

United Nations Development Programme



Government of Vanuatu  
Project Document

**Project Title:** Millennium Development Goals Support in Vanuatu

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

**Expected CP Outcome(s):** Vanuatu 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 harmonised focusing strongly on demographic disaggregated data and poverty indicators

**Expected Output(s):** Strengthened capacity among 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.

**Implementing Partner:** Policy & Strategic Planning Division, Prime Minister's Office.

**Responsible Parties:** Ministry of Finance; Relevant Government Sectors

**Brief Description**

The project envisages support to Vanuatu in the country's achievement of the Millennium Development Goals (MDG) through MDG-based planning and costing and targeted capacity building and updating of their National MDG Report in 2010.

The project will be carried in 3 stages, namely: scoping, initiating and maturing; and focus on the review/development of national development planning and budgetary processes and the links to sector strategies; prioritisation of activities and budget allocation; better linking of aid coordination and management with national priorities; and strengthening information system for monitoring the effectiveness of national planning and budget implementation at the national, sectoral and local levels; as well as monitoring and reporting.

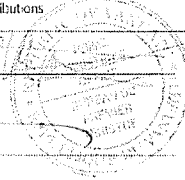
The proposed programme of support would be led by the Government and facilitated by UNDP in coordination with other organizations of the United Nations system and development partners.

Programme Period:	2008-2011
Key Result Area (Strategic Plan):	Localising MDGs
Atlas Award ID:	00050052
Start date:	Aug 2008
End Date:	Aug 2011
LPAC Meeting Date:	25/6/08
Management Arrangements:	NEX

2008 AWP budget:	80,000
Total resources required:	\$414,200
Total allocated resources:	\$414,200
• Regular:	\$414,200
• Other:	
o Donor:	_____
o Donor:	_____
o Donor:	_____
o Government:	_____
Unfunded budget:	_____
In-kind Contributions:	_____

Agreed by the Director General of the Prime Minister's Office:

Agreed by UNDP:



UNDP/2008/00050052

## I. TOTAL WORK PLAN

Year: 2008 – 2011

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2008	2009	2010	2011		Funding Source	Budget Description	Amount
<p><b>Output 1: Strengthened capacity among 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</b></p> <p><b>Baseline:</b> At end of 2007 no baseline assessments on data and capacity taken in any sectors</p> <p><b>Indicators:</b> Number of MDG aligned sectoral budgets/plans strengthened</p> <p><b>Targets (2008) :</b> At least 2 sectors complete data and capacity assessments</p> <p><b>Targets (2009)</b> Complete baseline assessments</p> <p><b>Baseline:</b> At the end of 2007, Vanuatu PAA and sectoral plans are not realistically</p>	<b>ACTIVITY 1: MDGI Baseline Assessment Undertaken</b>								
	1.1. Identify management structure & National Coordinator of MDG Programme with counterpart in the Prime Minister's Office.					GoV/UN Team	UNDP	N/A	N/A
	1.2. Identify and agree on priority sectors through consultations with Govt. during scoping mission	X				GoV/UNDP	TRAC 2	Travel 71600	15,000
	1.3. Define scope of assessments	X				GoV	N/A	N/A	N/A
	1.4. Draw up work plan & finalise project document for submission and endorsement at Stakeholders meeting (LPAC) & finalise for GoV/UNDP approval	X				GoV/UN Team	N/A	N/A	N/A
	<b>ACTIVITY 2: MDG Needs Assessment and Costing undertaken</b>								
	2.1. Identify Thematic Task Forces in each sector and National Coordination Committees and define/refine TOR	X				GoV	N/A	N/A	N/A
	2.2. TIFs & NCTF undertake relevant monitoring meetings	X				GoV	TRAC 2	Consultations 71600	3,000

