

**SOLOMON ISLANDS REPORT- BILATERAL PROGRAM: JOINT REVIEW OF ADVISER  
POSITIONS FUNDED BY THE AUSTRALIAN AID PROGRAM**

## Overview

Between June and December 2010, Australia and our partner countries jointly reviewed the use of advisers across the aid program in order to ensure that all positions are delivering clear development results and represent value for money. [A Joint Adviser Review Report](#) was released on 15 February 2011, which provided a synthesis of the findings and key recommendations from individual country reviews, including country specific adviser figures and narrative.

Australia worked bilaterally with a large number of partner country governments to review each adviser position. While the underlying Review methodology and the core content of country-specific reports is consistent across programs, in each case the final country-specific Review Report reflects decisions made by the joint Review teams as appropriate for the specific cultural and language context. As a result there are some presentational differences between reports.

This report presents the findings and recommendations of the joint Review process undertaken between the Governments of Solomon Islands and Australia.

It is important to note that the Review process involved an assessment of the value and effectiveness of each adviser position – not the performance of individuals in those positions. The Review focused on the role of each position in meeting agreed country program objectives and development outcomes. On the basis of this assessment, the continued funding of adviser positions by AusAID was jointly considered and agreed with partner governments.

## 1. Introduction/Background

### 1.1. Overview and context

Solomon Islands is a post-conflict country. Australia supports the Solomon's through RAMSI and the bilateral aid program. The bilateral program has a strong focus on strengthening core services including, health, education and infrastructure.

The bilateral program has expanded rapidly in recent years, following a period of relatively limited growth in funding. The program is defined by a Partnership for Development, signed on 27 January 2009. The Partnership sets out mutual commitments to progress against agreed development priorities. These priorities are: improving economic livelihoods; improving economic infrastructure; improving service delivery; and, addressing economic and fiscal challenges. The service delivery outcome of the Partnership initially focuses on health with agreement to expand beyond to include education and training.

In 2010-11 the bilateral program will channel more than half of its ODA funds through partner government systems with a focus on supporting line ministries in service delivery. Adviser support has remained broadly steady over a number of years and currently sits under 20 percent of total bilateral funding.<sup>1</sup>

Bilateral program adviser procurement occurs through a range of mechanisms including the Solomon Islands Australia Development Support Facility<sup>2</sup> (SIADSF), the Pacific Technical Assistance Mechanism (PACTAM)<sup>3</sup>, and AusAID's Period Offer Database.

### 1.2. Methodology used to conduct review

This review was instigated by the Australian Government, as part of a broader review of all aid advisers funded by the Australian Government's aid program. Terms of reference for the review are provided at Annex 1.

The bilateral joint review was undertaken by AusAID and the Ministry of Development Planning and Aid Coordination (MDPAC). AusAID and MDPAC officials jointly met with four Permanent Secretaries between 9-12 August. Meetings were organised by Ministry of Development Planning and Aid Coordination. Meeting attendees included central and

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1 AusAID Honiara determined the overall cost of advisers (both short and long-term) in June 2010 as proportion of total bilateral funding to be less than 20 percent. This exercise included all adviser costs for the period 1 July 2009 to 30 June 2010. Total numbers, and the overall cost, of long-term and short-term advisers are expected to decrease in 2010-11. Overall funding for the bilateral program is expected to increase (in line with Australian budget announcements in May 2010).

2 The Solomon Islands Australia Development Support Facility (SIADSF) provides support to the bilateral program for the recruitment and management of advisers. SIADSF is managed by international commercial contracting firm GRM

3 The Pacific Technical Assistance Mechanism (PACTAM) is an AusAID initiative that responds to requests for technical assistance from Pacific governments and agencies. PACTAM advisers often provide greater value for money than those sourced through commercial contractors.

sectoral representatives from MDPAC, representatives of AusAID and heads and senior officials from relevant line agencies. Discussions covered adviser positions anticipated to be in place during 2011-12 and beyond. Following each meeting, AusAID prepared notes which were shared with the Ministry of Development Planning and Aid Coordination. A list of review participants is provided at Annex 2.

During the meetings with line agencies Permanent Secretaries were asked a series of questions including;

- Are the adviser positions supported and is there a clear articulation of the outcomes intended
- Are adviser positions meeting priority needs of Solomon Islands
- Are there alternative more cost-effective options to support capacity development
- Are there lessons learned that can be applied
- Are advisers providing value for money
- What is a suitable mechanism for future discussions around the use of advisers?

AusAID drafted this report based on the joint discussions with MDPAC and line ministries and on feedback from MDPAC, including feedback from the Minister for Development Planning and Aid Coordination.

