






**Accountable Public Finances to serve Pacific people – Vaka Pasifika Project**

**ANNUAL PROJECT BOARD MINUTES - SIGNATURE COVER**

The following present Board Members have reviewed the enclosed minutes and endorsed them:

<p>Carmen Lloveres Esteve</p> <p>Programme Manager, Delegation of the European Union for the Pacific</p>	<p>Yemesrach Workie</p> <p>Deputy Resident Representative, UNDP Pacific Office in Suva</p>	<p>Vani Catanasiga</p> <p>Executive Director, Fiji Council of Social Services</p>
<p>DocuSigned by:</p>  <p>21AD25F50F704E1...</p> <p>29-Jan-2023</p>	<p>DocuSigned by:</p>  <p>2CF9606A75D94B3...</p> <p>17-Jan-2023</p>	<p>DocuSigned by:</p>  <p>8911406CE75E475...</p> <p>31-Jan-2023</p>

CC:

- Revai Makanje Aalbaek, Effective Governance Team Leader, UNDP Pacific Office
- Barbara Riksen, Head Economic Growth, Investment and Agriculture team, Delegation of the European Union for the Pacific
- Merewalesi Laveti, Result Management Unit, UNDP Pacific Office

Attachment:

1. Agenda of the Board meeting
2. Presentation by the project team
3. Activity Running list
4. Board meeting minutes
5. Terms of Reference of the Board
6. E-mail circulating minutes of Board Project for comments



## Accountable Public Finances to serve Pacific people – Vaka Pasifika Project

### ANNUAL PROJECT BOARD MINUTES

Date: Tuesday, 18<sup>th</sup> April, 3.30 pm to 5:00 pm (Suva Time)

Location:

- Board Members are invited to attend in person at the Sofitel, Nadi, Fiji;
- For Board members unable to connect, online connection was made accessible;

Chair: Yemesrach Workie, Deputy Resident Representative, UNDP Pacific Office in Fiji

#### ATTENDEES PRESENT:

- Barbara Riksen, Head Economic Growth, Investment and Agriculture team, Delegation of the European Union for the Pacific;
- Carmen Lloveres Esteve, Programme Manager, Delegation of the European Union for the Pacific;
- Vani Catanasiga, Executive Director, Fiji Council of Social Services (online);
- Eriati Manaima, Auditor General of Kiribati (as observer);
- Yemesrach Workie, Deputy Resident Representative, UNDP Pacific Office in Suva
- Revai Makanje Aalbaek, Effective Governance Team Leader, UNDP Pacific Office
- Zainab Kakal, Innovation Specialist, UNDP Pacific Office (online / invited to present);
- Marine Destrez, Vaka Pasifika Project Manager, UNDP Pacific Office
- Vaseva Cerelala, Project Assistant, UNDP Pacific Office

#### Apologies:

Josaia Jirauni, Deputy, Pacific Islands Association of Non-Governmental Organisations (invited as observer)

#### [Agenda Item 1: Welcome and Opening Remarks](#)

The meeting was chaired by Ms. Yemersrach Workie, the Deputy Resident Representative of UNDP Pacific Office. Welcoming the attendees, Mrs. Workie thanked everyone for making the time to join the meeting and extended special thanks to the European Union for the trust and support they had extended for the Vaka Pasifika project to take shape and pursue the work engaged under a first phase of funding (Strengthening Public Finance Management and Governance in the Pacific project). Mrs. Workie further acknowledged the project's long-standing partners PIANGO for a rich partnership



which informed the design and the implementation of the project as well as FCOSS and the other national liaison units of PIANGO which were an integral part of the first phase success and will shape the outcomes of Vaka Pasifika. Mrs. Workie finally thanked the Auditor General of Kiribati Mr Manaima for attending the meeting as an observer. Mrs. Riksen then shared that the Vaka Pasifika was the first project signed under the new regional strategy of the European Union in the Pacific and an important initiative part of a wider effort to strengthen budget support and public finance systems in the region. Mrs. Riksen noted that the hope was for the new phase of the project to utilize the longer timeframe and generous funding allocation to build on past successes and bring them to another level.

## Agenda Item 2: Introduction of Board Member and observers, any addition to Agenda by Board Members

After the introductory remarks, Mrs. Workie then proceeded to invite all meeting attendees to introduce themselves.

Nothing further point of discussion was added to the agenda.

## Agenda Item 3: Presentation of context analysis, 2022 and 2023 Workplan and project flagship activities by Marine Destrez, Vaka Pasifika Project Manager and Zainab Kakal, Innovation Specialist, UNDP

*(copy of the presentation attached in an annex in full)*

After the introductions, the opportunity was then given to the Vaka Pasifika Project Manager, Mrs Marine Destrez to present the current status of project. Mrs Destrez began by reminding the audience of the structure of the project and its key partnerships. It was noted that the current context of geopolitical, socio-economic pressures and increased instances of disasters was not always conducive of a strong focus on oversight and accountability mechanisms. The Board was reminded of the general approach of the project with Output 1 focusing on work with institutional partners and output 2 looking into a broader enabling environment. It was noted that for all activities, the project was benefitting from the in-depth work and assessment conducted under the PFM project phase I.

The project which started on the 1<sup>st</sup> of July 2022 is currently focusing on the recruitment of permanent staff and the launch of flagship activities. It was highlighted to the board that the project is currently going through a difficult phase with the resignation of two staffs in the week prior to the board meeting. The Project Manager is currently the sole staff attached to the project with an international technical capacity coming on board in the next month. Other recruitments are forecasted to result in hiring within the first months of 2023.

This initial presentation was followed by an overview of the 2022 and 2023 workplan. Under the presented workplan activities are initiated under each activity line in 2022, except for the work with media (2.3) which is expected to be launched in 2023.

The workplan present a proposal for above 500,000USD of delivery between July and December 2022 and about 1.5million of delivery in the 2023 financial year. The breakdown of activities is presented



below and the amounts summarized in the following table. **The workplan was endorsed as part of agenda item 6.**

- Output 1. Activity 1.1. Vaka Pasifika Fellowship : The launch of the project will take place at the same time as the launch of the Vaka Pasifika fellowship (1.1) (see question by the board alter on this);
- Output 1. Activity 1.2. Baselines and Visibility of Impacts: Work to launch the baseline survey (1.2.) of the project was initiated and planned to be piloted with a group of Supreme Audit Institutions representative in the first face to face event of the project in October. Results will be presented in the first quarter of 2023;
- Output 1. Activity 1.3. Core Capacity of oversight Institutions: Technical assistance to oversight institution has been initiated with a consultant deployed to Solomon Islands Auditor General to provide support as the institution transitions from a secretariat role with the parliament accounts committee to a more independent advisory role. A sub-regional consultation with south pacific SAIs is taking place on the 19<sup>th</sup> and 20<sup>th</sup> October with 5 SAIs represented – requests from technical assistance from SAI Kiribati will be follow-up in 2023;
- Output 1. Activity 1.4. Audit Effectiveness and Recommendations Tracking: Work on audit effectiveness and recommendation follow-up and tracking (1.3.) was initiated with studies conducted in two areas: potential for the use of artificial intelligence and current practices and frameworks for digital and non-digital solutions. The work on artificial intelligence proved to be too ambitious in the current context and will be revived at a later stage. The work on tracking solutions will be presented at a workshop in Marshall Islands of the Federated States of Micronesia in the first quarter of 2023;
- Output 1. Activity 1.5. Partnering across agencies: Highlighted by the project manager was the identification of La Trobe University in Australia to deliver the political economy analysis under activity 1.5. The Institute of Social Change and Security of La Trobe University was identified has having a distinct and unique advantage of being specialist of political economy analysis and methodology in the region, having a network of local researchers in the relevant Pacific countries and a team of globally renowned researchers in leadership and accountability in the Pacific region. Engaging them should result in a wealth of additional insight to information project management and strategy by June 2022. This proposes partnerships changes slightly the approach underlined in the project document for this activity as the entire activity will be delivered through the engagement of the La Trobe Institute as a grantee or responsible partner;
- Output 1. Activity 1.6. Cross-cutting initiatives: The first launch of the fellowship (under 1.1.) will focus on climate compatible public finance and a few knowledge products will be generated under this output.
- Output 1. Activity 1.7. Collaboration with parliaments: The recruitment of the technical specialist for the project is completed with an arrival planned in the second half of November 2022. The modality of recruitment changed due to logistical constraints at UNDP to accelerate the recruitment. The project also hosted in October a full mission on Constituency Development Funds to enabled better coordination between Parliament and oversight institutions on this topic. Follow-up activities are planned in 2023.
- Output 2. Activity 2.1. Civil society: in 2022 the project is focusing on designing the partnership agreement with PIANGO and launching the activities. The broad logic of the partnership agreement was presented to the board. The full narrative is circulated to the Board as an annex to these minutes. A line up of event is anticipated under this activity line in 2023 with



a major regional conference in Nadi in November 2022, the development of a digital platform and national level grants in three countries.

