

## **Annex 12: Terms of References for Project Governance, Management Arrangements, and Key Project Staff**

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

The Project Board will:

- Ensure that there is coherent project organization at both the National, Provincial and Area Council levels
- Following agreement, set tolerances in the Annual Work Plans and other plans as required with the Project Manager, with the involvement of the Project Director (as necessary)
- Monitor and control the progress of the project activities at a strategic level considering the changes influenced by the project on any baseline investments
- Ensure that risks are being tracked and mitigated as effectively as possible
- Organise Project Board meetings, to be Chaired by the Project Director, on a regular basis to be defined by the Board in agreement with the Project Director and Project Manager. Normally these meetings will take place quarterly.
- Review and assess progress towards achieving the outputs is consistent from a project supplier perspective
- Promote and maintain focus to deliver the outputs from the project
- Ensure that the resources from the project supplier are readily available
- Arbitrate on, and ensure resolution of any supplier priority or resource conflicts
- Ensure that the expected project outputs and related activities of the project remains consistent with the perspective of project beneficiaries
- Be informed of meetings relevant to overall regional project implementation, including any regional activities conducted in partnership
- Facilitate national policy and institutional changes necessary to engender success in project activities.
- Annually review project progress and make managerial and financial recommendations as appropriate, including recruitment for the Project Management Unit, review and approval of annual reports, budgets and workplans.

The specific responsibilities of the Project Board are outlined below:

#### ***Defining a project***

- Review and approve the Initiation Plan (if such plan was required and submitted to the Local PAC).

#### ***Initiating a project***

- Agree on Project Coordinator's responsibilities, as well as the responsibilities of the other members of the Project Management Unit;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

### ***Running a project***

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Coordinator;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Coordinator's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next Annual WorkPlan, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

### ***Closing a project***

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board

### ***Specific Responsibilities of Executive (as part of the above responsibilities for the Project Board)***

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the Annual Work Plan and other plans as required for the Project Coordinator
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings
- The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

### ***Specific Responsibilities of Senior Supplier (as part of the above responsibilities for the PB)***

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

### ***The supplier assurance role responsibilities are to:***

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project.

***Specific Responsibilities of Senior Beneficiary (as part of the above responsibilities for the Project Board)***

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts.

**The assurance responsibilities of the Senior Beneficiary are to check that:**

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored.

## **Project Advisory Group**

The V-CAP Advisory Group shall:

- Serve as a source of information concerning available country resources for all aspects of project implementation, including data;
- Provide governance assistance, policy guidance and political support in order to facilitate and catalyze implementation of the project, and to ensure relevant project outcomes are appropriately raised for incorporation into other national policy processes, programmes, and national actions;
- Technically guide the project through advice and support as necessary to catalyse implementation of the project.
- Annually review programme progress and make recommendations as appropriate;

## **National Project Director**

The V-CAP Project Director will:

- Chair the Project Board meetings
- Act in the role to 'oversee' the project on a regular basis and to ensure that institutional support from Min CC, PMU and related agencies is providing
- Raising project awareness across Government
- Represent the project at the national level for the Vanuatu Government
- Ensure the flow of project results and learning to the Project Board
- This position will not be funded by the project.

## **Project Implementation Unit**

The PIU will be, where required, guided by the decisions of the Project Board to support the achievement of project outcomes through the following tasks:

### *Project Management*

- Ensure timely and effectively planning and implementation of the project
- Ensure timely and effective financial management of the project in accordance with UNDP financial and operational policies, rules and regulations for National Implementation, through effective partnership with implementing partners, responsible partners, and UNDP.
- Manage and assist implementing pilot projects through guidance and administrative support;
- Delivery of the regional components of the project with National Coordinators;

### *Coordination and Networking*

- Coordination with other international, multilateral and bilateral activities among regional countries related to the implementation of the project, including sourcing additional funding to ensure future sustainability of project interventions (for example, through the GEF Small Grants Programme for community initiatives, supported by National Project Staff); and,
- Facilitate networking between Provincial and National stakeholders;
- Establishment of and assistance in networking between specialized institutions, stakeholders, and technical specialists from elsewhere;

### *Technical Support to Project Implementation*

- Organization of technical cooperation activities between national organizations for capacity building, climate change, water and environmental policy, and management related to the implementation of the project;
- Organization of consultative meetings for introducing and implementing programme activities;
- Collection and dissemination of information on policy, economic, scientific and technical issues related to the project;
- Provision of support for the preparation of technical and feasibility studies;

### *Project Monitoring and Reporting*

- Timely and effective preparation of progress reports (technical and financial) concerning programme results, outputs and activities in accordance with Project monitoring and reporting requirements based on UNDP and GEF policies and formats;

### *Knowledge Management and Communication*

- Maintenance of project information archives- photos, video, documents, outputs, etc,
- Appropriate dissemination and publication of materials and outputs from the project;
- Capturing Pilot Project, national activities, and project process lessons learned and disseminating them in appropriate formats (maintaining project website and links to national ministries, IW:LEARN, UNDP-ALM, UNDP Websites, etc)

## **National Project Manager**

The National Project Manager shall be responsible for the overall planning, implementation, reporting, and timely delivery of good quality outputs and results of the V-CAP through providing high-quality supervision of the project PIU as well as effective coordination between the implementing partners, reasonable parties, beneficiaries and UNDP.

