



**United Nations Development Programme
Solomon Islands**

Project Title	UNDP Support for Achievement of the Millennium Development Goals in the Solomon Islands
UNDAF Outcome	1. Pacific island countries develop and implement evidence-based, regional, pro-poor and National Sustainable Development Strategies (NSDS) to address population, poverty and economic exclusion issues, stimulate equitable growth, create economic opportunities and quality employment, and promote sustainable livelihoods.
Expected CP Outcome(s)	1.1 Solomon Islands prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets; and national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonized focusing strongly on demographic disaggregated data and poverty indicators
Expected Outputs	<ul style="list-style-type: none"> • Provision of advice, and formulation of programmes to support achievement of the MDGs. • Strengthened capacity of the UNDP Honiara Sub-Office to provide support to Solomon Islands Government partners, including the provision of Implementation Support Services to NEX projects and transition to NEX arrangements. • Effective communication and advocacy to promote UNDP and the Solomon Islands Government partnerships, South-South cooperation and the MDGs. • Efficient and effective monitoring and oversight of UNDP programme portfolio.
Implementing Partner:	Ministry of Development Planning and Aid Coordination (MDPAC)
Responsible Parties:	MDPAC, UNDP, Other Solomon Islands Government agencies

Brief Description
 The project has been designed to improve the Solomon Islands Government's capacity to undertake MDG related programming, through the establishment of an MDG programming and support unit. The overall goal of the unit will be to support Government efforts in achieving the MDGs, through the provision of advice and formulation of new programmes of support to Government partners, provision of support to Government partners to transition to National Execution of UNDP projects, communications and advocacy activities to promote UNDP and Solomon Islands Government partnerships, South-South cooperation, and the MDGs, and to improve monitoring and oversight of the UNDP programme portfolio.

Programme Period:	2008-2012	Key Result Area:	Poverty Reduction & Achievement of the MDGs
Area Award ID:	00050393	Start date:	Jan 2008
End Date:	Dec 2010	Man. Arrangements:	DEX
Programme Period:	2008-2012	Programme Period:	2008-2012

2008 AWP budget:	US \$689,644
Total resources required:	US \$1,800,000
Total allocated resources:	US \$1,800,000
- Regular (TRAC 2)	US \$1,800,000
Unfunded budget:	In-kind contribution:

Agreed by Implementing Partner:

Agreed by UNDP:

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 RICHARD DICTUS

RESIDENT REPRESENTATIVE

24/07/08

SITUATION ANALYSIS

Similar to its other Pacific Island neighbors, Solomon Islands faces challenges resulting from its relative small size, geographic isolation and vulnerability to natural disasters. Increasingly, the livelihoods of its citizens are being threatened by climate changes associated with global warming and environmental degradation. As a small island developing state, the Solomon Islands has committed to the Mauritius Strategy, and the current Government's Policy Statements (January 2008) highlights "pursuit of the Millennium Development Goals" as a key part of its vision and mission.

The Solomon Islands Government is currently finalizing a Medium-Term Development Strategy 2008-2010 (MTDS), which articulates in detail the strategies that will be pursued to enable implementation of the Government's priorities for development contained in its January 2008 policy statement. Achievement of the MDGs is a central objective of the MTDS, which includes objectives relating to poverty, health, education, and environmental issues.² The country's 2004 Millennium Development Goals Report indicated that the country is on target to meet two Millennium Development Goals (MDGs) by 2015: Goal 2, 'achieve universal primary education', and Goal 5, 'improve maternal health'. Without additional investments, the country is unlikely to meet Goal 3, 'promote gender equality and empower women'. For many of the other MDGs, ascertaining the status and prospects for progress was difficult, due to insufficient data.

The proposed project is part of an integrated package of support that is being developed by the United Nations Development Programme to assist the Solomon Islands to meet the MDGs, under the framework of its approved Country Programme Action Plan 2008-2012. This will include assistance to strengthen MDG-based planning and budgeting, improve planning and aid coordination mechanisms, supporting attainment of equitable growth and benefits of inclusive globalization, and facilitate HIV/AIDS-related policies and leadership development.

In order to support the Solomon Islands Government in its efforts to meet the MDGs, the UNDP Regional Bureau for Asia and the Pacific Directorate earmarked US \$1.2 million of a US \$5,202,000 TRAC-2 allocation, for the purpose of operationalizing the United Nations Joint Presence initiative in the Solomon Islands. A critical component of UNDP's support will be the establishment of an MDG support unit and related operational capacities to assist the government to identify, formulate, implement and monitor projects which contribute to achievement of the MDGs. This was specifically included the CPAP,³ which was signed by UNDP and the Solomon Islands Government on 14 March 2008.