- **Output 2. Activity 2.2. Government engagement:** the project is engaging several governments and notably undertaking a scoping mission to Tonga. The focus will be on complementing the activities launched under 2.1. and ensuring governments have the capacity to respond. The project is also planning on building on the results and partnerships created through the Gov4res project initiatives with planning and local authorities and the Digital readiness Assessments conducted throughout the region;
- **Output 2. Activity 2.3. Media engagement:** the PFM project completed a scoping study of media coverage of Public Finance which mapped the most engaged journalists and publications in the region on budget and fiscal strategy reporting. The project is engaging with identified profiles and offering them opportunities to join selected activities. More formal engagement on media will be initiated in 2023. One proposal is to pursue the launch of an economic newsletter.
- **Output 3. Activity 3.1. Human Resources and communication:** one of the core focus of the project is to recruit and built the team as well as to launch the project and develop a sound communication strategy. A communication advisor, a graphic designer and an illustrator are engaged as consultant.

#### Vaka Pasifika 2022-2023 Workplan

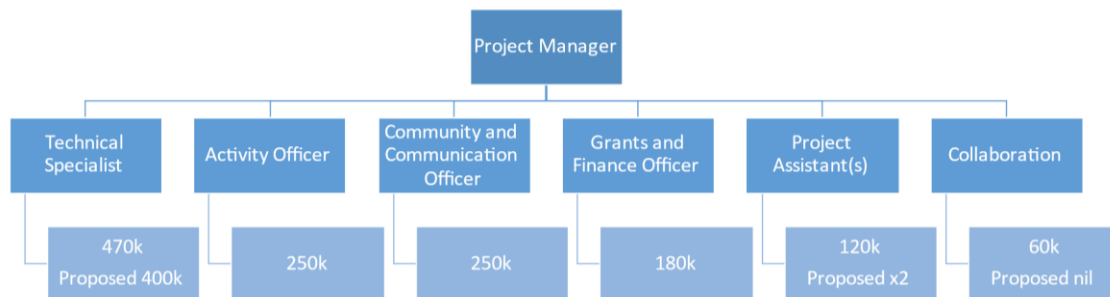
		2022	2023	Total Project
Output 1.	Accountability institutions	276000	630000	2600000
1.1.	Fellowship Programme	50000	140000	1070000
1.2.	Baselines and global engagement	12000	60000	250000
1.3.	Technical Assistance	40000	50000	230000
1.4.	Audit effectiveness and tracking	14000	130000	450000
1.5.	Ecosystem	40000	100000	170000
1.6.	Cross-cutting issues	45000	30000	150000
1.7.	Parliament engagement	75000	120000	280000
Output 2.	Accountability loops	90000	440000	1870000
2.1.	Civil Society	70000	300000	1300000
2.2.	Enabling government mechanisms	15000	100000	370000
2.3.	Media	5000	40000	200000
Output 3.	Project	200000	450000	2250000
3.1.	Human Resources and Communication	200000	450000	2250000



<b>Total</b>		<b>566000</b>	<b>1520000</b>	<b>6720000</b>
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The presentation of the workplan was followed by an introduction of a proposed human resource plans. **This human resource plan was endorsed with one condition (detailed review, potential conditions and approval by European Union delegation) by the Board under agenda item 6.** The proposal anticipates for:

- Changes in allocation for the Technical Specialist positions: under the current project document allocation for IPSA contract modalities are made under 1.1. and 1.7. activity lines. In order to accelerate recruitment a P3 contract was awarded to a technical specialist which is anticipated to start in November 2022;
- Changes in allocation and position for administrative positions with the proposal to create two posts instead of one;
- The project budget was originally developed to be implemented in 5years and shortened to 4.5. The savings in terms of human resources allocation (equivalent to 6months of salaries) were mostly re-allocated to activities, USD60.000 was reserved to the creation of joint project positions with other projects. The current proposal is to reallocate the funding to the admin assistant position.



Mrs. Zainab Kakal, Innovation Specialist for UNDP in the Pacific, then presented the innovation strategy of the project and how the various activities are building on the tools and reflections developed at the global level. The Vaka Pasifika project is offering multiple opportunities to adopt and emulate the latest proposals of development effectiveness – due to the strength of its partnerships, the long term support provided by the European Union and the nature of the development challenges at stake. The project is structuring its activities between “consolidated bets” – approaches that have proven successful in the first phase, such as the PIANGO partnership – and simultaneous small bets reinforcing each other. The project is benefitting from UNDP’s global portfolio of experimentation on foresight and portfolio building in structuring and learning from these approaches.

#### **PIANGO partnership: proposed way forward**

For the past three years, UNDP and PIANGO have been partnering in the Pacific and working toward simple sustainable and healthy public finances. PIANGO, the Pacific Islands Association of Non-Governmental Organisations, is the regional umbrella organisations bringing together CSO networks in 24 countries and territories in the Pacific. Their outreach at the regional level is rather unique and varies in shape and format in each country. The partnership with the PFM project phase I resulted in



countless small and big achievements. Some of them printed in various languages such as the Citizen Budget Guides of Fiji, Solomon Islands, Kiribati, Tonga, Vanuatu and Tuvalu. Other more immaterial such as relationships between CSO and government, Parliaments and Supreme Audit Institutions. This proposal seeks to build on these successes while amplifying their reach and adapting to the ever-changing context and new lessons learnt. The 1million partnership agreement is structured around four “shifts” against which outputs will be assessed. **This proposal on the specific content of the Responsible Partnership Agreement with PIANGO was endorsed under agenda item 6.**

These shifts are namely :

- Shift 1. From soft engagement to structured participation: enabling the PIANGO network to be prepared and anticipate for short notice engagement and propose sustainable consultation and feedback mechanisms.
- Shift 2. From data to value: enabling the network to start building capacity for data management and processing and transform their knowledge and insight into value, projects and policy evidence notably by adapting reports and advocacy narratives to the needs and language of PFM decision makers.
- Shift 3. From response to results (PFM systems and policy): contributing to solutions and debates around some of the systemic challenges in public finance.
- Shift 4. From network to coalition: creating the ecosystem of support and capacity required for activity implementation by investing in the next generation of community leaders and citizens as well as supporting network members in capacity strengthening and their own accountability.

Some key features of this agreement includes:

- Creation of a regional technical PFM team within the PIANGO office to provide support on budget analysis, citizen budgets, follow-up and potential third party monitoring;
- On-granting for national partners (large grants for advanced countries having delivered outstanding results under the previous PFM project and smaller grants for experimentation in larger pool of countries);
- Continued focus on quality publication and analysis, tools, templates and training that can boost the ownership, accountability and confidence of network members to engage in technical areas and outside of their comfort zone;
- Support to core capacity of network members to free time and human resources to develop and act on strategic vision and “dreams”.

