

United Nations
Development Programme



UN
DP

Ronil Prasad
Programme Support Unit
Team Leader

Tel : (679) 331 2500
Tel : (679) 322 7744 Direct Dial
Fax : (679) 330 1718 / 330 3131
Website : www.undp.org.fj

Tower Level 6
Reserve Bank Bldg
Pratt Street, Private Mail Bag, Suva Fiji



Fiji

Agreed
[Signature]

Date: July 2, 2008

Interoffice Memorandum

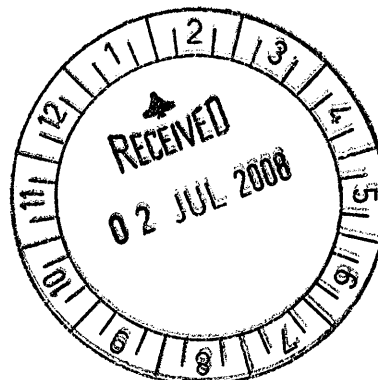
To: Toily Kurbanov, Resident Representative a.i.
Through: Virisila Raitamata, Thematic Team Leader – Poverty and MDGs
From: Navin Bhan, Programme Portfolio Manager
Subject: Kiribati Integrated Framework for Trade Related Technical Assistance: Diagnostic Trade Integration Study Award ID: 50150 Project ID: 61802

We will be grateful if you could kindly facilitate the budget to Commitment Control (KK) for the above project; which has been duly endorsed by the Government of Kiribati and UNDP. The total budget of the project is US\$245,000 of which US\$225,000 is provided by the IF – (Fund Code 65410). UNDP is meeting the balance of US\$20,000 from its Kiribati TRAC Funds.

Enclosed please find the following:

1. Project Document in the CPAP Format. Kiribati signed the CPAP on 6 March, 2008
2. Signed PRODOC Cover Page
3. Annual Workplan for 2008.
4. Signe LPAC Minutes.

Your assistance in facilitating the above request is greatly appreciated.





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Implementing partner: Ministry of Commerce, Industries & Cooperatives

Responsible Parties:

TBD

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Agreed by (Implementing Partner):

Mr. Elliott Ali, Permanent Secretary, Ministry of Commerce, Industries and Cooperatives

Agreed by UNDP

Richard Dictus, Resident Representative

E-Pac Minutes of the Kiribati Integrated Framework for Trade-Related Technical Assistance: Diagnostic Trade Integration Study (DTIS)
25/5/2008

Given the number of people travelling on missions and the short time at hand in terms of deadline of submission of project document to Geneva given the roll out of the Enhanced IF and the need to lock down funds in the current IF window, the e-pac was the most appropriate means of appraisal. The document was sent on 22/5/08 to all UNDP staff and to the following Kiribati Government counterparts:

- Permanent Secretary – Ministry of Commerce, Industries & Cooperatives (MCIC)
- Deputy Secretary - MCIC
- Mr Moemoe Kaam – MCIC
- Ms Roretai Eritai – Senior Trade Promotion Officer, MCIC

The following issues were raised through comments/feedback received:

- There may be some changes to the outputs and baselines once Government has had time to review the document. Timeline requested to finalization of document was limited, however, if they could be given an extra week to do this and assurance that these changes will still be taken on board then approval is hereby granted for UNDP to sign the document to meet the deadline of 30 May and Government to sign thereafter following the completion of their internal processes.
- Questions were raised on how the figures in the workplan were derived. Estimates and experiences from Solomon Islands and Vanuatu in context of number of sectors and consultants that may be required. The amount allocated to consultants was huge in comparison to other allocations, for example; national workshops. It was clarified that total costs for consultations will be clearly determined during the mission as discussions will help unfold relevant sectors to be included for the DTIS which will in turn inform the need for certain number of consultants and whether they would be local or international. Budgets will then be reviewed in this context and savings on these lines could be redirected to other IF related priorities acceptable within the guidelines of the IF.
- The Team leader budget line is also likely to decrease given the discussions around utilizing the same team leader for all the three IF countries under the Fiji Parish currently in the process of undertaking the DTIS. It was noted that the team leader in question is currently doing work in Solomon Islands, and he had earlier undertaken DTIS work in Vanuatu as TL and the proposal is for him to be the TL for Kiribati & Tuvalu given his part experience and knowledge of trade issues in the Pacific and the fact that he had completed excellent work in Vanuatu and Solomon Islands is expecting high quality outputs from him. Logistically, this is a logical proposal and it would also help minimize costs for the project as well as present opportunities for savings for other related activities important to Tuvalu. And this is already reflected under the management arrangements section of the project.
- The role of the National Steering Committee was raised as from the TOR, it seemed they were expected to do all the work, what then was the role of the consultants. It was clarified that the National Committee plays the quality assurance and oversight and support role to the Trade Focal (Implementation) Unit or equivalent as well as ensuring that all internal processes and issues are approved by them and that they will be expected to ensure the process of the DTIS is undertaken smoothly and in a timely fashion. Their role is to also ensure future implementation issues are in line with Government priorities that have been identified in the Action Matrix.
- The issue of the utilization of Tuvaluans in undertaking the DTIS is critical. Experiences in Vanuatu and most recently Solomon Islands were highlighted whereby there were

counterparting of national and international consultants whereby required and agreed by Government. This was recognized as a good way of capacity building for both the local and the international consultants. Kiribati, given its size and difference in sectoral make up will mean lesser number of consultants whereby locals will definitely be included should they be identified as the best candidates for the various sectoral assessments to counterpart with a few international experts.

- Management arrangements requires further clarification. It was noted that more discussions on this will need to take place within and with Government in the next coming weeks before it could be finalized. Government confirms the host IF Ministry is the Ministry of Commerce, Industries & Cooperatives and that there is a National Trade Policy Advisory Committee. The management structure will also need to take into account the structure of the CPAP Board which has been already agreed with Government. This will therefore be discussed in the next few weeks in preparation for the mission. And a note to file will be made to reflect this.
- A query was raised on the capacity assessment. It was noted that the DTIS will include an assessment of the capacity of the Unit that hosts the IF programme to gauge its capacity and provide recommendations for its enhancement, in other words it is a standard core activity of the DTIS.
- Some lessons learnt could be included. It was noted that this indeed has been done, especially under Management Arrangements whereby the selection of the Team Leader is incorporated in terms of processes that could be mainstreamed for the Pacific IF countries if possible; i.e. the use of one team leader for all the 4 countries (Vanuatu, Solomons, Tuvalu & Kiribati) for economy of scale. And also for logical purposes since the TOR is the same, only the countries differ and the fact that he did an excellent task in Vanuatu.
- AWP to include the monitoring schedule, communication, management support and audit support.
- Reference to SBAs to reflect correct version – for Kiribati the agreement was signed on 16 January 1979.
- Risk log to include risks relating to financial and operational- e.g. delays in implementation of activities; including finalization of quarterly and annual wkplans; timeliness in submissions of financial and operational reports.

Virisila Raitamata
Poverty Team Leader



Richard Dictus
UNDP Resident Representative
Fiji Multi-Country Office
28/5/08



Government of Kiribati

FACSIMILE MESSAGE

From: Officer-in-Charge of Commerce, Industry
and Cooperatives

To: Virisila Raitamata, UNDP

File Ref: CIC:

Cc: Secretary to the Cabinet

Date: 29th May 2008

Dear Viri

Re: Government of Kiribati's approval for UNDP to sign project document for Integrated Framework on Trade for Window 1 funding - US\$245,000.00

I write to convey the Kiribati Government's approval on the above. Please note that such approval is based on the understanding that it is crucial for UNDP to sign and submit the project document in order to lock down funds under IF window 1 amounting to US\$245,000.00. However the actual allocation of such funds will be revised and will be put up to Cabinet for consideration and approval is due course.