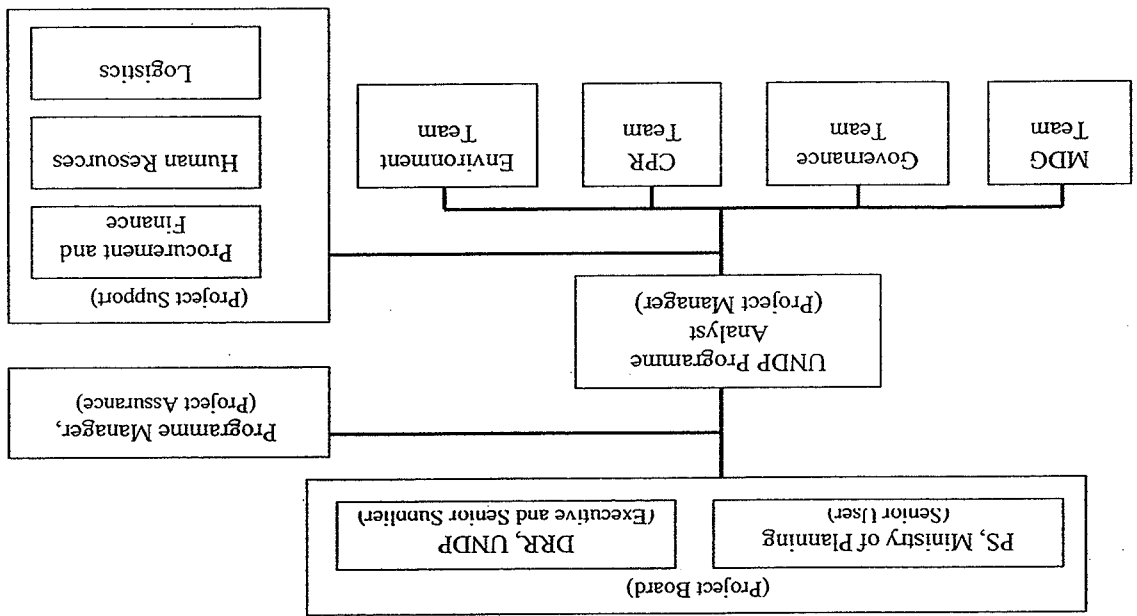
¹ Coalition for National Unity and Rural Advancement Policy Statement, January 2008.
² Ministry of Development Planning and Aid Coordination, June 2008, Solomon Islands Medium Term Development Strategy 2008-2010 (Draft).
³ See p. 5.

OUTPUTS	PLANNED ACTIVITIES	DETAILED ACTIVITIES	Baseline	Annual Target	Resp. Party	Source of funds	Budget Description	Q				Project ID	Sum of Total
								1	2	3	4		
	ACTIVITY 3 Effective and efficient administration of the UNDP Honiara Sub-Office and Joint Office Presence, including ICT, operations, and learning and development costs.	UNDP Honiara Sub-Office prepared to support the Solomon Islands Government's achievement of the MDGs, through the establishment of the MDG Unit and Programme Implementation Unit and recruitment to vacant positions.	No MDG unit positions filled	80 percent of MDG unit positions filled	UNDP	UNDP	61100 Salary Costs - National 61300 National Salary Costs - Intl 71400 Service Contract	X	X	X	X	00062222	\$21,700 \$80,000 \$41,600
		UNDP Honiara Sub-Office ICT equipment and systems upgraded, including hardware replacement and operation/administration costs. Common telecommunications for the Joint Office Presence established.	Planned requirements not yet met.	50 percent of planned requirements completed.	UNDP	UNDP	72200 Equipment & furniture 72800 IT Equipment & Supplies 74200 Publication \$ 72500 Office supplies.						\$5,500 \$42,800 \$2,400 \$2,700
		Institutional capacity of the UNDP Honiara Sub-Office and Solomon Islands Government partners is strengthened through the establishment and implementation of a learning and development plan.	Learning and development plan not yet established	Draft learning and development plan established	UNDP	UNDP	63400 Learning Costs 71600 Travel	X	X	X	X	00062222	\$17,800 \$61,658
	ACTIVITY 4 Strengthened security (Minimum Operations	UNDP Honiara Sub-Office, UNDP project offices, and international staff premises assessed	MORSS and assessments completed for 80 percent of	80 percent of staff and office premises fully MOSS and	UNDP	UNDP	72200 Equipment & Furniture 72300 Materials &	-	X	X	X	00062222	\$10,000 \$10,000 \$11,500