#### Agenda Item 4: Discussion on presentation and Questions from Board

Barbara Riksen thanked the team for the presentation and asked to have more details about the fellowship programmes under activity 1.1.. The project manager clarified that the fellowship activity was envisioned as the space bringing together the thinkers, leaders and decision makers engaged with the project and provide the space to think and articulate pacific-specific proposals and positions. The fellowship activities steams from the following observations: a) PFM actors have peer networks (Ministers of Finance at the FEMM, Heads of SAIs through PASAI, parliamentary networks, CSO umbrella networks...) but there are few forums allowing for cross-institutional interaction and collective thinking across peer networks; b) international standards are increasingly being criticized



for their lack of relevance in the Pacific context, having the time to think and propose technical alternatives to the current system

Carmen Lloveres thanked the team for the presentation and noted the following:

- Where possible accelerating delivering in the second year would be desirable given the overall target delivery of the project in the next 4years;
- Ensuring strong engagement with parliaments is essential on public finance oversight. Request for clarification on the engagement with parliaments in the region during project activities;
- Request to clarify on launch of the project dates.

The remarks on the delivery was noted from the Project Manager who emphasized that the project was still recruiting the team and just had lost two staff who meant that a full on-boarding process would need to take place at the beginning of 2023. By mid-2023 it is expected that the team will be able to deliver at full capacity and maintain a solid rhythm until the end of the project with an increase in annual budget by 2024.

On the coordination with the Parliament support portfolio it was noted that while activities with parliaments were directly implemented by the PFM project phase I, under the Vaka Pasifika project a collaborative approach was preferred. This notably enabled:

- For both project team (parliament and Vaka Pasifika) to adopt different narratives and better represent the perspectives of their different constituencies during events;
- For more coherent and comprehensive support to parliament partners.

Examples of close collaboration include: presentation of knowledge product at the Speakers of Parliament Conference in Papeete in October 2022. The Project Manager and a lead technical consultant of the Vaka Pasifika project facilitated an afternoon of content for Speakers of Parliaments on oversight of the recovery and fiscal packages during crisis response. The work on constituency funds are also a joint activity of both portfolio with a webinar organized for parliamentary actors through the Vaka Pasifika project. The project is working closely with the UNDP parliamentary Specialist to ensure that PFM training is provided at all parliament inductions, trainings and that SAIs and CSOs are included in the inductions, budget briefings and standing orders reviews.

On the launching date the proposal is to align them with the launch of the Vaka Pasifika fellowship in the end of November.

Vani Catanasiga added a few observations:

- CSO are struggling with the number of pipelines, consultations and concurrent initiatives and do not have the capacity to fully engage in all – especially when compared to the capacity of international organisations to engage;
- It is important internally for UNDP to ensure coordination of their projects to engage partners coherently but also maximize the impact of their different activities and cross-pollination of outputs;
- Strong recommendations to focus on the next generation of youth and community leaders and ensure that they are included in the planning and delivery of the activity and fully engaged at the national level and given opportunities at the regional level, focusing on building from the ground up.





## Agenda Item 6 : Endorsement of adaptative Workplan by Board

All partners and Board members agreed to adopting all 3 action points presented. The Approved action points include:

1. 2022 and 2023 Workplan and activity list
2. Responsible Partnership Agreement with PIANGO
3. Conditional endorsement of the staffing plan

The Board approved the three actions points presented to them. Regarding the staffing plan, UNDP will review the numbers closely with the EU and seek their final approval before proceeding with recruitments.

## Agenda Item 7: Updates from Board Members on PFM related activities

Mrs. Lloveres noted that EU delegation was planning a mission in the near future to Kiribati focusing on budget support.

Mrs. Catanasiga noted that civil society was continuing to engage strongly on the 2050 Blue Strategy launched by PIF at the last Forum Leaders meeting and discussed at the FEMM meeting in August 2022. There are many opportunities to use these milestones to build on the work and achievements of the PFM project.

## Agenda Item 8: Concluding remarks

Concluding remarks were made by Mrs. Workie and Mrs. Riksen thanked everyone for their participation in the project thus far. Notes of appreciations were shared by participants.

# Vaka Pasifika

Accountable Public Finances to serve Pacific people

First Annual Board Meeting

# Agenda

- Welcoming remark
- Introductions
- Presentation by project team
- Discussion
- Endorsement of key decisions
- Updates and concluding remarks



# Vaka Pasifika

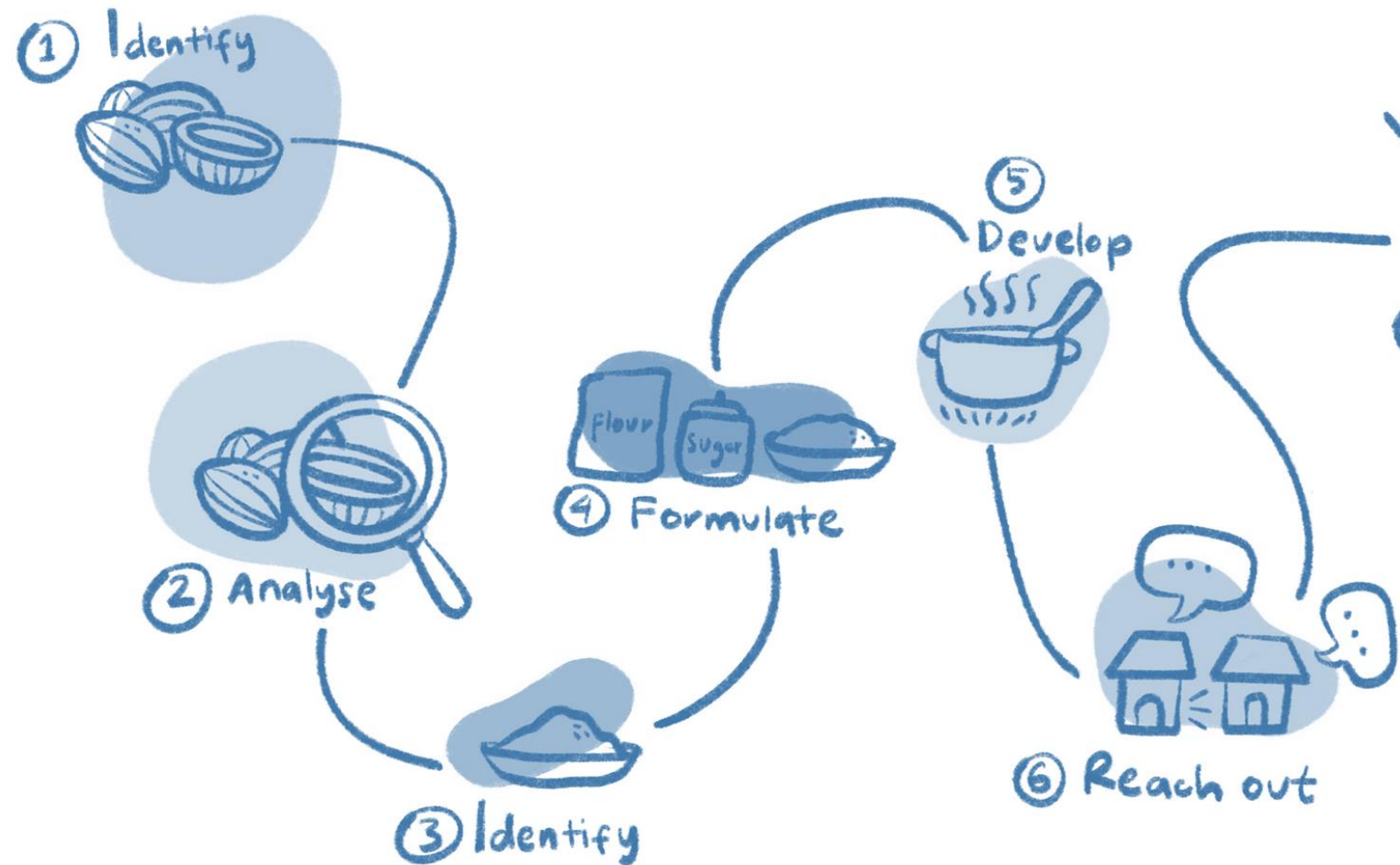
Project Team Presentation to First Annual Board Meeting