2. Your appropriate action on this matter shall be highly appreciated and I convey our gratitude for UNDP's assistance on the matter.
3. I would appreciate if you can let us know the outcome of the submission.

Yours sincerely,

A handwritten signature in black ink that reads 'Tebao Awerika'.

Tebao Awerika
Officer-in-Charge



**United Nations Development Programme
Country: Republic of Kiribati
Project Document**

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Implementing partner: Ministry of Commerce, Industries & Cooperatives

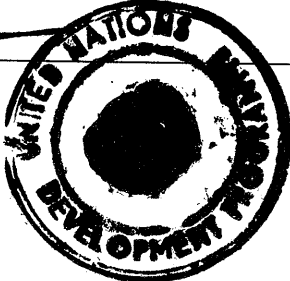
Responsible Parties: TBD

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Agreed by (Implementing Partner): _____

Agreed by UNDP:  _____



I. ANNUAL WORK PLAN BUDGET SHEET

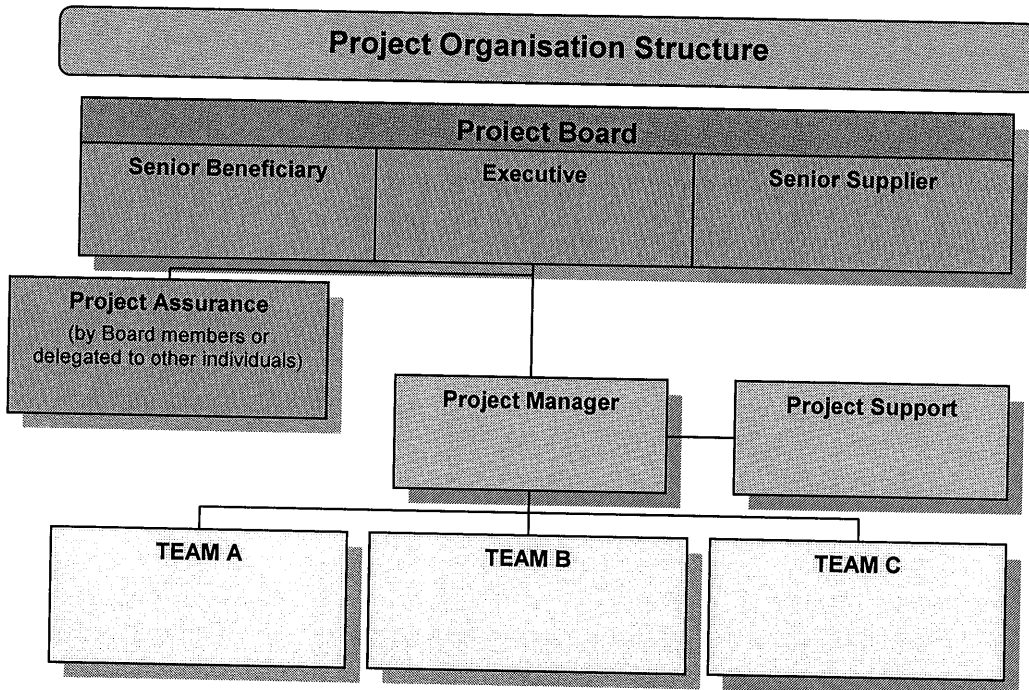
Year: 2008

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Institutional Strengthening of Trade Department</p> <p><i>Baseline:</i> Trade regulatory frameworks and legislations outdated; trade facilitation systems not meeting international standards; low export performance.</p> <p><i>Indicators:</i> # of new trade facilitation-related legislations, regulations and plans adopted; # of new businesses registered; % increase in export earnings</p> <p><i>Targets:</i> Export performance improved</p> <p><i>Related CP outcome:</i> Equitable growth and inclusive globalization</p>	<p>1. Action Result: IF National Coordination Committee and IF National Focal Point formalised</p> <ul style="list-style-type: none"> -Develop mission TOR Field UNDP/IF partners mission -Identify National IF Focal Point -Undertake national consultations -Develop & endorse Committee TOR -Identify key sectors for analysis -Draft mission report and forward to Government <p>2. Action Result: Aide Memoire & Concept Note endorsed</p> <ul style="list-style-type: none"> -Consolidate national consultation outcomes in Aide Memoire and obtain government, IF partners & UNDP approval & signatures -Finalise & approve Concept Note -Prepare capacity development project document for Geneva approval 		X			UNDP Fiji/Geneva/Govt.	Regular	Travel	\$20,000
			X			UNDP Fiji/Geneva/Govt.	IF Trust Fund	National wksshops	\$4,000