OUTPUTS	PLANNED ACTIVITIES	DETAILED ACTIVITIES	Baseline	Annual Target	Resp. Party	Source of funds	Budget Description	Q	Q	Q	Q	Project ID	Sum of Total
								1	2	3	4		
oversight of UNDP program portfolio.	plan developed, endorsed and implemented.	produced and shared with stakeholders.	TORs developed.	80 percent of IUNV positions filled			71500 UN Volunteers 73100 Rental Premises 63500 Insurance, security related costs 74500 Miscellaneous expenses 71600 Travel						\$55,696 \$14,400 4,700 \$892 \$8,000
	ACTIVITY 8 IUNVs for Governance, Environment, Poverty Reduction and Crisis Prevention/Recovery recruited to build capacity of national officers and Solomon Islands Government counterparts on MDG programming.	TORs for IUNVs prepared and endorsed. Logistics and administration support provided.			UNDP	UNDP		-	-	X	X	00062222	
Strengthening Capacity for Effective Programme Management of Government	ACTIVITY 1 Upgrading of skills for Government personnel through short-term training and overseas attachments	UNDP programme management training, PRINCE2 training (5 day workshop for foundation level and 5 day workshop for practitioner level), PGM training, PRA training	PGM training completed.	Prince 2 and PRA training completed.	UNDP	UNDP	71200 Int'l consultant 71600 Travel 72100 Contractual Services 72400 Communication 73100 Rental premises 74200 Audio, visual & printing 75100 Administration	X	X	X	-	00052962	\$4,000 \$10,000 \$34,000 \$500 \$72,000 \$23,000 \$6,000

MANAGEMENT ARRANGEMENTS

The Project Board is responsible for making on a consensus basis management decision for the project. 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 contains three roles: 1) Executive representing the project ownership to chair the group, 2) Senior Supplier role to provide guidance regarding the technical feasibility of the project, and 3) Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries. Due to the short period the project, two persons (Permanent Secretary (PS) of MDPAC and Deputy Resident Representative (DRR) of UNDP Honiara Sub-office) will play these roles.



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. The Programme Manager of UNDP Honiara Sub-office is responsible for playing the Project Assurance role.

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

The Operations Unit in UNDP Honiara Sub-office will undertake Project Support functions for the project, which will cover procurement and financial management, human resources management, and logistics.

MDPAC is the implementing partner of this project.

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

OUTPUT: Provision of advice, and formulation of a programme of support to the Solomon Islands Government in order to support achievement of the MDGs		
Activity 1	Programme formulation	Start Date: Jan. 2008 End Date: Dec. 2010
Purpose	Programme formulation missions from the Pacific Centre, Multi-Country Office, other UN agencies and consultants	
Description	Formulation missions including: Support to Ministry of Environment; Reintegration of former combatants; Financial Literacy Phase Two; Aid Coordination; HIV/AIDS; Civic Education; & Integrated Framework for Trade, TORs for required missions/consultancies prepared and endorsed by the UNDP Honiara Sub-Office, and missions/consultants mobilized	
Quality Criteria	80% of draft ProDoc prepared	Quality Method
		Date of Assessment
		Dec 2010
OUTPUT: Strengthened capacity of the UNDP Honiara Sub-Office to provide support to Solomon Islands Government partners, including the provision of Implementation Support Services to NEX projects and transition to NEX arrangements		
Activity 2	Physical strengthening of Sub-office	Start Date: Jan. 2008 End Date: Dec. 2009
Purpose	Office alterations/renovations initiated, implemented and completed to accommodate for the Joint Office Presence and increased in staff numbers	
Description	Local contractor engaged. Assessment of existing office space developed and endorsed OHS. Plan to maximize current existing office space developed and endorsed	
Quality Criteria	Joint Office Established	Quality Method
		Date of Assessment
		December 2009
Activity 3	Institutional strengthening of Sub-office	Start Date: Jan. 2008 End Date: Dec. 2010
Purpose	Effective and efficient administration of the UNDP Honiara Sub-Office and Joint Office Presence, including ICT, operations, and learning and development costs	
Description	UNDP Honiara Sub-Office prepared to support the Solomon Islands Government's achievement of the MDGs, through the establishment of the MDG Unit and Programme Implementation Unit and recruitment to vacant positions UNDP Honiara Sub-Office ICT equipment and systems upgraded, including hardware replacement and operation/administration costs. Common telecommunications for the Joint Office Presence established Institutional capacity of the UNDP Honiara Sub-Office and Solomon Islands Government partners is strengthened through the establishment and implementation of a learning and development plan	
Quality Criteria	All vacant posts filled	Quality Method
		Date of Assessment
		December 2008
	ICT development completed	Direct Observation
		December 2009
	80% of learning activities completed	Direct Observation
		December 2010
Activity 4	Security Strengthening	Start Date: Jan. 2008 End Date: Dec. 2010
Purpose	Strengthened security (Minimum Operations Security Standard) and MORSS compliance of the UNDP Honiara Sub-Office, UNDP project offices, and international staff premises	
Description	UNDP Honiara Sub-Office, UNDP project offices, and international staff premises assessed for MORSS and MORSS compliance. Measures to achieve MORSS compliance undertaken	
Quality Criteria	80% of MORSS and MORSS requirements fulfilled	Quality Method
		Date of Assessment
		July 2009
OUTPUT: Effective communication and advocacy conducted to promote UNDP and the Solomon Islands Government partnerships and South-South cooperation		