Marine Destrez  
Project Manager

# Content

- A brief look at the project context
- Emerging narratives
- The Vaka Pasifika project
- Project workplan 2022-2023
- Innovation Strategy

## BUDGET SUBMISSION PREPARATION



# The context

## Geopolitical dynamics

*reinforcing visibility of regional institutions but with limited focus on governance.*

## Financial and social context

*Of recovery and focus on revenue generation in a region questioning some of the rules of the game.*

## Ecosystem and environmental constraints

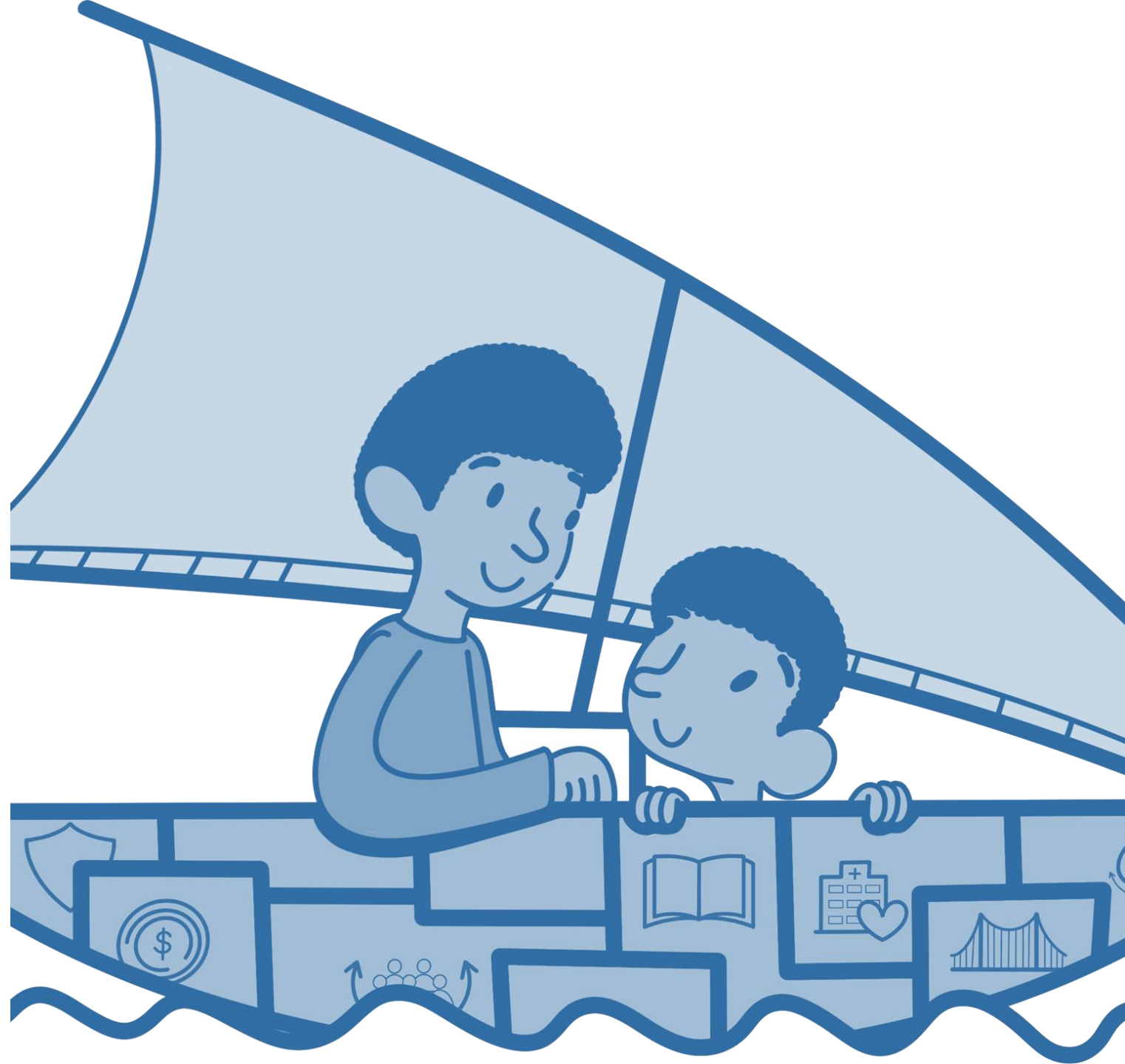
*Preventing urgency and accountability to clash.*



# The context

## The PFM project:

- 3 years
- 14 Citizen Budget Guides
- 15 Floating Budget Offices
- 5 SAI Performance Management Frameworks
- 15 legislative assessments
- 4 flagship publications
- 7 e-learning modules
- Library of 50+ illustrations
- History of regional partnerships
- On-going support from the European Union



## Emerging narratives

- Public Finance Management for what?
- Public Finance Management for whom?
- PFM accountability how?

"TRANSPARENCY  
IS VERY  
IMPORTANT!"





# Vaka Pasifika: the basics

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2022 – 2026

EUR6millions

UNDP – PIANGO as a Responsible Partner



# Who does this project work with?

- Oversight/Accountability Institution
- Government representative
- Civil society
- Media

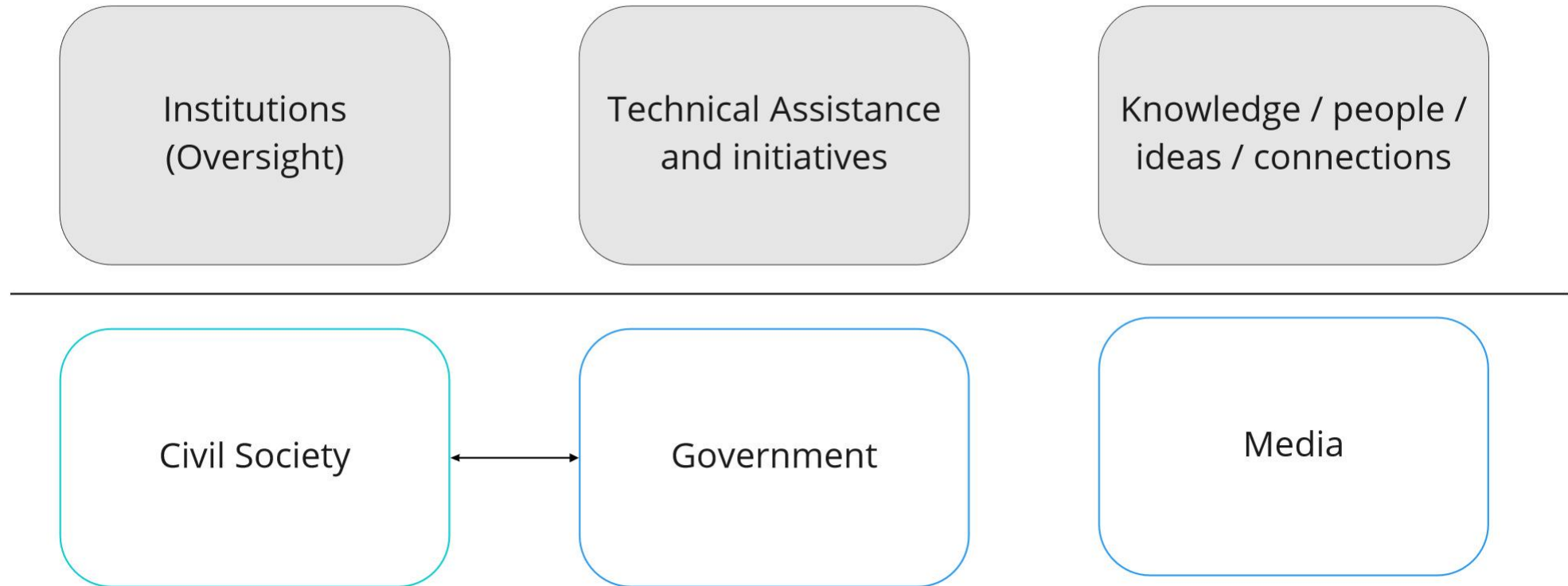
Larger network working on public finance management and accountability in the Pacific.



