



## **PACIFIC ADAPTATION TO CLIMATE CHANGE PROJECT**

### **ADMINISTRATIVE PROCEDURES FOR NATIONAL COORDINATORS AND PARTICIPATING COUNTRIES**

**ADAPTED FROM THE UNDP NEX**

**Project Coordination Unit  
Pacific Adaptation to Climate Change Project  
Secretariat of the Pacific Regional Environment Programme**

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### Administrative Procedures for National Coordinators and Participating Countries

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**ACRONYMS**

|        |   |
|--------|---|
| DSA    | UNDP Published Daily Subsistence Allowance Rates                |
| PACC   | Pacific Adaptation to Climate Change                            |
| NBSAP  | National Biodiversity Strategy Action Plan                      |
| NEX    | UNDP National Execution Modality Guidelines                     |
| NTF    | National Task Force (as described in the PACC Project Document) |
| PICCAP | Pacific Islands Climate Change and Adaptation Programme         |
| PCU    | Project Coordination Unit                                       |
| SPREP  | Secretariat of the Pacific Regional Environment Programme       |

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## **PACIFIC ADAPTATION TO CLIMATE CHANGE PROJECT**

### **Administrative Procedures for National Coordinators and Participating Countries**

#### **Introduction**

These Administrative Procedures are intended as a guide to assist National Co-ordinators and others responsible for the management and administration of the Pacific Adaptation to Climate Change project (PACC). They have been developed to assist with the effective implementation and promote on-going efficiency for the Programme. They are intended to supplement, rather than replace, established national procedures in each participating country.

These Procedures will be subject to periodic revision in an effort to continually improve administrative and logistical arrangements for efficient national execution of the PACC. Input to the revision process is encouraged from all those associated with the implementation of the Programme.

In interpreting these Procedures it should be borne in mind that SPREP is obligated to follow UNDP's National Execution Modality (NEX) in its execution of the Programme. While some effort is being made to reduce the administrative demands that the NEX place on country projects, the degree of accountability of SPREP to UNDP in the implementation of the PACC is governed by these procedures.

A copy of the NEX Guidelines will be available from the PACC website when developed.

#### **Process and Authority**

##### *Programme Administration*

National components of the PACC will be implemented under terms described in a Memorandum of Understanding (MoU). The MoU has been agreed and signed by SPREP, as the executing agency for the PACC, and each participating Government. It provides the basis for the subsequent provision of financial and logistical support to countries participating in the Programme.

The MoU provides guidance on the potential roles and responsibilities of Government Agencies, including the identification of a Lead Agency (which may be a non-government organisation), and the administrative and logistical arrangements to support the national component of the PACC. National Coordinator's should maintain a copy of the MoU in their files at all times.

The Project Coordination Unit (PCU) based at SPREP is responsible for overall programme coordination and administration. The PCU is the primary point of contact for participating countries and UNDP on all matters relating to the PACC.

## Country Arrangements for PACC Pilot Projects

### *Responsibilities*

Responsibilities for SPREP relations and the implementation of the PACC pilot project vary among participating countries and may be divided into five broad areas (Table 1).

Table 1: Responsibilities for SPREP relations and implementation of the PACC project components

|                               |   |
|-------------------------------|---|
| SPREP Focal Point             | Foreign Affairs or Government Environment Agency  |
| SPREP Operational Focal Point | Technical contact for all SPREP activities  |
| PACC Focal Point              | Technical contact for PACC  |
| Lead Agency                   | Sub-contracted Government agency responsible for pilot project implementation as described in a Letter of Agreement exchanged with the PACC Focal Point       |
| Executing Agency              | NGO or community group responsible for pilot project execution as described in a Letter of Agreement exchanged with the Lead Agency and the PACC Focal Point. |

The primary point of contact for the PACC in each participating country is the designated SPREP Focal Point. The SPREP Focal Point is usually the Government ministry responsible for foreign affairs or the Government environment agency. It takes responsibility for policy issues associated with SPREP's activities in the region and nationally.

SPREP-supported activities in each of its member countries may be promoted through an Operational Focal Point, a Government Agency designated to be responsible for technical issues associated with SPREP's work programme.

Some participating countries may elect to designate the Operational Focal Point as the PACC Focal Point (PACCFP). In such cases, the PACCFP may assume responsibility for all administrative and logistical issues associated with pilot project implementation and actually execute the pilot project. In such situations, the PACCFP, the Lead Agency and the Executing Agency would be the same agency.