<p><i>prioritised and costed to identify policy interventions to reach the MDGs. Planners have not been trained in the MDG Needs Assessment/ costing methodology..</i></p> <p><b>Indicators:</b> MDG costed national/sectoral plans;</p> <p><b>Targets:</b> (2008) 2008 ODA inflow recorded and performance indicators developed linking ODA and National Budget to the achievement of National, Regional and International Development Goals. (2009) MDG based planning and budgeting is operational in two sectors (2010) Sectoral and national budgets aligned to the MDGs,</p> <p><b>Baseline:</b> # of national and sectoral development plans that are aligned/costed with MDGs and linked to national budgets at end of 2007</p> <p><b>Indicators:</b> # of national and sectoral development plans that are aligned/costed with MDGs and linked to national budgets</p> <p><b>Targets :</b> (2009 ) All sectoral 2010 and development plans are aligned/costed with MDGs and linked to national budgets</p>	2.3. Agree on timelines for training and participants for the training & undertake a series of training including TOT	X				GoV	TRAC 2	Trainings 71600	70,000
	2.4. Identify resource people to undertake training & backstopping services and develop TORs	X				UN Team	TRAC 2	Travel -71600	30,000
	2.5. Commence assessments and costing of relevant sectors and identify technical input needs as process advances	X				GoV/UNDP/UN Team	TRAC 2	Technical Support 71200	30,000
<b>ACTIVITY 3: MDGs mainstreamed into national systems</b>									
	3.1. Consolidation of sector assessments, costing and policy options into draft report and circulate to stakeholders for feedback and finalisation.		X			UNDP/GoV/ESCAP	TRAC 2	Consultation 74500	3,000
	3.2. Draft report to be translated in French before its Presentation at stakeholder's consultation for endorsement in preparation for tabling at Donor Roundtable in February 2009		X			GoV	TRAC 2	Translation Publication	600 5,000
	3.3. Develop an MTEF strategy based on the macro-economic framework and consolidated sector assessment		X			UNDP/ESCAP	TRAC	Consultation 71600	6,000
	3.4. Develop framework for M&E of Gov policy implementation		X			UNDP/ESCAP/UNICEF/UNI FEM	TRAC	Consultations 71600	6,000

<p><b>Baseline:</b> 1<sup>st</sup> Nat. MDGR 2005</p> <p><b>Indicators:</b> MDG+10 report</p> <p><b>Targets:</b> MDG+10 report</p> <p>Completed early 2010</p>	<b>ACTIVITY 4: MDG Progress Report finalised</b>								
	4.1. Implementation Plan put in place to address MDG data gaps.							Local Consultant 71300	20,000
	4.2. Develop and implement improved monitoring mechanisms and inclusion of MDG indicators in sector plans consistent with Government M & E		X					Advocacy 74500	6,000
	4.3. Provide ongoing support, advocacy for and training of local counterparts in the monitoring and reporting		X					Gender Analysis Consultant 71200	20000
	4.4. Review TOR for Gender analysis. Undertake gender analysis of key data sources – e.g. HIES, Poverty data, Agriculture census data, Population census, MICS, etc...	X	X	X		GoV/UNIFEM/UNICEF/UN FPA	TRAC 1	Stakeholder consultations 71600	6,000
	4.5. Undertake stakeholder consultations, advocacy & Draft MDG Progress Report in line with MDGs+10 review							Translation Publication Launch 74200	600
	4.6. Finalise MDG Progress Report, translation in French, publish & launch								4,000

	<b>ACTIVITY 5: Project Management</b>		X	X	X		TRAC 1	UNDP Monitoring	20000
	5.1. Conduct effective management oversight, monitoring and evaluation and operational support throughout the life cycle of the project.	X						Evaluation-71600	6,455
								Audit -74100	
								Communication/ Operation costs-74500	5,000
								10% CPAP Cap. Bldg 74500	37,545
	5.2. Procure relevant furniture/equipment support for programme	X				GoV/UNDP	TRAC 1	Equipment-772200	30,000
	5.3. Recruit MDG Support Programme Coordinator (3 yrs)	X				GoV	TRAC 2	Recruitment -71500	90,000
<b>TOTAL</b>									<b>US\$414,200</b>

## 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 (Suva based) in consultation with the Director General of the Prime Minister's Office of Vanuatu. 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 Director General of the Prime Minister's Office. The Executive shall appoint one or two Deputy to replace him when he is unable to carry out his duties and shall inform the UNDP Program Manager. The Executive provides oversight role to the Implementing partner that will have the overall responsibility for project implementation 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 Chair of respective Technical Working Group.