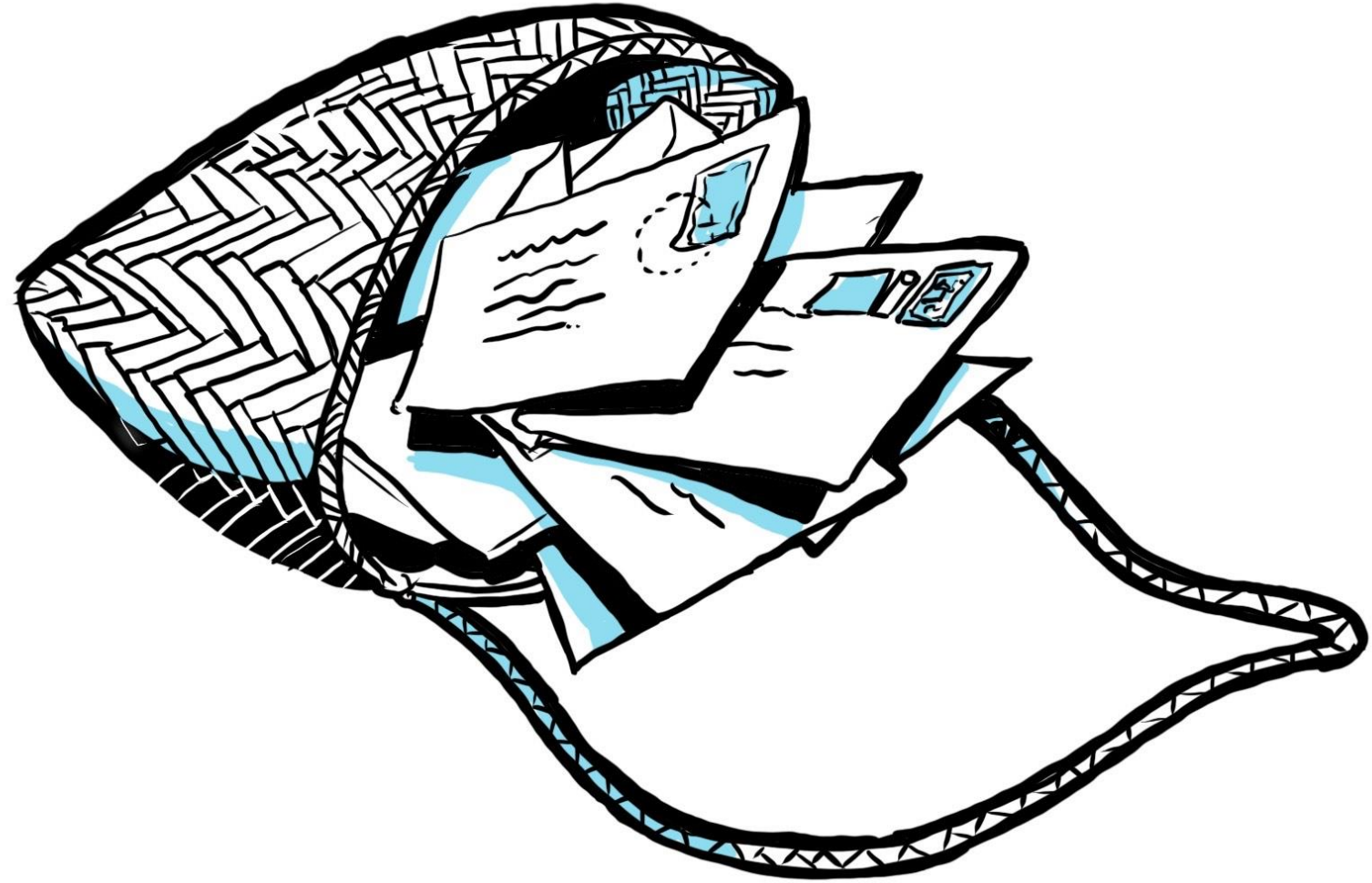
"CHECK THE NAMES OF THE INSTITUTION!"

# How does the project work?

## The Vaka Pasifika Project

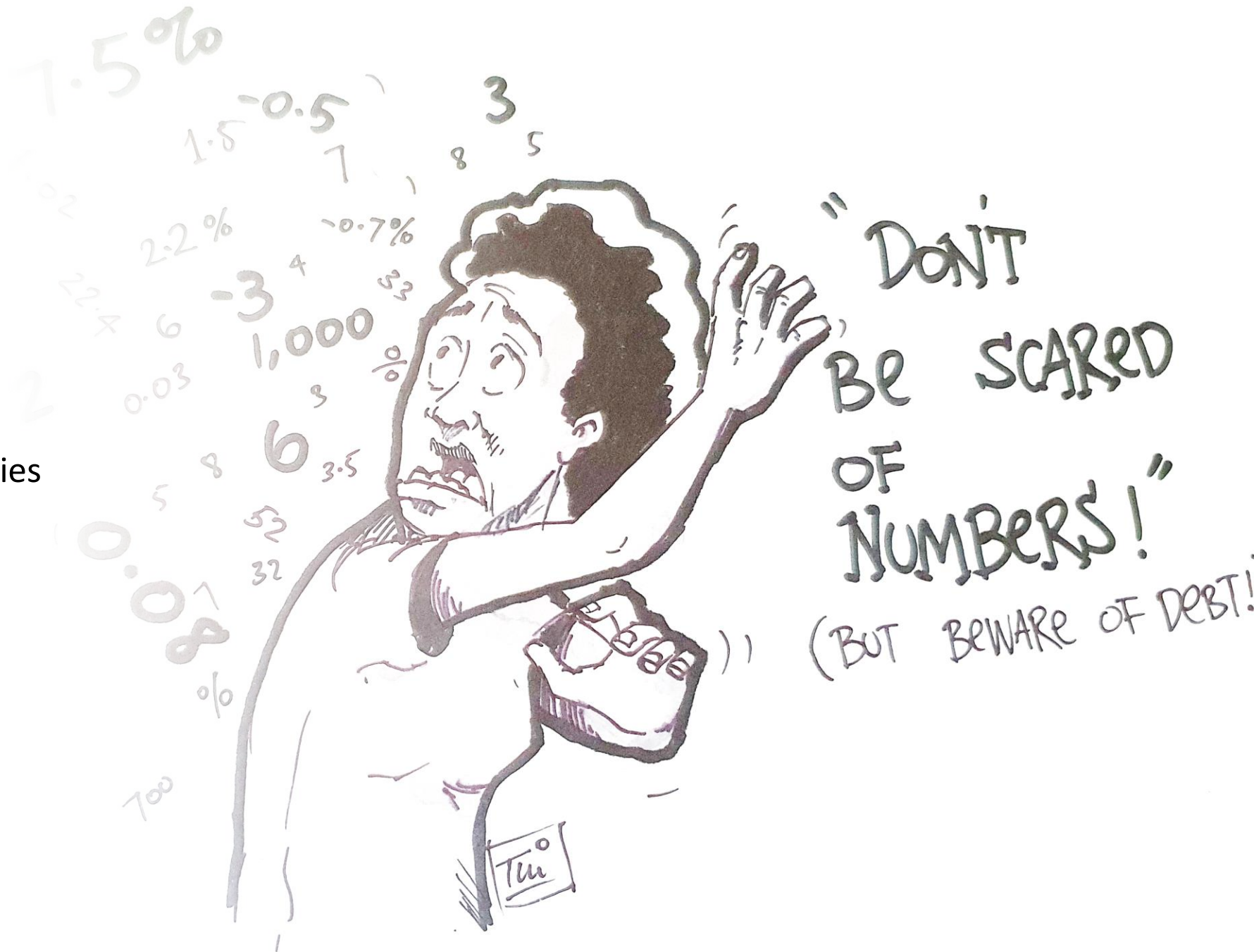


Any  
questions?