However, there are other cases where the local implementing agency may not be the PACCFP. For example, the PACCFP may choose to delegate responsibility for pilot project implementation to another government agency (for example the Department of Public Works in respect of a road relocation pilot project). In cases where this is instituted the implementing agency, the Department of Public Works, would be referred to as the Lead Agency. The relationship between the PACCFP and the Lead Agency in respect to the pilot project would be stipulated in a Letter of Agreement signed by the head of the respective agencies.

The Lead Agency, whether that be the PACCFP or an alternative government agency, may actually execute the pilot project, in which case it would also be the Executing Agency. However, it may also elect to delegate responsibility for execution of the pilot project to another organisation, for example a non-government organisation or a community group. In such instances, the organisation or group responsible for execution would be known as the Executing Agency. The relationship between the Lead Agency and the Executing Agency in respect to the pilot project would be stipulated in a Letter of Agreement signed by the head of the Lead Agency, the head of the Executing Agency and the head of the PACCFP.

### *Implementation*

#### PACC National Coordinators and National PACC Focal Points

The PACC will support the appointment of a full time National Coordinator in each participating country on a case-by-case basis depending on the need and level of capacity in the country. In addition to serving as the ambassador for the PACC nationally, National Coordinators or National PACC focal points will also take responsibility for the day-to-day management of pilot project activities. The National Coordinator would normally base their operations from the offices of the Executing Agency or the offices of the PACCFP.

#### National Project Coordinating Mechanism

Each participating country will ensure that an appropriate and effective national coordinating mechanism is in place such as a National Task Force (NTF) or a National Steering Committee or a National Climate Change Country Team depending on what mechanisms exist in country to oversee national components of the PACC. In addition to its cross-sectoral composition involving all key Government departments and agencies, the NTF will include non-government organisations, community groups and key stakeholders from pilot project sites. It is likely that as pilot project implementation proceeds, particularly during the early phases, the composition of the NTF will change.

While arrangements in participating countries will vary there is an expectation that the NTF will require broad political support. This will ensure political commitment and the integration of the PACC into national planning and budgetary processes. As a result, while the SPREP Focal Point may not necessarily be involved in all meetings of the NTF, it will be beneficial that they remain fully informed of issues being considered by the Task Force. Responsibility for the co-ordination of NTF meetings will be vested in the National Coordinator working through the SPREP Operational Focal Point, the PACCFP and/or the Executing Agency depending on the preferred local arrangements.

The selection of the focal area to be addressed by the pilot project in each participating country, and oversight of the implementation of the pilot project, will be the responsibility of the NTF based on agreed criteria.

## National Task Force and Subsidiary Committees

An oversight committee is to be established in each participating country. While the Terms of Reference for the Committee are outlined at Annex II of the Memorandum of Understanding formalizing participation in the national component of the PACC for each participating government (and reproduced here at **Appendix H tbd**), these may vary between countries. The broad role of the Committee is to:

- Provide professional and technical guidance throughout the implementation of the PACC;
- To provide a vehicle for the exchange and sharing of information relevant to the PACC and related activities in each participating country and the region;
- To provide participating Governments with a mechanism to study the implications of the PACC for local or national policy in relation to sustainable resource management and conservation, and
- To provide a vehicle to promote the development of collaborative partnerships in the areas of interest to the PACC.

The PACC Project Document refers to these committees as a National Task Force (NTF). The committee may consist of officials from a broad range of Government departments and agencies associated with natural resources, the environment, water conservation and management and waste and sanitation (national, state or provincial and municipal or district), representatives of civil society, regional and international organisations based locally and the private sector.

In an effort to avoid duplication of activities, existing consultative processes, such as those that may be operating in support of the Pacific Islands Climate Adaptation Programme (PICCAP) or the National Biodiversity Strategy Action Plan (NBSAP) initiative, may be adapted to provide the services anticipated of the NTF in the Project Document.

It is the responsibility of the National Co-ordinator, working closely with the head of the PACC Lead Agency and the SPREP Focal Point, to provide administrative and logistical support to the NTF or its equivalent.