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 CPAP Technical Committee and UNDP..

Project Manager: The Project Coordinator 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 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 Strategic Policy & Planning Division (SPPD), 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. SPPD 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).

Project Support: The Project Support role provides project administration, management and technical support to the Project Coordinator 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 a Project Coordinator within the PMO's Policy Division.

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. Director General of health Education and Lands may be required to set up respective teams to assist in the delivery of the various activities.

### **Annual Work Plan (cont'd):**

MDG Initiative (MDGI) will build on prior support from UNDP to the Government of Vanuatu in formulating national development policies and strategies. MDGI process will be led by the government through Office of the Prime Minister and/or the Central Agencies Committee, supported by sector/thematic Task Forces (TTF) to coordinate the work across priority sectors.

From the part of UNDP, the process will be facilitated by the Multi-Country Office in Suva (MCO), with the technical support to be provided by the Regional Centre Colombo (RCC) and the Pacific Centre (PC). The process will also involve other UN agencies and development partners.

The "full package" of support consists of three inter-related areas:

(a) *MDG-based diagnostics, investments and planning.* This area will provide support to Vanuatu to assist in identifying the investments needed to achieve MDG related targets, what these investments might cost and how they could be financed by government, domestic resource mobilisation and external sources. Ideally the investments identified would need to be linked at the macro level so that development priorities are tied to the budget via a Medium Term Expenditure Framework (MTEF). In the Asia context, a simple macroeconomic framework has been developed to determine a country's investment requirements, estimate the financial gap and how this can be bridged with modelling of the growth and poverty linkages. In the Vanuatu context, while such a macroeconomic model might not be appropriate, it will be important nevertheless to focus both on improving the effectiveness of external aid and improving domestic financing.

(b) *Widening policy choices and options:* This focuses on the design of policies supporting MDG-based development strategies including broad based employment strategies, cash transfers, social protection, trade policies, governance reforms, reforms to land and property rights to benefit women and local government policies. Vanuatu faces particular constraints in policy choices as government often has to respond to external developments in areas such as trade, climate change and natural disasters. Vanuatu also faces budget constraints. However there are ways to increase the poverty reducing impacts of certain policy choices and this would form the focus of this area of work.

(c) *Strengthening national capacity to deliver.* This area of support includes capacity development of both governments and civil society in a key areas such as planning and policy formulation, budgeting, aid policy and management, public administration, community empowerment and decentralisation, statistical and analytical capacity, public-private partnerships and MDG monitoring. Vanuatu faces many capacity challenges in these areas including low levels of adult literacy, particularly in the rural areas and amongst the urban poor, limited economies of scale in service delivery and high-levels of dependence on external development finance and expertise. Some of these challenges can be reduced by building on regional capacity and south-south lesson learning within the region.

MDGI will mostly focus on the component A, and evolve through three stages, depending on the country's demand and the Government's ownership of the process:

1. *Scoping.* During this stage UN(DP) and DSPPAC will undertake initial scoping review, leading to a more detailed baseline assessment of the national planning and policy making capacities, capacity to implement MDG and data readiness to support fact based policy making and planning as three critical factors.
2. *Initiating.* During this stage a national MDGI coordination structure will be established, involving CSO, line ministries and development partners, to ensure