# Workplans: priorities

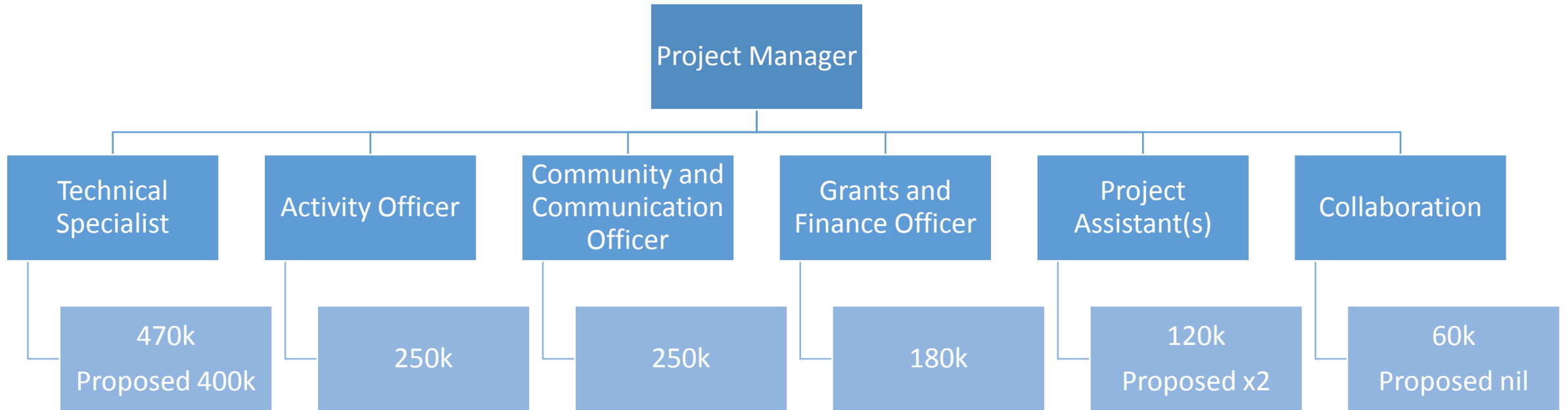
- On-boarding the team
- Building our community
- Launch of flagship activities
- Relaunching PIANGO partnership



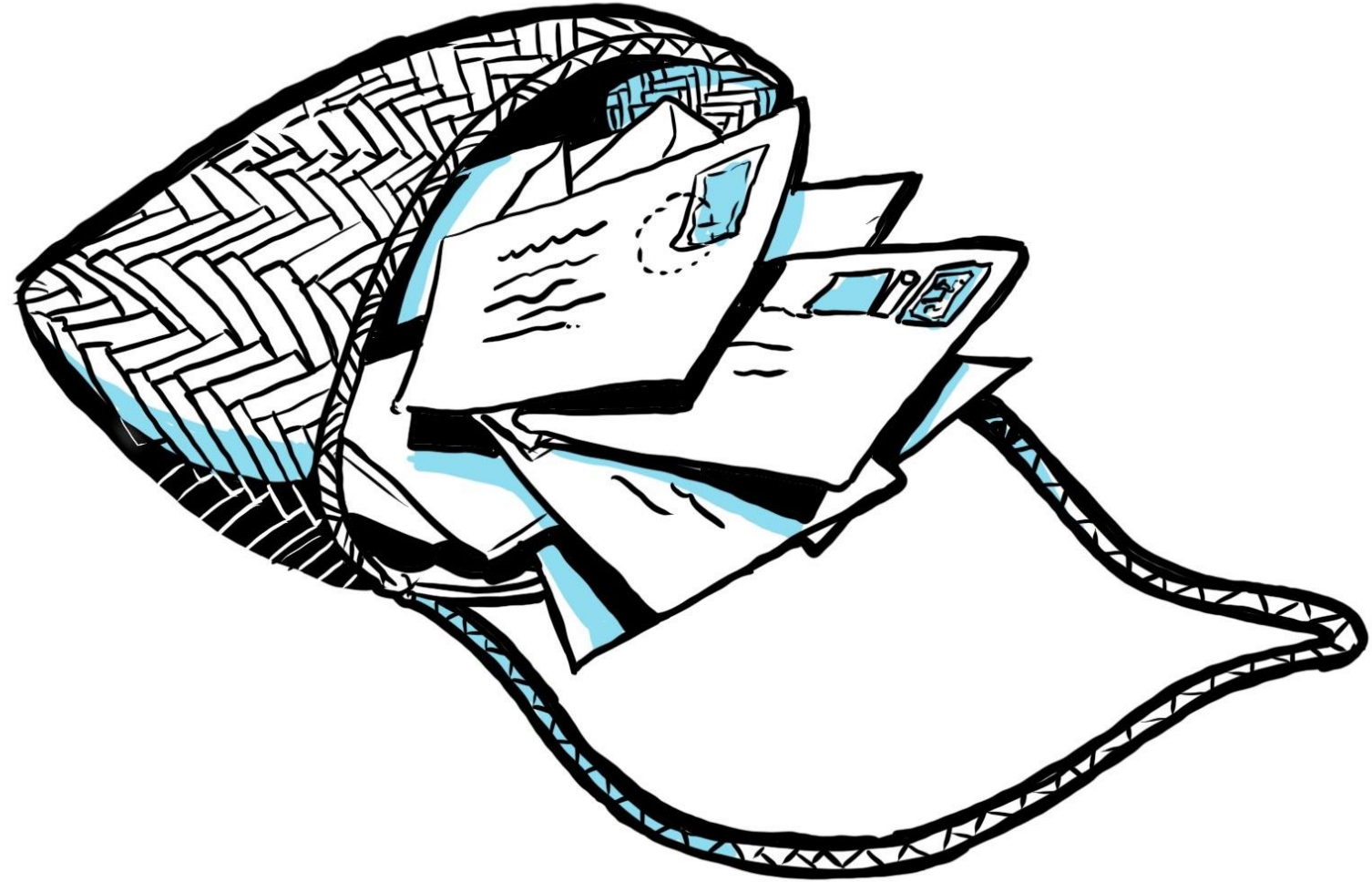
## Vaka Pasifika 2022-2023 Workplan

		2022	2023	Total Project
<b>Output 1.</b>	<b>Accountability institutions</b>	<b>276000</b>	<b>630000</b>	<b>2600000</b>
1.1	Fellowship Programme	50000	140000	1070000
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3.1.	Human Resources and Communication	200000	450000	2250000
<b>Total</b>		<b>566000</b>	<b>1520000</b>	<b>6720000</b>