The National Co-ordinator will circulate an invitation to each NTF meeting to all NTF members at least one (1) week in advance of the next proposed meeting. The invitation will be accompanied by a Provisional Agenda (a possible template for a draft NTF Agenda is annexed at **Appendix I tbd**), for the proposed meeting and a copy of the Summary Record of Discussion for the previous meeting.

The Summary Record of each meeting will clearly identify the decisions of the meeting to which it applies. The Provisional Agenda will identify the date, time and venue for the proposed meeting.

The National Coordinator will arrange the venue for the meeting. If the meeting is likely to extend for a full morning or afternoon, the National Co-ordinator, in consultation with the head of the Lead Agency, may also elect to provide light refreshments (tea, coffee, and biscuits or cookies), for meeting participants.



With the endorsement of the NTF (or its equivalent) and at the subsequent direction of the Chairperson of the NTF (or its equivalent), the National Coordinator will provide the necessary administrative and logistical arrangements to support the work and consultations of any subsidiary committee, task force or working group established by the NTF (or its equivalent) to assist with the implementation of the PACC.

Such committees, task forces and working groups include consultative arrangements at the site of the pilot. The National Coordinator, or other individuals designated by the National Coordinator and/or the Chairperson of the NTF (or its equivalent), will provide the same logistical and administrative support to such committees, working groups and task forces as is provided to the NTF as is practically appropriate.

All reasonable charges for convening meetings of the NTF, or subsidiary committees, task forces or working groups are to be debited to Budget Line 32.02 - National Task Force Meetings.

UNDP NEX Guidelines do not provide for the payment of sitting allowances for any public servants to participate in meetings, task forces or working groups convened by the PACC. Paragraph 5.2.7 of the Guidelines states:

"Civil servants who participate in the implementation of a UNDP-supported programme or project, cannot receive any remuneration from the UNDP programme or project budget".

#### **Technical Working groups/sub-committees etc**

Working groups, sub-committees or technical advisory groups may be established by the NTF to address specific issues associated with the implementation of PACC.

Local Project Committees (LPC) based on local situation and needs may be established will comprise of a range of key stakeholders from the participating community, to facilitate implementation and to promote community participation in the project at the pilot project site. The LPC would also provide a direct link between the community and the NTF in that LPC would be represented on the NTF.

### *Liaison with Government Departments*

The National Coordinator, in association with the Chairperson of the NTF and the SPREP Focal Point, will be responsible for establishing effective processes for liaison with Government departments (national, state and municipal), agencies and statutory bodies on all activities relating to the PACC. Appropriate processes for promoting Government-wide awareness of PACC activities will be included in the PACC National Communications Strategy.

### **Equipment**

#### *Equipment Purchase*

All project equipment, supplies and other property financed or provided under the PACC project belong to UNDP until and unless at such time as its ownership is transferred to a government or to an entity designated by UNDP. The PACC has a limited budget for the purchase of non-expendable equipment.

Non-expendable Inventory items which should be included in NEX project inventories are items which have a value of USD 1,000 and above. The only non-expendable equipment is defined by the United Nations Development Programme (UNDP) National Execution Modality (NEX) Guidelines as any equipment exceeding USD1,000 in value (Budget Line tbd). The PACC has a limited budget for the purchase of non-expendable equipment.

The only non-expendable equipment currently budgeted is computer and related equipment. The requirement for other non-expendable equipment by individual projects can be reviewed on a case-by-case basis with authority for final approval resting with UNDP.

On the basis that it is desirable to standardize equipment to the extent possible across the Programme, SPREP will assist in procuring IT-related equipment and arranging service agreements. This is important also for the sake of expediency and quick delivery. During each annual workplanning exercise, National Coordinators will provide to PSU their AWP of activities and funding requirement to implement these, including a procurement needs plan to facilitate implementation of those annual activities. The PCU will advise the National Co-ordinators in each country what equipment procurement arrangements apply to their situation.

Any equipment purchase must be from providers that can honor warranty obligations. In some countries such providers will be available locally, while in others, suitable providers are not established. In those countries where no service provider exists, preferred service providers have been identified in Honolulu and Guam. Other preferred providers have been identified in Fiji, New Zealand, Papua New Guinea, Samoa, Solomon Islands and Australia (see **Appendix A tbd**).

All non-expendable equipment is to be covered under a comprehensive insurance policy for loss, theft and damage. It is the National Coordinator's responsibility to arrange this with a local insurance firm.

Expendable equipment is considered as equipment purchased for less than USD1,000.