He/she will report directly with the Project Director, Project Board and Project Advisory Group, key beneficiaries, and other relevant bodies and stakeholders where relevant. He/she will also liaise with representatives of UNDP, and GEFSEC, as well as other regional donors, in order to coordinate the annual work plan and report on project activities, outputs, and results on a timely basis. The National Project Manager will also liaise with other project managers and coordinators of related and relevant projects and programmes implemented by UNDP, and/or funded by GIZ, AusAID, the EU and UNICEF; as well as national Government and NGO's, and regional CROP Agencies as required.

He/she will be responsible for all technical, planning, managerial, monitoring, progress and financial reporting for the project. He/she will provide overall supervision for all staff in the PIU. This will include performance planning and monitoring. The NPC will consult and coordinate closely with the Director of Min of CC-PMU and the UNDP Deputy Resident Representative. He/she shall also consult with the respective UNDP officers in Suva, Bangkok, and New York and other senior representatives of partner agencies as required. In particular the NPC will:

- Serve as the Head of the Project Management Unit (PMU) located in the offices of VMDG, and manage its staff and budget to ensure effective delivery of project activities, outputs, and results;
- Assume general responsibility for the day-to-day management, planning, implementation, and monitoring of all project objectives and activities;
- Be responsible for the delivery of all technical outputs and plans and financial reporting in-line with the requirements of UNDP
- Supervise all related activities pursuant to implementation of the objectives and specific activities of the V-CAP Project, specifically the successful implementation of pilot projects across the Provinces
- Prepare the annual work plan of the project, work programme and monitoring and evaluation procedures and Financial Regulations and reports on the basis of the Project Documents and in close consultation and coordination with the Project Director, Project Board, and UNDP.
- Coordinate and monitor the activities described in the work plan, and report to UNDP and the Project Board, and present to the Project Advisory Group
- Facilitate liaison and networking within the project, including with relevant donors, regional organisations, other relevant organisations, non-governmental organisations, key stakeholders and other individuals involved in project implementation
- Foster and establish links with other related South Pacific programmes and projects and, where appropriate, with other regional GEF projects, e.g. IW:LEARN, PACC
- Ensure consistency between the various project elements and related activities provided or funded by other donor organizations and national Government;
- Prepare and oversee the development of Terms of Reference for consultants and contractors, manage/follow up to ensure timely consultancy deliverables, and be ultimately responsible for the delivery of work produced by consultants under the project;
- Coordinate and oversee the timely and effective preparation of the substantive and operational reports for project implementation
- Collect and disseminate information on policy, economic, social, scientific, and technical issues related to Project implementation;

- Promote public awareness and participatory activities necessary for successful implementation, including overseeing the marketing and branding of V-CAP;
- Represent the project at national and regional fora, including international events where required.
- Assist in the delivery of training courses on both technical and project management, monitoring and evaluation issues to strengthen national capacity in this area;
- Prepare progress and monitoring reports concerning project activities in accordance with the project monitoring plan, and in accordance with UNDP/GEF requirements and format; and
- Participate and prepare project reviews where required;
- Source additional funding for initiatives started by the project at the local (site and Provincial level) and national level to ensure sustainability of the interventions. This includes working with national Government to assist them in learning from project initiatives and looking for mainstreaming opportunities to ensure replication and sustainability.

### **Qualifications**

The selected candidate will have:

- At least ten years of professional experience in project management posts with increasing management responsibility;
- Demonstrated flexible leadership and negotiation skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information for policy makers and wider civil society;
- Previous experience in the operational aspects of international projects, as well as experience with funding organizations such as the GEF will be an advantage;
- Proven financial management experience of large budgets;
- The selected candidate will have a post graduate degree or equivalent qualifications in a relevant field;
- Excellent working knowledge of English. Familiarity and knowledge of Melanesia and their languages would be an advantage;
- Familiarity with the goals and procedures of international organizations, in particular of the GEF and UNDP. Knowledge of GEF co-financing approaches will be a distinct advantage;
- Experience of aligning project goals with wider development frameworks for long term benefits and understanding of cross-sectoral national planning processes will be highly regarded.
- Experience of evaluating both technical projects and organisational strategy, policy development and change management, including development of M&E frameworks will be an advantage.