# An opportunity to revise our HR strategy



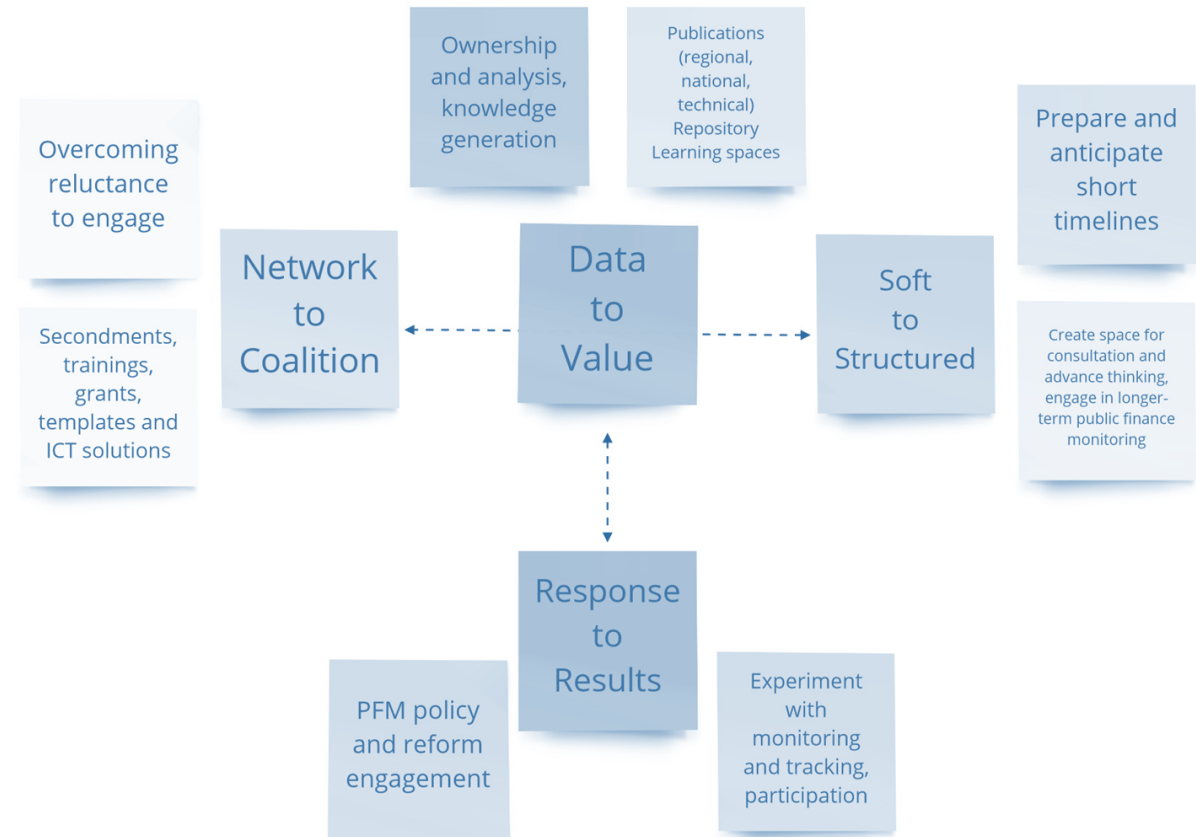
Any  
questions?





# Spotlight on: Responsible Partnership Agreement with PIANGO

- USD 1m
- Regional/National/Network
- Design process
- November validation



# Spotlight on: the Vaka Pasifika Fellowship

- Anticipatory / inclusive imaginaries
- Creating the space to think and define standards



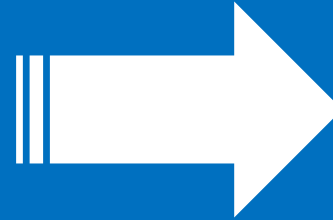
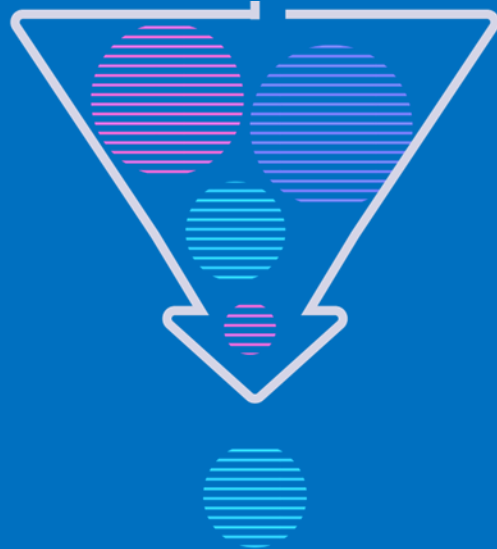
Taking one big bet for PFM

Testing multiple simultaneous bets reinforcing each other

Independent initiatives

Delivery focused

Fixed and assumes certainty



Joint initiatives across multiple process + sectors

Discovery and learning focused

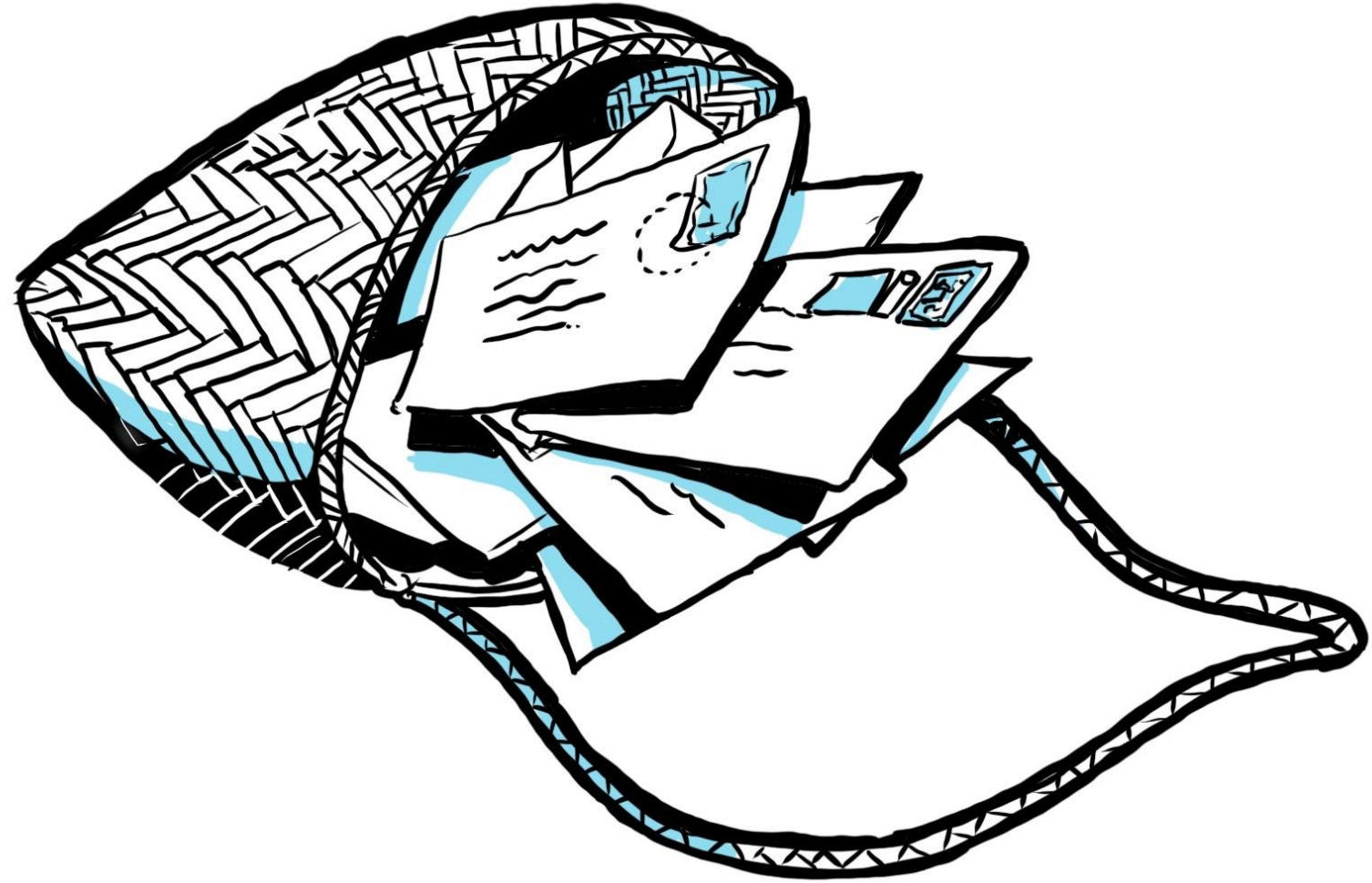
Adaptive, responsive to shifting realities



**SHIFTING TO ANTICIPATORY SYSTEMIC ACTION FOR EFFECTIVE PUBLIC FINANCE MANAGEMENT**

# Any questions?

- Board reaction
- Recommendations





## For endorsement

1. 2022 and 2023 Workplan and activity list
2. Responsible Partnership Agreement with PIANGO
3. Conditional endorsement of the staffing plan