#### *Equipment Registry*

Each National Co-ordinator is required to maintain an Equipment Registry, a copy of which is to be submitted to the PCU by December 1<sup>st</sup> of each year. An electronic version of the Registry Form is available from the PACC website, a copy of which is appended at **Appendix B tbd**.

The Registry Form includes details for each item of equipment, including accessories (Brand, Model, Serial Number), the original supplier, purchase date, and the invoice amount paid, including the currency for the purchase.

For non-expendable equipment, the policy number or reference for the insurance policy that covers its loss, theft or damage is also provided for on the Registry Form.

#### *Equipment Maintenance*

Payment for the repair of equipment, not covered under warranty provisions, is provided for under Budget Line **tbc** (Operations and Maintenance – Equipment). Freight costs associated with the repair of equipment are to be charged to the same Budget Line activity.

#### *Lost, Damaged or Stolen Equipment*

All equipment lost, stolen or damaged is to be reported in the form of a Note to File. A Police Report including details of any action towards recovery of the stolen items, and to apprehend and prosecute those responsible, must accompany the File Note, for stolen equipment. Copies of all correspondence relating to insurance associated with the lost, stolen or damaged equipment is to be maintained on a dedicated file – “Lost, Stolen or Damaged Equipment Reports” (see **Appendix C tbd**).

Until the formal termination of the Programme all non-expendable equipment is officially the property of UNDP. The PCU will liaise with UNDP during the final year of the Programme to determine the fate of any non-expendable equipment purchased using Programme funds.

#### *Insurance*

It is a mandatory requirement that the National Coordinator arrange and maintain as current an insurance policy covering the loss, theft and damage of all PACC assets with an original purchase value of USD1,000 or more. Copies of all insurance policies for PACC assets will be maintained on the file registry.

### **Travel**

#### *Fares and Preferred Routes*

Where more than one travel advisory service is available, either locally or through the internet, National Co-ordinator’s are required to acquire a minimum of three quotes

for any official travel. Hard copies of each quote received are to be maintained in chronological order on file (see Filing Systems).

National Coordinators are encouraged to register with the [www.oag.com](http://www.oag.com), or a similar site, as a source of useful information to assist with planning flight schedules and itineraries.

It is UNDP, SPREP and PACC policy that the most direct, economical, economy-class travel be undertaken for any PACC-related travel. Only in situations where the economy section of flights are fully booked and the possibility of securing a confirmed booking are remote, will J-class travel be considered. Authority for J-class travel must be received in writing from the Project Manager, PCU in SPREP.

#### *Daily Subsistence Allowance*

National Co-ordinators, or others traveling on PACC-sponsored travel, are entitled to receive the SPREP specified Daily Subsistence Allowance (DSA).

It is SPREP policy that DSA is provided to cover accommodation and meals where these are provided, or must be acquired, commercially.

Travel Reconciliations are required for each journey completed utilizing PACC funds. A Reconciliation Template is appended at **Appendix D tbd** and is available at the PACC web site. The reconciliation is to be completed within five (5) working days of the completion of the journey and filed within the office File System.

Unless otherwise specified, non-PACC-sponsored travel will be undertaken on the terms and conditions that apply to PACC-sponsored travel. Any funds advanced to non-PACC personnel must be reconciled as described for PACC staff.

#### *Travel Reports*

All personnel traveling on official travel are required to submit a Trip Report. A hard copy of each Trip Report is to be maintained on the File System, a copy is to be sent to each member of the National Task Force (or its equivalent), a copy is to be sent to the Project Manager, PCU and a final copy is to be provided to the SPREP Focal Point. It is the responsibility of the National Coordinator to ensure that this requirement is satisfied within five (5) days of the completion of each journey.

PACC-associated staffs are required to complete a Trip Report for all travel for which a travel advance, fares or a DSA have been provided, whether the travel is sponsored by the PACC or a third party.

A template for a Trip Report is appended at **Appendix E tbd**.

### **Communications**

#### *Internet*

The PACC will support an internet account for each National Coordinator. The account is to be reserved for official PACC-related activities only.

As administration of communications is the responsibility of the National Coordinator, use of the PACC-supported internet account for personal benefit, or use of the PACC-provided service for non-PACC-related activity, will be considered a breach of good faith and liable to disciplinary action.