**Duty Station:** Port Vila

## **International Senior Technical Advisor**

The International Senior Technical Advisor (ISTA) shall be responsible for guiding the overall planning, implementation, reporting, and timely delivery of good quality outputs and results of the V-CAP through providing high-quality support and guidance to the project PIU and support the effective coordination between the implementing partners, reasonable parties, beneficiaries and UNDP.

He/she will report directly with the Project Director through the NPC, Project Board and Project Advisory Group, key beneficiaries, and other relevant bodies and stakeholders where relevant. He/she will support the liaison with representatives of UNDP, and GEFSEC, as well as other regional donors, in order to coordinate the annual work plan and report on project activities, outputs, and results on a timely basis. The ISTA will also liaise with other project managers and coordinators of related and relevant projects and programmes implemented by UNDP, and/or funded by GIZ, AusAID, the EU and UNICEF; as well as national Government and NGO's, and regional CROP Agencies as required.

He/she will be responsible for supporting all technical, planning, managerial, monitoring, progress and financial reporting for the project. He/she will provide technical guidance for all staff in the PIU. This will include performance planning and monitoring. The ISTA will consult and coordinate closely with the Director of Min of CC-PMU and the UNDP Deputy Resident Representative. He/she shall also consult with the respective UNDP officers in Suva, Bangkok, and New York and other senior representatives of partner agencies as required. In particular the NPC will:

- Serve as the Lead Technical Advisor of the PIU located in the offices of VMDG, and manage its staff and budget to ensure effective delivery of project activities, outputs, and results;
- Assume general responsibility for the day-to-day management, planning, implementation, and monitoring of relevant technical project objectives and activities;
- Be responsible for the delivery of agreed technical outputs and plans in-line with the requirements of UNDP
- Supervise all related activities pursuant to implementation of the objectives and specific activities of the V-CAP Project, specifically the successful implementation of pilot projects across the Provinces
- Assist in preparation of the annual work plan of the project, work programme and monitoring and evaluation procedures and Financial Regulations and reports on the basis of the Project Documents and in close consultation and coordination with the Project Director, Project Board, and UNDP.
- Coordinate and monitor the activities described in the work plan, and report to UNDP and the Project Board, and present to the Project Advisory Group
- Facilitate liaison and networking within the project, including with relevant donors, regional organisations, other relevant organisations, non-governmental organisations, key stakeholders and other individuals involved in project implementation
- Foster and establish links with other related South Pacific programmes and projects and, where appropriate, with other regional GEF projects, e.g. IW:LEARN, PACC
- Ensure consistency between the various project elements and related activities provided or funded by other donor organizations and national Government;
- Prepare and oversee the development of Terms of Reference for consultants and contractors, manage/follow up to ensure timely consultancy deliverables, and be ultimately responsible for the delivery of work produced by consultants under the project;



- Coordinate and oversee the timely and effective preparation of the substantive and operational reports for project implementation
- Collect and disseminate information on policy, economic, social, scientific, and technical issues related to Project implementation;
- Promote public awareness and participatory activities necessary for successful implementation, including overseeing the marketing and branding of V-CAP;
- Represent the project at national and regional fora, including international events where required.
- Assist in the delivery of training courses on both technical and project management, monitoring and evaluation issues to strengthen national capacity in this area;
- Prepare progress and monitoring reports concerning project activities in accordance with the project monitoring plan, and in accordance with UNDP/GEF requirements and format; and
- Participate and prepare project reviews where required;
- Source additional funding for initiatives started by the project at the local (site and Provincial level) and national level to ensure sustainability of the interventions. This includes working with national Government to assist them in learning from project initiatives and looking for mainstreaming opportunities to ensure replication and sustainability.

### **Qualifications**

The selected candidate will have:

- At least ten years of professional international experience in senior project management posts with increasing modern management responsibility in fields related to the assignment;
- Demonstrated flexible cross-cultural team leadership, diplomatic and negotiation skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information for policy makers and wider civil society;
- Previous leadership in the operational aspects of UN-funded projects or similar regional/multi-country projects, as well as experience with funding organizations such as the GEF will be an advantage;
- Proven financial management experience of large budgets;
- The selected candidate will have a post graduate degree or equivalent qualifications in a relevant field;
- Excellent working knowledge of English. Familiarity and knowledge of Melanesia and their languages would be an advantage;
- Familiarity with the goals and procedures of international organizations, in particular of the GEF and UNDP. Knowledge of GEF co-financing approaches will be a distinct advantage;
- Experience of aligning project goals with wider development frameworks for long term benefits and understanding of cross-sectoral national planning processes will be highly regarded.
- Experience of evaluating both technical projects and organisational strategy, policy development and change management, including development of M&E frameworks will be an advantage.