Output 2: DTIS Report & Action Matrix	3. DTIS conducted and Action Matrix approved by Government and prioritised	UNDP/Govt	IF Trust Fund	Team Leader National Consultants x 4 International consultants	61,200 40,000
Baseline: Indicators: Targets:	<ul style="list-style-type: none"> - Identify DTIS Team Leader -Recruit consultants (national & internationals) -Undertake Research, sectoral assessments & analysis -Finalise & consolidate findings into DTIS Report -compile DTIS Action Matrix 	X	X	Travel Costs	30,000
Output 3: Pro-poor integration strategy adopted and mainstreamed into NSDP	Action Result: DTIS Recommendations endorsed and integrated into NSDP <ul style="list-style-type: none"> -Convene national validation workshop -Endorse and prioritise Action Matrix -Incorporate matrix into next review of NSDS 	X	IF Trust Fund	Validation workshop Editing Publication	10,000 6,000 6,000
TOTAL				Contingency	7,000
TRAC – \$20k IF Trust Fund –\$225k					245,000

II. MANAGEMENT ARRANGEMENTS

This section will be finalised and documented in a note to file once discussions within Government have been completed to agree on a structure.



Given the completion of the DTIS in Vanuatu and the roll out in the Solomon Islands, the similarity in the requirements of the TL's TOR and the excellent leadership and quality of work and report provided by the Team Leader, Mr Daniel Gay, discussions with Government will propose the use of the same person for this role in Kiribati.

III. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

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.

Quality Management for Project Activity Results

OUTPUT 1: National Trade Facilitation Mechanisms		
Activity Result 1 (Atlas Activity ID)	Institutional Mechanisms formalised	Start Date: 21 July End Date: End of August
Purpose	To ensure the National Trade Facilitation Committee is formalised to be able to effectively play the coordination role as well as to identify a donor facilitator.	
Description	The team will discuss the need for national trade facilitation mechanisms and how their role could be enhanced to effectively coordinate trade facilitation processes as well as maintaining relationships with its donor partners.	
Quality Criteria	Quality Method	Date of Assessment

OUTPUT 2: Aide Memoire & Concept Note		
Activity Result 1 (Atlas Activity ID)	Initiation & Scoping	Start Date: 21 July End Date: 25 July
Purpose	This is both the initiation and scoping mission for the Integrated Framework for Trade in Kiribati. The mission aims to raise awareness amongst the national stakeholders on the concept of the Integrated Framework for Trade and start to put in place national coordination mechanisms as well as clarify what subsequent processes will entail and what is required of the stakeholders of Kiribati to ensure a smooth roll out of the IF process. It will also determine the scope of the diagnostic studies in terms of sectors that stakeholders will identify as priorities for assessments to determine actions required to enhance trade facilitation.	
Description	The mission will be fielded to Kiribati and will comprise UNDP Geneva and Fiji as well as other IF for Trade partner agencies and the DTIS Team leader who will hold consultations with Government, CSOs and the private sector to determine the scope of the Diagnostic Trade Integration Studies (DTIS) which will be undertaken following the mission. It will also help to map out capacity gaps for which a capacity development proposal will be developed to strengthen trade facilitation within the relevant sectors including the private sector. Out of the scoping mission, an Aide Memoire and a Concept Note will be developed to set the framework of the DTIS.	
Quality Criteria	Quality Method	Date of Assessment