#### *Email Records*

Hard copies of all email communications are to be maintained in an Email Chronological Registry File. The File is to be updated once at the end of each calendar month.

The File System (directory structure – refer to **Appendix L tbd**) on each PACC computer should be similar to the hard copy file system. The file system template has been provided so that each participating country's project shares the same file structure with all other projects participating in the Programme.

#### *Facsimile*

Hard copies of all facsimiles are also to be maintained on file on a chronological basis in a Facsimile Chronological Registry File.

Facsimile activity records are also to be filed chronologically, as they are printed by the facsimile machine.

#### *Egroups*

The PACC will administer an eGroup, the membership of which is restricted to National Coordinators and associated staff or visiting PACC-affiliated personnel in each of the 13 participating countries. National Co-ordinators are encouraged to actively participate in the eGroup, and to openly communicate with other National Co-ordinators across the Programme.

### **Computer Management**

All computers purchased by the Programme have internal Read/Write CD ROM drives. This is to be used to backup project computers on a minimum basis of once per month.

### **Stationary**

The PCU is supportive of efforts to promote a regional image for the Programme. This can be promoted through the use of standard PACC stationary such as:

- Complimentary slips
- Envelopes
- Facsimile sheets
- Letterhead
- Report Covers

Any material produced for this purpose should carry the PACC logo and the logos of the national agency hosting the Programme, SPREP, UNDP and the GEF. Logos are available from the Community Communications Specialist at the PCU.

As address and contact details become available for each national PACC office, the PCU can assist with the acquisition of Programme stationary - tailored for local needs.

### **Annual Work Plan and Budget**

The National Coordinator, in association with the PCU and the head of the Lead Agency, is responsible for the preparation of an Annual Work Plan. They are also required to prepare an Annual Workplan identifying key activities that correspond directly to the achievement of the annual targets to be achieved and required budget. Annual WorkPlan and Budget, identifying forecast expenditure in each quarter of the subsequent year. It is expected that in addition to the Annual Workplan and Budget a more detailed quarterly workplan and budget is prepared to guide project planning and implementation. A template for the Annual Work Plan is appended at **Appendix M tbd**. A template for an Annual Budget is included with the Financial Reporting template appended at **Appendix G tbd**. This template is available at the PACC website.

The draft Annual Work Plan and Budget will be presented to the NTF for endorsement. This will occur in November of each year to give ample time to the planning process for the new year. The final endorsed Annual Work Plan and Budget is to be received by the PCU by 15<sup>th</sup> January each year. However, it is expected that initial discussions and draft of the AWP for the new year are to be presented as early as November of the current year. This will allow for advanced planning to take place. It is to be submitted simultaneously with the fourth quarter Financial Report for the preceding year.

Any request for over--spending on an output component/activity, endorsed by the head of he Lead Agency, must be submitted in writing to the Project Manager of the PCU prior to over-expenditure being incurred. Over-expenditure on any activity will be considered a breach of authority by the National Coordinator and will jeopardize future draw down of funds.

All national AWPs will be consolidated into one overall AWP for the PACC which will be submitted to UNDP for consideration and subsequent approval.

### **Reporting**

#### *Narrative Reports*

UNDP NEX Guidelines require quarterly narrative reports to be prepared and submitted a week prior to the 15<sup>th</sup> day of the month following the end of each quarter. The primary purpose of the Narrative Report is to report on outputs and results achieved associated with the successful execution of the Annual Work Plan (prepared in January of each year and compartmentalized onto quarterly activity periods), including the identification of issues and risks that are constraining Work Plan

execution. It will also include strategies and action required to address issues and to manage risks.

A template for the Quarterly Narrative Report is appended at **Appendix F tbd**. An electronic version of the template is also available at the PACC web site.

The release of funds for the subsequent quarter is dependent on i) utilizations of 80% of available funds of the previous quarter, ii) receipt of acceptable quarterly narrative reports on a timely basis.

From time to time National Coordinators will be asked to contribute to more detailed narrative reports, such as those associated with the preparation of a Project Implementation Review Report, an Annual Implementation Review, a Tripartite Review and/or a Multipartite Review. The Project Manager will advise National Coordinators well in advance of any input required for reports such as these.

#### *Financial Arrangements*

As per past experiences with regional projects of similar nature and scope, the PACC project will operate on a direct payment or reimbursable basis. This is to avoid delays in reporting on advances which delays overall project progress.