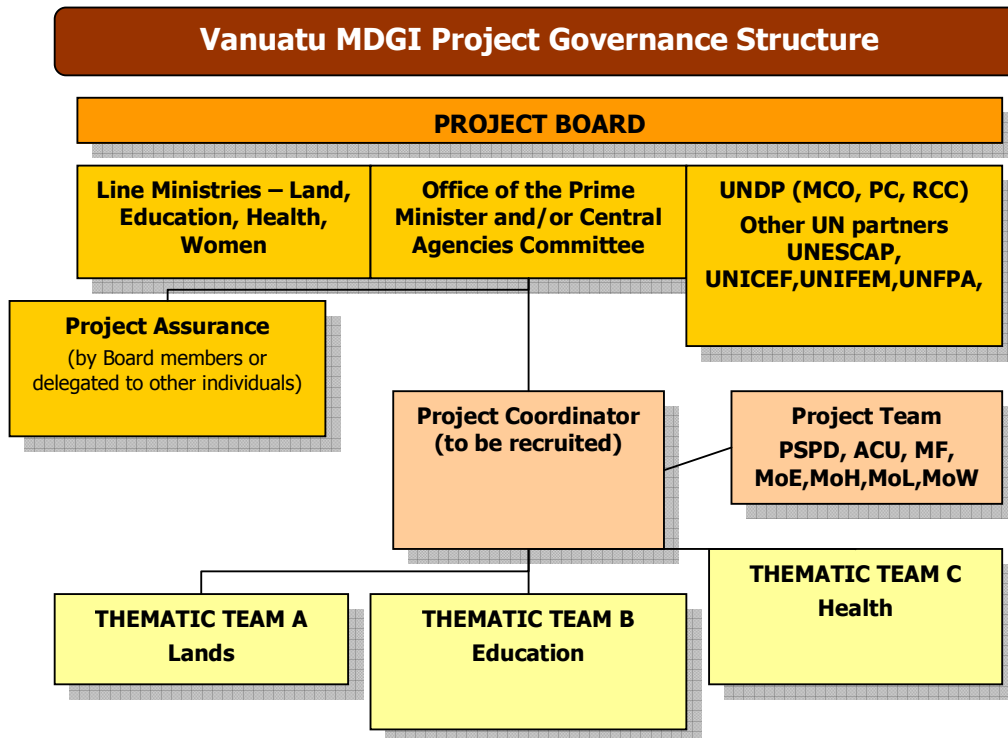


implementation. Furthermore, Government and other partners will be trained and various other measures will be taken to develop national capacities for MDG attainment. Both these measures will allow, with support from various UN agencies, for the Government and partners to set up the initial applications of MDG planning models, and scope the macro realities. This will lead to a process of fine tuning the results, balancing the need to achieve MDG results rapidly, with the need to be able to sustain gains and the overall availability of national resources (national capacities and finances)

3. *Maturing*. During this stage the process of MDG planning and costing will be integrated into national systems and brought closer to the national planning and policy making realities. This may entail the development of MDG-based medium-term prospective investment plans and development of multi-year expenditure frameworks.

Decisions to move from one stage to the next will be in a consultative fashion through stakeholder meetings, taking into account national absorptive capacities and the long term sustainability of outputs. All subsequent stages should lead to a build up of national ownership and leadership, and the development of national capacities.

## II. MANAGEMENT ARRANGEMENTS



### III. MONITORING FRAMEWORK AND EVALUATION

OUTPUT 1: MDGI Scoping		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Baseline Assessment Undertaken</i>	Start Date: Apr-08 End Date: Jun-08
<b>Purpose</b>	<i>To undertake initial baseline assessment of data readiness and policy-making/implementation capacity</i>	
<b>Description</b>	During this stage of the process the UN system and DSPPAC will undertake an initial scoping, leading to a more detailed assessment of National Planning and Policy making capacities and status, national capacity to implement MDG achievement, National data readiness to support fact based policy making and planning as three critical factors.	
<b>Quality Criteria</b>	<b>Method of Verification</b>	<b>Date of Assessment</b>

OUTPUT 2: MDGI Initiation		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>MDG Costing and Financing Assessment Undertaken</i>	Start Date: Jul-08 End Date: Nov-08
<b>Purpose</b>	<i>To establish MDGI implementation and coordination processes and structures and to undertake MDG costing and financing studies</i>	
<b>Description</b>	During this stage a national MDGI coordination structure will be established, involving CSO, line ministries and development partners, to ensure implementation. Furthermore, Government and other partners will be trained and various other measures will be taken to develop national capacities for MDG attainment. Both these measures will allow, with support from various UN agencies, for the Government and partners to set up the initial applications of MDG planning models, and scope the macro realities. This will lead to a process of fine tuning the results, balancing the need to achieve MDG results rapidly, with the need to be able to sustain gains and the overall availability of national resources (national capacities and finances).	
<b>Quality Criteria</b>	<b>Means of Verification</b>	<b>Date of Assessment</b>