ANNEXE 1. Terms of Reference: Programme Manager (L-4)

**UNITED NATIONS DEVELOPMENT PROGRAMME
GENERIC JOB DESCRIPTION**

I. Position Information

Job code title:	MDCG Unit Manager
Pre-classified grade:	ICS 11
Supervisor:	Deputy Resident Representative

1. Organizational Context

The UNDP Sub-office in Honiara, Solomon Islands was established in 1999 as a project implementation unit to oversee the implementation of post-crisis rehabilitation programmes. In the intervening years, the portfolio of programmes implemented by the Sub-office has grown. The overall aim of the Country Programme 2008-2012 is to respond to current and emerging development challenges of Solomon Islands in close partnership with the Government through continued emphasis on capacity development, strategic focus and use of resources in high-impact areas, robust engagement and coordination with other key stakeholders and development partners; and strong partnerships at national, provincial and local levels. The programme is aligned with the country's priorities as reflected in national development planning documents, and has four strategic outcome areas: (1) equitable economic growth and the Millennium Development Goals (MDGs); (2) good governance and human rights; (3) crisis prevention and recovery and (4) environment and sustainable management.

In view of the increase in programme portfolio, an MDCG Unit and Project Implementation Unit (PIU) were created in 2008 within the UNDP Honiara Sub-Office to provide programme and operational services to ensure consistency in services provided, cross-fertilization of experiences across projects, common culture and application of standardized solutions in support of Solomon Islands development challenges.

The MDCG Unit Manager covers a broad range of programmatic issues ranging from participation in CCA and UNDAP processes, joint programmes and UNDP projects and programmes within the UNDAP Results Matrix. Under the overall guidance of the RC/RR and the DDR, the MDCG Unit Manager leads strategic planning, programme formulation and monitors programme effectiveness and delivery. The MDCG Unit Manager advises the DDR on course correction and creative responses to emerging complex challenges.

The MDCG Unit Manager is responsible for supervision and guidance to UNDP programme staff and ensuring cross-unit cooperation and coordination. The MDCG Unit Manager advocates for UNDP and liaises with other UN Agencies, UNDP HQs staff and Government officials, technical advisors and experts, multi-lateral and bi-lateral donors and civil society.

III. Functions / Key Results Expected

I. Under overall supervision and guidance of the DDR, the MDCG Unit Manager is responsible for the strategic direction of country programme activities from

<p>achievement of the following results:</p> <p>a. Advocates for UNDP with Government counterparts and ensures access to best available expertise.</p> <p>b. Promotes identification and synthesis of best practices and lessons learned from the country programme for organizational sharing and learning.</p> <p>c. Supports capacity-building of national counterparts.</p> <p>d. Promotes a knowledge sharing and learning culture in the CO.</p>	<p>IV. Impact of Results</p> <p>The results of the work of the MDG Unit Manager impacts on the standing and reputation of UNDP in the country. The MDG Unit Manager is responsible for daily contact with national counterparts and monitoring of the UNDP programme and for recommendations to the DR on necessary course correction in response to changes in the country context and new programme and resource mobilization opportunities. When requested by the DR, the MDG Unit Manager represents UNDP in international and national fora, liaises with external clients and a broad range of constituencies and UNDP counterparts in the Government, local and international media, civil society as well as counterparts from other international organizations. The MDG Unit Manager is part of senior management in the Sub-Office and promotes good cooperation and coordination among programme and operations staff and between the Sub-Office and Government counterparts.</p>	<p>V. Competencies and Critical Success Factors</p> <p>Corporate Competencies:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates integrity by modeling the UN's values and ethical standards <input type="checkbox"/> Promotes the vision, mission, and strategic goals of UNDP <input type="checkbox"/> Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <input type="checkbox"/> Treats all people fairly without favoritism <p>Functional Competencies:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example <input type="checkbox"/> In-depth practical knowledge of inter-disciplinary development issues <input type="checkbox"/> Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills <input type="checkbox"/> Seeks and applies knowledge, information, and best practices from within and outside of UNDP <p>Development and Operational Effectiveness</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ability to lead strategic planning, change processes, results-based management and reporting <input type="checkbox"/> Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects <input type="checkbox"/> Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations <p>Management and Leadership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Builds strong relationships with clients, focuses on impact and result for the client
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