UNDP NEX Guidelines require quarterly financial reports to be prepared and submitted by the 15<sup>th</sup> day of the month following the end of each quarter. A template for the Quarterly Financial Report is appended at **Appendix G tbd**. An electronic version of the template will also be available at the PACC web site when developed. SPREP will prepare and submit FRs to UNDP on a quarterly basis as well as arranging for audits to be conducted.

#### **Audits**

The premise of NEX execution is that UNDP is entrusting a national institution or an NGO with management of UNDP resources. The overarching objective of the audit exercise, therefore, is to provide UNDP with assurance as to the proper use of resources.

These audit reports are expected to provide assurance related to the following broad areas involved in UNDP project under the NEX modality:

- Project progress and rate of delivery (PP)
- Financial management (FM)
- Procurement of goods and /or services (PR)
- Human resource selection and administration (HR)
- Management and use of equipment and inventory (EQ)
- Record-keeping systems and controls (RC)
- Management structure (MS)
- Auditors' comments on the implementation status of prior year audit

National PACC financial records will be subject to an annual external audit where funds have been advanced to countries. Otherwise, audits will only be conducted with

SPREP if the funding arrangement is based on direct payments and reimbursable arrangements. In relation to those participating countries operating a trust fund, the National Coordinator will be responsible for arranging the annual audit. In situations where PACC funds are administered through Finance or Treasury, the National Coordinator, with the support of the SPREP Focal Point, will arrange for the annual audit. All Annual Audits, using the appropriate UNDP NEX Audit provisions as the Terms of Reference, must be completed and submitted to the PCU by 1<sup>st</sup> February of each year.

In the case of Trust Funds, the process for selecting an auditor will commence in early November of each year when tenders are called to undertake the annual audit. Standard Government Audit practice will apply in respect of those participating countries in which PACC funds are administered through Treasury or Finance.

The audit of Project expenditure will be completed during January of the year following the year in which expenditure was incurred and submitted to the PCU by the end of February, the following month.

## **Personnel**

### *Needed skills for National Coordinator*

The National Coordinators are critical to the success of the project. They need to have some expertise (relating to climate change, vulnerability and adaptation, development planning, risk management, resource policy, community involvement, awareness raising, stakeholder participation, and so on). They also need to have a clear appreciation of their role, a commitment to it, and the support and resources to fulfill it.

In order to effectively engage the project in government policy and often to deal with local community leaders, the Coordinator needs the skill and/or seniority to interact with senior decision makers (or find the means or intermediaries to do so).

### *Terms and Conditions for National Coordinator*

The PACC Focal Points will recruit the National Coordinator's and their contract will be closely aligned to government terms and conditions.

### *Disciplinary Action*

Mis-management, abuse of funds, failure to fully participate in PACC-related activities, failure to promote the aspirations and objectives of the Programme, disloyalty to the Programme and unprofessional conduct constitute a breach of the terms of support provided to National Coordinators by SPREP, UNDP and the GEF.

Processes for dealing with indiscretion and unprofessional conduct will be the subject of an agreement between SPREP and the SPREP Focal Point in each participating country.



National Coordinators are not immune from prosecution for any unlawful action they are proven to be party to.

#### *Leave Arrangements*

Leave entitlements for National Coordinators are stipulated in respective employment contracts. Although it may not be possible in all circumstances, National Coordinators should attempt to take leave at a time that causes minimal disruption to the national PACC or to regional commitments to the Programme.

The National Coordinator is required to put in place appropriate arrangements, including the early preparation of reports, to ensure that quarterly or annual reporting obligations that fall due while the National Coordinator is on leave, are complied with within agreed time frames.

The National Coordinator is required to advise the Project Manager of the PCU, the SPREP Focal Point and the Chairperson of the NTF of an intention to take leave. The advice will include the dates leave will be taken, contact details for the National Coordinator while on leave (if possible) and arrangements (including contact details for relevant personnel) that are proposed for oversight of the National PACC during the National Coordinator's absence.

#### *Visa and Passports*

It is the responsibility of the National Co-ordinator to ensure their own passports and visas, and the passports and visas of any PACC-associated personnel likely to undertake PACC-related travel, are valid for entry to all participating countries and the United States, Australia and New Zealand.