OUTPUT 3: MDGI Maturing		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>MDGI mainstreamed into national systems</i>	Start Date: Dec-08 End Date: TBD
<b>Purpose</b>	<i>To institutionalize the process of MDG planning and budgeting and to mainstream it into national systems</i>	
<b>Description</b>	During this stage the process of MDG planning and costing will be integrated into national systems and brought closer to the national planning and policy making realities. This may entail the development of MDG-based medium-term prospective investment plans and development of multi-year MDG expenditure frameworks.	
<b>Quality Criteria</b>	<b>Method of Verification</b>	<b>Date of Assessment</b>

**OUTPUT 4: MDG Progress Report**

<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Reinforce institutional national MDG Reporting mechanisms and recruit local consultant.</i>	Start Date: July 2009 End Date: March 2010
<b>Purpose</b>	<i>To institutionalize the process of MDG planning and budgeting and to mainstream it into national systems</i>	
<b>Description</b>	During this stage the process of MDG planning and costing will be integrated into national systems and brought closer to the national planning and policy making realities. This may entail the development of MDG-based medium-term prospective investment plans and development of multi-year MDG expenditure frameworks.	
<b>Quality Criteria</b>	<b>Method of Verification</b>	<b>Date of Assessment</b>

**OUTPUT 5: Project Management**

<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Recruitment of national project coordinator and setting up of project management mechanisms within government in alignment with government processes and systems.</i>	Start Date: July 08 End Date: July 2011
<b>Purpose</b>	<i>To ensure the project is managed in an effective way with the necessary project management mechanisms for implementation and monitoring are in place and operational as well as being aligned to relevant government and UDP processes.</i>	
<b>Description</b>	This process commences with the recruitment of the National Project Coordinator who will be the contact point for the project in liaison with the Department Director and work closely with other ministries involved in implementation and the UNDP Fiji Vanuatu Desk Officer for the alignment of project processes with UNDP rules during the life of the project.	
<b>Quality Criteria</b>	<b>Method of Verification</b>	<b>Date of Assessment</b>

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, 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 Project Progress Reports (PPR) 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.

*[In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. However, a project evaluation may be required due to the complexity or innovative aspects of the project. – **TBD during course of project**]*

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## **IV. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP in early 2008 which is incorporated by reference constitutes 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 \(1999\)](#). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## **Annex I**

### **Scoping Mission**

#### Terms of Reference

To initiate the MDGI process for Vanuatu it is proposed to conduct a Scoping Mission to establish the framework within which the UN system can engage with Vanuatu Government and its other development partners towards improving the nation's performance in achieving the MDGs.

The objectives for the Scoping Mission would be to:

- a) Determine government priorities towards the achievement of the MDGs; what are the priorities; where are the capacity constraints;
- b) Promote advocacy for the MDGI with government and other stakeholders (including donors), to outline what it is; what it might have to offer, what the advantages of an MDG-based approach to policy and strategy formulation would be, and the benefits to Vanuatu;
- c) Assess the current state of policy, planning and resource allocation in the priority sectors in Vanuatu; and identify the critical constraints to be addressed, financial, institutional, capacity, infrastructure etc;
- d) Review the current state of data availability to support policy development; and take stock of existing analytical work or assessments, and other policy/institutional/ capacity initiatives undertaken by other partners;
- e) Establish the framework for MDGI implementation tailored to meet the needs of the country, this will include assessment of the risk log and project implementation capacity and finalization of the project document; and
- f) Initiate the project's activities and establish its governance structure, including the Project Board, project assurance and management teams and any Thematic Task Forces and Working Groups that the implementation will require.

The Scoping Mission will be jointly led by UNDP & DPPAC and will involve other UN agencies in order to coordinate support and resources towards the achievement of the MDGs. The Mission will seek to clarify the parameters of the MDGI with government, ensure understanding of the process, the time frame and the commitment of national stakeholders who will be engaged throughout the process as well as roles (UN Agencies and other partners).

The Scoping Mission will engage with government at the level of the Office of the Prime Minister and line ministry level. It will also need to engage with other stakeholders, notably other donors so that the MDGI builds on existing initiatives by other donors.