OUTPUT 3: DTIS Report & Action Matrix		
Activity Result 1 (Atlas Activity ID)	Diagnostic Studies	Start Date: August End Date: October
Purpose	The Diagnostic Trade Integration studies (DTIS) will determine sectoral strengths and gaps will either facilitates or are bottlenecks to trade facilitation in Kiribati.	
Description	A team leader will lead a team of national and international consultants to review different sectors as agreed to with Government and other national stakeholders to identify challenges and constraints to trade facilitation in the context of the global economy as well as through local, regional and global trade agreements. An analysis of their findings will be consolidated into a DTIS Report with an Action Matrix that proposes actions to address gaps that have been identified in the studies which will be discussed during a national validation workshop which will be convened at the end of the study period. The workshop will prioritise actions from the matrix into immediate,	

	short term, medium term and long term which will then be developed into projects to be funded from the IF Trust Fund and donor partners.	
Quality Criteria	Quality Method	Date of Assessment

IV. LEGAL CONTEXT

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

Consistent with the Article III of the Standard Basic Assistance Agreement signed on 5th May 1987, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

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

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ANNEX 1: RISK LOG

Project Title: Tuvalu Integrated Framework for Trade Preparatory Assistance

#	Description	Date Identified	Type	Impact & Probability	Countermeasure/Management Response	Owner	Submitted, updated by	Last update	Status
1.	Limited personnel within the Government department hosting the IF- Ministry of Commerce, Industries & Cooperatives (MCIC)	Project document stage: 16/5/08	Operational	Impact: Delay in progress of DTIS phase Probability: Dependent upon resources allocated to project personnel in initial capacity building funds (\$38K) Moderately likely Rated 3	Capacity funds from IF to support recruitment of a project (additional) staff to focus on IF with ongoing support from UNDP	UNDP MCIC	V.Raitamata	14/5/08	Capacity building fund will make an allocation towards cost of one (1) support staff
2.	Delay in recruitment of DTIS consultants	Project document stage: 14/5/08	Operational	Impact: Delay in conduct of DTIS, slippage in timelines Probability: Moderately likely due to vigilant oversight from UNDP. Rated 3	A number of forums & networks of both Govt. & UNDP & IF partner agencies to feature call for tender for wide circulation & reach	UNDP MCIC	V.Raitamata	14/5/08	Tenders for consultant will be advertised in June
3.	Competing priorities of Govt. & IF partners	Project document stage: 14/5/08	Operational	Impact: slippage in times Probability: Moderately likely due to close monitoring & support by UNDP	Regular communication and updates on key events which may affect wkplan.	UNDP MCIC IF Agencies	V.Raitamata	14/5/08	Draft wkplan in place as per produc

4.	Delay in issuance of funds to Government & delay in submission of reports	Project document stage 14/5/08	Financial	<p><u>Impact:</u> Delay in implementation of activities</p> <p><u>Probability:</u> Moderately likely due to close monitoring & support by UNDP</p>	<p>Effective adherence to wkplan and timelines</p> <p>Proper training provided for project staff in Kiribati on reporting formats</p>	<p>UNDP</p> <p>IF Agencies</p> <p>MCIC</p>	VRaitamata	14/5/08	Project wkpla in place
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ANNEX 2
TERMS OF REFERENCE
DTIS TEAM LEADER

I. Position Information

Job Code Title: Team Leader: Republic of Kiribati, Diagnostic Trade Integration Study
Department: Fiji: Poverty Team Leader, UNDP Fiji & Kiribati Integrated Framework Focal Point
Contract type: SSA
Contract duration: 85 working days over a maximum of 4 months (to be reviewed)

II. ORGANIZATIONAL CONTEXT

The Integrated Framework (IF) of Kiribati is a government-led process in partnership with six IF core agencies (IMF, World Bank, UNCTAD, WTO, UNDP, ITC) and other national stakeholders, including non-state actors and the donor community. The IF is a program designed to enable Least Developed Countries such as Kiribati to use its scarce resources to actively participate and benefit from multilateral trading systems.