#### *Temporary Staff, Consultants and Associates*

The National Co-ordinator may employ temporary staff to assist in various aspects of the implementation of the national component of the PACC. Such personnel fall into two categories i) those charged with providing professional technical advisory services, and ii) those casual staff employed to complete a specific manual task.

#### *Casual staff*

Funding permitting, short-term services, such as those associated with completing a survey or the erection of a building, may be acquired on a casual basis. Casual employment is limited to total payments for services to each individual, community group, NGO or firm of USD300 or less. Services requiring payments in excess of USD300 to an individual, community group, NGO or firm require a signed contract. A draft contract for such services is appended at **Appendix J tbd**, a copy of which will be made available at the PACC website when developed.

### *National Consultants*

Funding permitting, short-term professional advisory services may be contracted locally. The process for contracting local professional experts involves:

- i) development of Terms of Reference, including the Schedule of Work and Reporting Schedules, for the required assignment;
- ii) advertisement locally inviting formal Expressions of Interest. Expressions of Interest must include a summary of relevant professional experience for each individual proposed for undertaking the required work, a copy of the *curriculum vitae* of each individual who will contribute to completing the Terms of Reference and a detailed Schedule of Fees.
- iii) Selection of the successful tender. This is the responsibility of the National Coordinator who will make a recommendation to the Head of the Lead Agency and/or the Chairperson of the NTF (or its equivalent). The Head of the Lead Agency is required to endorse the appointment of the successful tender in writing.
- iv) Contract finalisation between the individual selected to undertake the assignment, or a representative of expert team authorized to enter into a contractual agreement on behalf of a team to be contracted. A template for local contracts is appended at **Appendix J tbd**. It will also be available from the PACC web site when developed.

A separate file, containing a copy of the advertisement calling for Expressions of Interest, responses to the invitation to Express Interest, the final contract and copies of all correspondence relating to the work covered under the contract is to be established for each contract. A copy of the Final Report is to be deposited on the same file.

The Budget Line for national short-term consultants and casual employees is **tbd**.

### *Visiting Associates*

From time to time, experts and associates from within the region or elsewhere may be invited to participate in national PACC activities. The PCU will liaise with National Co-ordinators to determine mutually acceptable arrangements for such visits.

Although some exceptions may arise from time to time, arrangements for country visits of experts and associates will normally be finalized at least one (1) week in advance of the scheduled arrival of such experts or associates in any participating country. The selection process for experts will be mutually agreed between respective National Coordinators and the Project Manager, PCU.

Country visits for experts and associates will be subject to the approval of the National Co-ordinator. It is the responsibility of the National Co-ordinator to inform the NTF, and appropriate collaborating Government Departments or agencies, of the purpose of such visits prior to the arrival of such experts and associates in the respective participating country. The National Coordinator is also required to report the results of the visit of such experts and associates to the NTF following their departure from the country.

The National Coordinator will provide administrative and logistical support to experts and associates during their country visits. This will include, but not be limited to, assistance with accommodation arrangements, local travel, communication facilities and services, local consultative arrangements, introductions to local knowledgeable persons and relevant background information.

Should the National Coordinator be absent during the country visit of such experts and associates, the National Coordinator will advise the PCU, and where possible the expert or associate, of an alternative local contact who will take responsibility for logistical and administrative arrangements during such country visits.

Visiting experts and associates are required to complete a Trip Report for each country visit. The Report in electronic word format is expected to be delivered to the National Coordinator prior to the departure of the expert or associate from each country visited. The Report will:

- Outline the purpose of the visit;
- Identify the principal in-country counterpart(s) associated with the visit;
- Schedule of work undertaken (including any drafts for a technical report which should be appended);
- Key findings;
- List of recommendations and Action Points for follow-up work required (including an estimate for the submission of the Final Report).
- List of people consulted;
- Acknowledgements;

In most cases, visiting experts and associates will require funds to cover their accommodation and meals. The source of funds to support these costs may be from the local PACC budget or from regional funds administered by the PCU.

The financial arrangements for visiting experts and associates will be agreed between the PCU and the National Coordinator prior to the final agreement for a country visit by an expert or associate.

Visiting experts and associates include UNDP or SPREP personnel undertaking an assignment related to the PACC and other institutional or independent reviewers, audit, monitoring or evaluation personnel formally appointed to appraise managerial, administrative, technical or financial aspects of the PACC.