The scoping mission will be followed by a stakeholder meeting in which the Government, CSOs and development partners can agree with UN agencies on the scope and dimensions of the Initiation stage. This consultative and interactive stakeholder meeting would seek to develop the log frame for the MDGI Initiation stage, including resource requirements, coordination mechanisms, collaborative and partnership arrangements, identification of major risks and benchmarked implementation strategy.





## ANNEX 2 RISK ANALYSIS

### Project Title: Vanuatu MDG Support

#	Description	Date Identified	Type	Impact & Probability	Countermeasure/Management Response	Owner	Submitted, updated by	Last update	Status
1.	Limited personnel/capacity within the Government department hosting the project – Policy & Strategic Planning Division, Prime Minister's Office and lack of coordination with the Ministry of Finance	Project document stage 20/6/08	Operational	<p><b>Impact:</b> Delay in progress of needs assessment phase</p> <p><b>Probability:</b> Dependent upon resources allocated to project and effectiveness of coordination mechanisms Moderately likely Rated 3</p>	Vigilant support & oversight from UNDP and ongoing support and backstopping from UN technical personnel/agencies during the process of needs assessments and costing	UNDP PMO/MF	V.Raitamata	22/6/08	Technical inputs provided as and when required by Govt. from technical agencies of UN
2.	Delay in identification and immediate availability of technical resource people for training	Project document stage: 20/6/08	Operational	<p><b>Impact:</b> Delay in conduct of technical training &amp; assessments, slippage in timelines</p> <p><b>Probability:</b> Moderately likely due to vigilant oversight from UNDP. Rated 3</p>	Effective coordination between sectors undertaking assessments with lead Govt. department & UN technical team	UNDP Ministries/PMO/MF	V.Raitamata	22/6/08	Management arrangements agreed by stakeholders

3.	Competing priorities of Govt. & UN partners	Project document stage: 14/5/08	Operational	<b>Impact:</b> slippage in times <b>Probability:</b> Moderately likely due to close monitoring & support by UNDP	Regular communication and updates on key events which may affect wkplan.	UNDP PMO/MF/relevant ministries UN Agencies	V.Raitamata	20/6/08	Draft wkplan in place as per prodoc
4.	Delay in disbursement of funds from UNDP and disbursement through govt. systems as well as reporting from Govt. back to UNDP including acquitals	Project document stage: 14/5/08	Financial	<b>Impact:</b> Slippage in timelines <b>Probability:</b> Moderately likely due to enhanced communication between UNDP & Govt. to improve understanding of various govt. & UN processes	Training for new Govt. implementation partners and ongoing support will provided	UNDP/PMO/MF	V.Raitamata	20/6/08	Draft wkplan as per prodoc
5.	Delay in availability of technical trainers from UNDP Regional Centres in Bangkok and Colombo	Project document stage 20/6/08	Operational	<b>Impact:</b> Slippage in timelines <b>Probability:</b> Moderately likely due to enhanced communication between UNDP & Govt. and Regional Centres to lock down dates and identify relevant technical people.	Continuous communication with UNDP Regional Centre trainers	UNDP/GoV	VRaitamata	20/6/08	Draft wkplan as per prodoc

### **Annex 3**

#### **Terms of Reference**

#### **MDG Support Programme or Project Coordinator ( 3 years)**

The incumbent will have the responsibility of supporting the implementation of the Vanuatu MDG Support Programme for the next 3 years and will be based within the Prime Minister's Office. He/she will report to the Director, Strategic Policy & Planning Division of the Prime Minister's Office through the Head, Aid Coordination Unit and will work closely with the UNDP Fiji Based Desk Officer as well as the UN Affairs Officer in The UN Joint Office in Port Vila. Specific tasks will include:

- a) Assist the MDGI High Level Committee or Project board to effectively manage and coordinate MDGI project activities to ensure that set deadlines are met through close liaison with relevant ministries involved in project activities and Ministry of Finance;
- b) Provide effective Secretariat function to the MDGI Project High Level Committee or Project board which include but not limited to:
  - preparing and documenting issues identified during the implementation of project activities particularly training sessions conducted and provide recommendations on actions to be undertaken
  - organising committee meetings upon request by the Chair or his/her alternate; and
  - preparing draft records of committee discussions and decisions for consideration
- c) Assist and coordinate the MDGI High Level Committee to effectively monitor the implementation of programmed activities with information and status reports submitted to the Vanuatu Government and the UN Joint Office on a regular basis;
- d) Assist in the preparation of documentation and other necessary logistical arrangements for the convening of the annual Vanuatu/Development Partners Meeting and follow-up on commitments and pledges for assistance;
- e) Manage the Vanuatu Government Investment Program Database and ensure that it is updated regularly preferably on a daily basis or as when information on projects reaches the Aid Coordination Unit;
- f) Assist in facilitating effective communication between the Vanuatu Government and Development Partners on development cooperation matters;
- g) Organise and confirm meeting schedules for visiting missions; and
- h) Any other duties requested to facilitate the achievement of the Aid Coordination Unit's goals and objectives as reflected in the Units business plan.
- i) Maintain close working relationship with the UNDP Fiji Vanuatu Desk Officer and through him/her, the UNDP Pacific Centre.
- j) Facilitate through liaison with Ministry of Finance, the disbursement of project funds, its documentation and reporting.
- k) Prepare quarterly work plans to facilitate receipt of project funds and prepare quarterly narrative & financial reports to UNDP to be approved by the Director.

l) Keep a record of project equipment and other project assets.

m) Manage consultants and provide logistical and administrative support as required.

**Qualification:**

- An undergraduate degree in one of the social sciences would be an advantage but not required.
- More than 5 years experience in programme/project management, planning & budgeting & monitoring with good analytical skills.
- Good knowledge of government systems and mechanisms
- Has ability to network and work across sectors.
- Has good report writing skills, including financial reporting/acquittals
- Good working knowledge of Microsoft Office, experience in setting up and managing databases and use of other IT related equipment.
- Ability to work in close collaboration with relevant sectors including the Ministry of Finance and must possess good coordination skills.
- Can work with minimum supervision

**Reporting:**

The incumbent reports to the Director, Strategic Policy, and Planning & Aid Coordination Division through the Head of the Aid Coordination Unit in the Prime Minister's Office.

**Annex 4**  
**Terms of Reference**  
**MDG Gender Specialist (Data Analysis) – 3 weeks**

The MDGI Scoping Mission to Vanuatu led by UNDP and supported by other UN agencies identified a number of significant gaps in the achievement of Goal 3 of the MDG, in relation to the promotion of gender equality and women's empowerment. Key gaps were identified in the lack of gender disaggregated data and the weak linkages between Government's commitments and priorities towards Gender Equality as outlined in the PAA and in international commitments like CEDAW, Beijing PPA and the PPA and Sector Plans, Programs and Activities. A Gender Specialist is to be appointed to address these gaps and to provide baseline data which can support Government's priorities and provide relevant data to form the basis of the MDG Report in 2010. The Consultant will work under the guidance and direction of UNIFEM Pacific Regional office in Suva. Specific tasks will include:

- e) Working alongside the National Statistics office to identify the gender gaps in the data set for the Household and Income Expenditure Survey, the National Census and the Vanuatu Poverty Report
- f) Provide a detailed report on the data that can be teased out of the current data set and provide guidance and recommendations as to the type of questions that can be included in national surveys to provide relevant gender information across all sectors
- g) Work alongside the Policy Planner from the Department of Women's Affairs and identified staff from the National Statistics office to build capacity in how to extract relevant gender data and to ensure data is disaggregated by gender in all national statistical analysis.
- h) Provide a report with key statistical information from the current data sets available in the NSO office and also available through other partners in country
- i) Provide feedback to Government and key stakeholders on the gender data.

**Qualifications**

- A post-graduate degree in any of the social science disciplines with a focus on gender and development.
- Experience in use of gender analysis tools and their applications in various sectors.
- Experience in data analysis and some work experience with government statistical units.
- Ability to provide policy/technical advice on how to address gender related data gaps
- Ability to work with limited supervision.