The IF work programme in Kiribati will commence with the preparation of the Diagnostic Trade and Integration Study (DTIS), which will identify key constraints to Kiribati integration to the multilateral trading system and the global economy and mainstreaming of trade policy into the national development strategy, and recommend a programme of assistance to strengthen its ability to participate and benefit from multilateral trading systems.

Under the joint supervision of the Kiribati IF focal Point, and the Poverty Team Leader UNDP Fiji Office, the DTIS Team Leader will be responsible for managing and supervising all stages of the DTIS process, including by determining the scope and content of the DTIS, developing a detailed workplan and TOR for the study, developing TORs for, and coordinating and supervising inputs from DTIS consultants, and coordination of the DTIS consultative process. The Team Leader will be based in the Kiribati Ministry of Commerce, Industries & Cooperatives's IF implementation unit when in-country, and will work closely with staff in the unit to ensure there is a high degree of national involvement and ownership over the DTIS process and its results.

III. FUNCTIONS / KEY RESULTS EXPECTED

1. Conduct a preliminary mission to Kiribati to prepare the country's specific Terms of References for the Diagnostic Trade Integrated Study (DTIS) and those of the consultancy inputs required for completion of the study;
2. During the preliminary mission, establish a clear workplan for the DTIS, including the timing of the main mission, and the domestic consultation and review process;
3. Draft part of the DTIS such as the introduction, background on Kiribati economic structure and executive summary;
4. Supervise and coordinate the commissioning of consultancies to write each chapter in the study and ensure that all contributions are completed to the required quality and according to time scheduled;
5. Take particular responsibility for inter-sectoral issues, producing original content to arguments per consultants work;
6. Meet with IF National Steering Committee in Kiribati at least once per month, and provide regular updates of project progress at all times;
7. Compile, edit and submit the draft DTIS on time for review;
8. Conduct further analysis and changes to produce the final report as requested by the IF Focal Point, Lead Donor Facilitator and Kiribati government; and
9. Any other duties in-relation to the DTIS that may be delegated by the IF Focal Point from time to time during the DTIS process.

IV. IMPACT OF RESULTS

- The DTIS Team Leader is expected to coordinate the DTIS process from its inception, in order to:
- Ensure the completion of a professionally edited and coherent review of the trade situation in Kiribati, including identification of trade bottlenecks and constraints on Kiribati inclusion into the multi-lateral trading system and the global economy;
- To identify key trade development priorities, and produce relevant and appropriate recommendations about how to address trade bottlenecks and constraints that have been identified; and
- To foster, through the coordination and consultation process, a high degree of national ownership over the DTIS study and its recommendations.

V. COMPETENCIES

Essential:

- Excellent work record in the trade area in developing countries, preferably in the Pacific region, including familiarity with trade issues and challenges in the Pacific;
- Excellent written and verbal communication skills, including previous experience in the preparation and publication of large documents to a high professional standard;
- Demonstrated project management skills and ability to coordinate and manage large research exercises;
- Effective leadership and stewardship qualities with the ability to align divergent views and positions, and to rally affected staff, managers and stakeholders behind common aims;
- Sound liaison, negotiation and representational skills at local and national levels; and
- Excellent interpersonal and cross-cultural communication skills.

Desirable:

- Relevant experience in the Pacific region preferably in Kiribati Pacific (Islands) region
- Previous involvement with the Integrated Framework programme; and

VI. Recruitment Qualifications

Education:	Masters Degree or equivalent in development economics, international trade development, or other relevant field;
Experience:	At least 8–10 years of relevant experience in the trade sector, with a substantial portion of that experience being gained in developing countries.
Language Requirements:	Fluency in English language, written and oral

ANNEX 3

Terms of Reference

NATIONAL TRADE POLICY ADVISORY COMMITTEE (TPAC)

Functions of TPAC:

- Act as a formal advisory body to the Government on developments relevant to national trade; and
- Act as a forum for consulting and coordinating different trade and trade-related policy issues and negotiations among the country's stakeholders.