Other essential requirements include: the ability to manage the work of consultants; a proven ability to work as part of a team; the ability to meet project deadlines, often under difficult circumstances; and an ability to live and work within Pacific Island Communities. Applicants with experience of climate change adaptation and/or integrated water resources management issues in the Pacific region will be at an advantage. Broad based development professionals are actively encouraged to apply.

**Duty Station:** Port Vila

## **PIU Administration and Finance Officer**

The Financial and Administrative Officer will work under the direct supervision of the NPC. The Assistant will assume direct responsibility for the financial management of the V-CAP Project, under the supervision of the Project Coordinator whilst also working closely with other SIWSAP project team members as part of the national Project Management Unit. Close liaison will be required with the SIWSAP Provincial Officers. The Assistant shall:

- Be responsible for, coordinate and report on the financial management for the project activities, including assisting and collating financial information and reporting to UNDP
- Serve as an expert resource on financial reporting requirements;
- Provide support to the PIU and the V-CAP Field Officers on efficient and effective financial management, including training support;
- Assure the development of and be responsible for the successful implementation of the work plan regarding project financial management, including regular financial monitoring and reporting as per UNDP and Vanuatu Government requirements;
- Assist the Project Manager in day-to-day running of the PIU office, including organisational support to meetings;
- Specifically provide logistical support for travel nationally and internationally for the PIU and Field Officers;
- Supervise and engage in procurement procedures, including supporting the development of Terms of Reference and technical requirements, procurement and selection of equipment, shipping and handling fees, etc
- Other essential requirements include: the ability to manage the work of consultants and committees; a proven ability to work as part of a team; the ability to meet project deadlines, often under difficult circumstances; experience with the assessment of social, cultural and economic conditions in Pacific Island Countries; an understanding of Pacific cultures;

### **Qualifications**

- The selected candidate will have a degree in accounting, financial management, or a similar subject, with demonstrable experience in project financial management.
- The candidate must possess excellent written and oral communication skills in English, familiarity and knowledge of financial processes and procedures used in Government and preferably with UNDP
- A minimum of five years of direct, relevant, project-based experience is a necessity;
- Be fully computer literate with Microsoft Office programmes;
- Excellent working knowledge of English. Familiarity and knowledge of Melanesian countries and their languages would be an advantage;
- Experience in providing a streamlined financial service role to a project management team, including experience in developing and delivering financial training materials and presentations;
- Demonstrated initiative in carrying out his/her duties and ability to work independently to tight deadlines;
- A flexible approach and a willingness to assist with a variety of other tasks within the PMU and a willingness to work outside normal hours.

This position demands a high degree of integrity and the ability to work efficiently with sometimes little direct supervision. Only applicants with demonstrable financial management experience of large projects will be considered.

## Additional Technical Assistance and outline Terms of References

The following table provides a breakdown of additional personnel and their responsibilities to implement the Project.

<b>Key Personnel (National)</b>	<b>Key Responsibilities</b>
<b>National climate change resilience specialist – PIU</b>	Provide overall support to the community and Area Council Planning process being implemented by V-CAP.
<b>Monitoring &amp; evaluation, planning and social inclusion Officer</b>	Responsible for ensuring planning process, systems and approaches are consistent across all elements of V-CAP. Development of a monitoring and evaluation (M&E) framework for all aspects of project delivery. Completion of periodical project performance management at community, Area Council, Provincial and National levels. Ensuring and monitoring the implementation of the Gender and Social Inclusion Strategy
<b>Component 1 Coordinator</b>	Responsible for coordinating all activities under Component 1 for development of community and Area Council level approaches into the National DLA Planning system
<b>Coastal Zone Management Officer</b>	Based in Department of Fisheries to support integration of CC into integrated Coastal Zone Management Planning processes
<b>Community Support Advisor</b>	Advise national, provincial and local levels of government in the establishment of systems to support community level integration and development of approaches to CC integration to planning processes at community and Area Council level plans
<b>6 Field Officers</b>	Field officers will be based in the field and support Area Secretaries in the development and implementation of all aspects of the project at a community level. The Field Officers will coordinate with national, provincial and local agencies in the delivery of all planning and capacity building activities
<b>CCA Policy Specialist</b>	Support implementation of component 3 of the project under the guidance of the PMU and PIU
<b>Training and Communications Coordinator</b>	Undertake the development of a Training Needs Analysis for V-CAP and prepare a detailed training plan. Based on the plan, oversee the implementation of effective training program across all sites and at all levels. Develop a communication strategy and implement the strategy. This will include a range of communication techniques including web-site management.