UNDP NEX Guidelines require that details for all contracted services be summarized on an annual basis. The template for the preparation of annual reports relating to the use of consultancy services during each calendar year is appended at **Appendix K**. This template is also available on the PACC website.

It is the responsibility of each National Coordinator to prepare and submit their respective annual reports in relation to consultancy services – including those consultancies for which final payments will be made prior to 31<sup>st</sup> December. These reports are required to be received at the PCU by 1<sup>st</sup> December each year.

## **Access to the Office and PACC assets**

The National Coordinator is responsible for office security. Access to, and use of, office facilities established under the PACC, assets and records is only on the authorization of the National Coordinator and/or the Chairperson of the National Task Force.

## **File System**

The National Coordinator is responsible for the establishment and administration of a hard copy file system. The template framework for a national PACC file system is appended at **Appendix L**. On the recommendation of National Coordinators, and as administrative experience with the Programme evolves, the template will be periodically updated on the PACC website.

### *Running or Chronological Files*

Hard copies of all communications, including internal memoranda, are to be maintained on a Running or Chronological File. All outgoing correspondence should have the “Action Date” and “File Reference” clearly displayed at the top of the first page. Separate running files are to be maintained for facsimile communications, email and postal mail - separated on a monthly basis.

## **Sponsorship**

There is not provision, within the PACC budget, to support sponsorship of any kind.

## **Fellowships and Training Programmes**

In-country and overseas training and fellowship opportunities for personnel directly, or indirectly, associated with the PACC will be periodically arranged based on country needs. Training and fellowship opportunities will cover a broad range of issues associated with project design, implementation and management and sustainable resource management and conservation.

National Coordinators, in association with the SPREP Focal Point, the head of the Lead Agency and the PCU will be responsible for the selection of participants in each training or fellowship opportunity. Where training is offered locally, the National Coordinator will take responsibility, in association with resource personnel, for all logistical arrangements.

Selection for participation in training and fellowship opportunities will be done on a transparent basis taking into consideration the following criteria:

- Previous training and/or schooling;
- Existing contribution to National PACC implementation; and
- Potential contribution to National PACC implementation.

## **Cash Grants**

Cash grants from PACC funds to any individual, group, association, organisation, or commercial enterprise are prohibited.

## **Temporary Vehicle Hire**

Vehicles (boats, cars, buses or trucks), or other equipment, may be hired on a temporary basis using PACC funds. Records of all hire arrangements must be maintained on the File Registry. The Annual Budget must make provision for forecast requirements in respect of the hire of equipment and vehicles. Over-expenditure against this budget item is prohibited without the written consent of the Project Manager at the PCU.

## **Monitoring and Evaluation**

The PACC will be subject to periodic review and evaluation according to the UNDP-GEF Monitoring and Evaluation requirements and procedures. Any review will cover either regional or national activities, or both.

The National Coordinator will provide all logistical and administrative support, including meeting arrangements, to any reviewer, or review team, that visits their participating country as part of the review or evaluation. Except by prior arrangement with the PCU, any review or evaluation will not incur financial costs to the National PACC except where the NTF undertakes monitoring visits to the project site as needed.

National Coordinators will maintain a summary record of their support to any review or evaluation mission. The summary record should note key issues discussed with the review or evaluation mission. A copy should be placed on file and a copy forwarded to the PCU within seven (7) days of the review team's departure.

**List of Appendices**

| <b>Appendix</b> | <b>PACC Website</b> | <b>Title</b>  |
|-----------------|---------------------|---|
| A               | tbd                 | Contact details Toshiba Service Providers for the PACC      |
| B               | tbd                 | Annual Equipment Report Form                                |
| C               | tbd                 | Lost, Stolen or Damaged Equipment Report                    |
|                 | tbd                 | DSA Rates (only available at the PACC website)              |
| D               | tbd                 | Travel Reconciliation Form                                  |
| E               | tbd                 | Trip Report Template  |
| F               | tbd                 | Quarterly Narrative Report Template                         |
| G               | tbd                 | Annual Split Budget and Quarterly Financial Report Template |
| H               | tbd                 | ToR for a National Task Force                               |
| I               | tbd                 | Draft NTF Agenda  |
| J               | tbd                 | Contract for Services Template                              |
| K               | tbd                 | Use of Consultants – Annual Report Template                 |
| L               | tbd                 | File System Structure (periodically updated)                |
| M               | tbd                 | Annual Work Plan Template                                   |