Key objectives of TPAC:

- To develop a coherent trade strategy/plan that is closely linked with national overall development strategy.
- To develop policy/policies that clearly identify national trade interests, objectives and strategies to be pursued over time as part of overall national sustainable development programmes.
- To establish a trade policy process that aids the country identify its trade interests in the framework of national development strategy.

Core responsibilities:

- Formulate recommendations for consideration by the government.
- Identify, through engagement of relevant stakeholders, national interests and negotiating objectives in trade negotiations.
- Define, through coordination with relevant stakeholders, the national negotiating position and strategy in trade negotiations in which the country participates.
- Coordinate, as appropriate, with other government institutions on actions and strategies in relation to public policy areas related to trade negotiation agendas.
- Develop recommendations in the formulation of trade policy framework and instruments
- Coordinate implementation of resulting trade agreements.
- Undertake the follow-up of all negotiations and reviewing the application of different agreements to which the country is a party, evaluating the impact of the results of the agreements to the country.
- Consider and recommend necessary adjustment and reforms that will be in line with adopted national positions relating to trade agreements.
- Develop appropriate work-plans for activities that should be undertaken to provide inputs to negotiations and capacity building (e.g. studies, technical assistance, training)

Membership:

- Membership of TPAC to comprise:
 - Key and relevant stakeholders representing Government, the private sector and civil society;
 - All ministries:

MFED	Ministry of Finance and Economic Development
MELAD	Ministry of Environment, Lands and Agriculture
MCIC	Ministry of Commerce, Industry and Cooperatives
MFMRD	Ministry of Fisheries and Marine Resource Development
MLHRD	Ministry of Labour and Human Resource Development
MFAI	Ministry of Foreign Affairs and Immigration

but MCIC, MFAI, MFED, MLHRD, MFMRD, MELAD and HAG's Chambers to be the core members while other Ministries can be co-opted to attend meetings where issues being discussed are directly related to their portfolio; and

- Private sector representatives should be drawn from the import/export and services sectors;
- NGOs and other civil society groups, representing consumers could be invited to meetings where necessary.

ANNEX 4

DEFINITIONS FOR MANAGEMENT ARRANGEMENTS

Roles and Responsibilities

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

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

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

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

This group contains three roles:

Executive: An individual to chair the group, who represents the Government Cooperating Agency, in this case the Ministry of Commerce, Industries & Cooperatives. The Executive provides oversight role to the Executing Agency that will have the overall responsibility for project execution and is responsible for project deliverables and accountable to Government and UNDP.

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

Senior Beneficiary: An individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary for this project will be the Chair of the National Trade Policy Advisory Committee (NTPAC).

The Project Board supports the following roles:

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

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner, MCIC, within the constraints laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, in this case the Director of Commerce, Industries & Cooperatives, who should be different from the Implementing Partner's representative in the Outcome Board. The Implementing Partner is the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The Implementing Partner may enter into agreements with other organisations or entities to assist in successfully delivering project outputs. Possible Implementing Partners include government institutions, other eligible UN agencies and Inter-governmental organisations (IGOs), UNDP, and eligible NGOs. Eligible NGOs are those that are legally registered in the country where they will be operating. MCIC has been identified as an Implementing Partner based on an assessment of their legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, their ability to manage cash must be assessed in accordance with the Harmonised Approach for Cash Transfers (HACT). The most recent capacity assessment (May 2008) had a total rating of 90%, indicating very high capacity of MCIC to successfully implement the project.

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

Teams: Different teams will be formed during the project to work on and deliver different activities identified above on the Project Annual Work Plan Budget Sheet. The Terms of Reference (TOR) for the Team Leader (Consultant) is included as Annex II. Other team members would comprise contracted consultants to be identified with Government. These consultants TOR will be developed following the initiation mission into Kiribati in June 2008 since it will determine the various sectors to be of focus. TORs will then be developed accordingly by the Team Leader.