# Updates from Board Members

## Activity Running List

**August**

Launch webinars  
 Recruitments  
 ToT e-learning Public Service Commission  
 Finalisation Fiji NCD Strategy

**September**

PIANGO board  
 Recruitments  
 Technical Assistance - SOI AoG

**October**

04 to 08 South Pacific CSO co-design workshop [Griffith University]  
 17 to 22 CDF workshop [development parnters / SAI / Parliament ]  
 24 to November Technical Assistance - SOI AoG  
 Signing PIANGO Responsible Parntership Agreement

**November**

31 to 4 Mission Tonga [ CSO budget consultations ]  
 15-16 PIANGO Co-Design / Symposium  
 Launch reports - citizen engagement

**December**

27 Nov to 02 Dec PFM Radical Reimagination event - Launch of the Fellowship programme

**January**

SAI workshop - recommendation effectiveness and tracking (RMI/FSM)  
 On-boarding staff  
 Mentoring schedule

**February**

Vanuatu mission  
 Baseline workshop - depending on the feedback of SAIs  
 Mentoring schedule  
 Radical Greening of PFM publication

**March**

Media engagement  
 Ecosystem [Political Analysis] first results workshop  
 Joint event - Back to Basics Debt Management (PFTAC/IMF)

**April**

Fellowship second convening

**November**

Fellowship third convening







## Accountable Public Finances to serve Pacific people – Vaka Pasifika Project

### ANNUAL PROJECT BOARD

Date: Tuesday, 18<sup>th</sup> April, 3.30 pm to 5:00 pm (Suva Time)

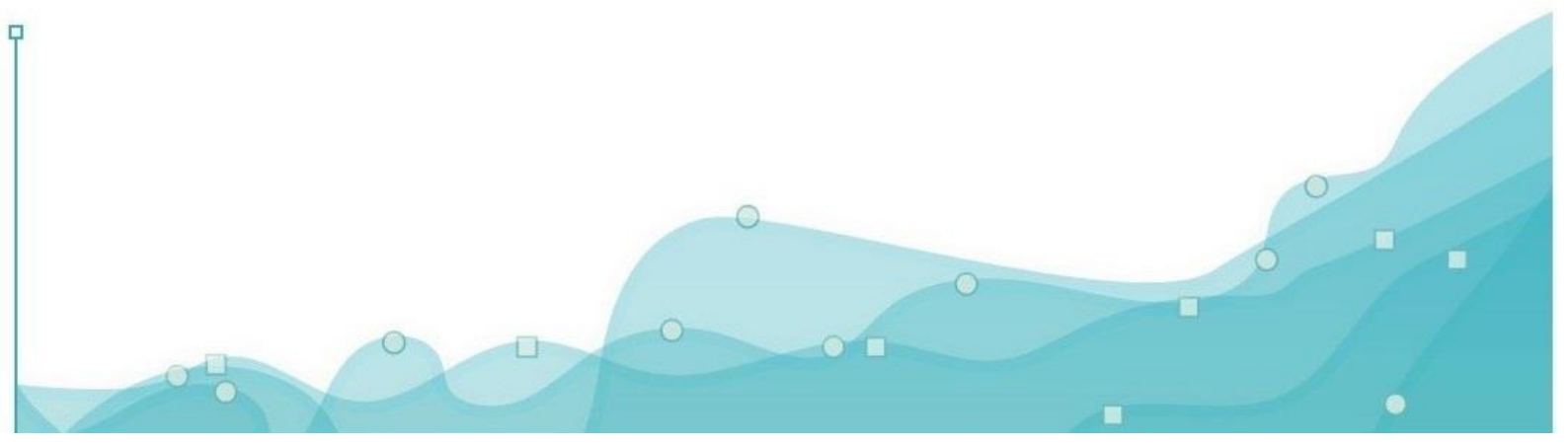
Location:

- Board Members are invited to attend in person at the Sofitel, Nadi, Fiji;
- For Board members unable to connect, online connection can be accessed [here](#);

Chair: Yemesrach Workie, Deputy Resident Representative, UNDP Pacific Office in Fiji

#### Agenda

- 3:30 Welcome and Opening Remarks – Yemesrach Workie, UNDP Deputy Resident Representative & Barbara Riksen, Head of Economic and Agriculture section for the European Union Delegation in the Pacific
- 3:40 Introduction of Board Member and observers, any addition to Agenda by Board Members
- 3:45 Presentation of project overview, context analysis, 2022 Workplan, 2023 Workplan and progress so far by *Marine Destrez, Vaka Pasifika Project Manager, UNDP and selected project team*
- 4:05 Discussion on proposed Workplan, Communication Plan and Questions from Board
- 4:20 Roundtable discussion: Board role and participation, guidance on current regional context and lessons learnt in the past.  
*Each board member will be asked to offer reflections to guide the project on “What has worked in the Pacific with regards to technical assistance, leadership/fellowship programmes, accountability initiatives”.*
- 4:35 Endorsement of proposed activities by Board including:
  - 2022 and 2023 Workplan and activity list
  - Responsible Partnership Agreement with PIANGO
  - Staffing plan
- 4:50 Updates from Board Members on relevant activities
- 5:20 Concluding remarks - UNDP  
Concluding remarks – Board members (optional)



## **Project Board Terms of Reference and TORs of key management positions**

### **1. Overall Objective of the Project Board**

The overall objective of the Project Board is to provide guidance and support to the Project management team in order to reach the Project's overall objective, as well as be aligned to EU funded and other public financial management and governance in the Pacific.

### **2. Specific Objectives of the Project Board**

The specific objectives of the Project Board are as follows:

- To discuss and find solutions to challenges to the timely and high-quality implementation of the Project in an agile manner.
- To approve annual work plans and annual progress reports;
- To ensure that synergies are maintained and enhanced between the this and other EU funded PFM-related projects;
- To ensure that global and regional resources are used in an optimal and mutually reinforcing manner
- To ensure that the Project is progressing in a manner which is satisfactory to all the stakeholders;
- To ensure that the Project continuously adopts an integrated approach with other similar support being provided by other multi-lateral or bilateral development partners at the global level;
- To improve coordination and information sharing among the Project stakeholders and ensure that any internal or external risks to the successful implementation of the Project are brought to light in a timely manner and ensure that potential solutions are forthcoming;
- To ensure that any potential change of approach, strategy or mechanism for the implementation of any part of the Project's components is shared and approved by the stakeholders;
- To ensure that there is a sufficient information flow among the partners engaged in this project.

### **3. Composition of the Project Board**

The Project Board will consist of relevant representatives of UNDP and EU and potentially other relevant partners as described under the governance section of Annex I. Moreover, IMF/PFTAC and representatives from beneficiary countries and international organizations, civil society, the private sector and the academia relevant to the implementation of the Project may also be invited on an ad hoc basis by the Project Board.

The level of the participants will be at a management and senior technical level. The names of the representatives of each organization will be submitted to UNDP two weeks before the first Project Board meeting. Any subsequent changes of a representative should be sent in writing to UNDP that functions as the Secretariat to the Project Board and chairs the meetings.

### **4. Organization of Project Board Meetings**

The meetings will be organized annually. The venue will be usually in UNDP, unless otherwise agreed for specific occasions.

The following documentation will be submitted to the Project Board Members one week before the meeting:

- Agenda;
- Minutes from previous meetings;
- Summary documents for review, such as annual work plans and progress reports;
- Other documentation deemed relevant.

For urgent matters, such as unforeseen difficulties in any of the components of the Project, an ad hoc Project Board meeting may be convened, upon the request, of any of its members.

## **5. Outputs of the Project Board**

The minutes of each Project Board meeting will be produced by the Project management team and a draft circulated to Project Board members within one week after the meeting, requesting for comments. Any comments should be sent back to UNDP within the following week. Thereafter, the final minutes will be produced within five days of receipt of comments and re-circulated.

Aside from these minutes, it is anticipated that the Project Board will have a positive effect on the dissemination of information among the stakeholders to the Project and reinforce cooperation and coordination.

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