The Minister for Development Planning and Aid Coordination specifically requested that this report note that although it was developed in conjunction with his ministry, the drafting was undertaken by AusAID staff; it was not an independent process. The Minister's preference would have been that the process be conducted by independent consultants. However, MDPAC views the report as a useful basis upon which to progress discussions with AusAID about the use of advisers funded by the Australian Government's aid program.

The Minister for Development Planning and Aid Coordination is currently considering whether an adviser review covering major donors should be undertaken in Solomon Islands.

## **2. Review Findings<sup>4</sup>**

### **2.1. Current use of Advisers in the Bilateral program**

The bilateral adviser cadre is focused on four sectors - health, transport, rural livelihoods and civil society. The bilateral program uses a wide variety of advisers ranging from highly

technical professionals to civil society placements working within non-government organisations.

Twenty-four long-term advisers were funded by the bilateral program as of 1 September 2010 (see table 1). The program has five additional long-term adviser positions planned and jointly agreed to commence by 30 June 2011. Additional detail about each of the 24 positions considered under this review is at Annex 3.

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<sup>4</sup> Annex A is the Terms of Reference for the Review of Adviser Positions Funded by the Australian Aid Program

Table 1 – Adviser Distribution for 2010-11

	Health	Transport	Rural Livelihoods	Civil Society
As at 1 September	3	2	14	5
Additional anticipated	3	2	0	0
Total for 2010-11	6	4	14	5

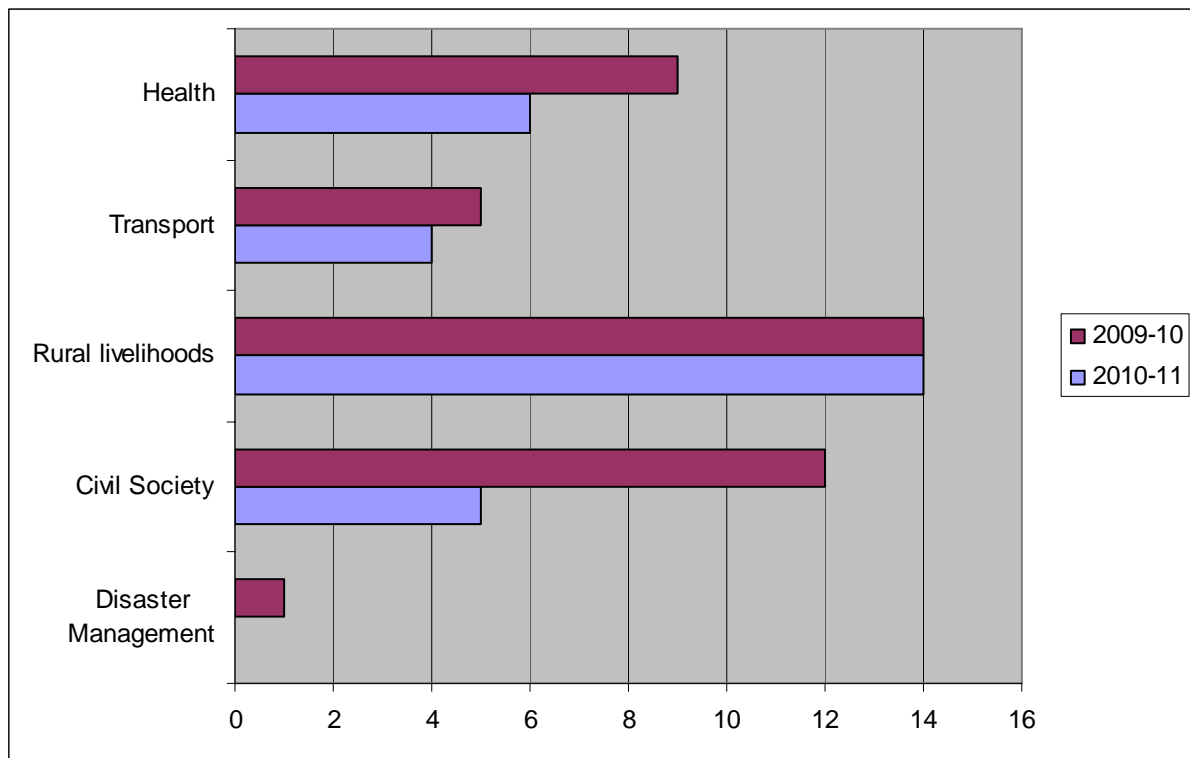
Three of the 24 current long-term advisers are women. Nine of the 24 long-term advisers were recruited from within Solomon Islands; the remaining 15 through international recruitment processes.

Long-term advisers in the health (six) and transport (four) sectors are well-aligned with Partnership commitments and Solomon Islands Government priorities. From 1 November 2010 a number of activities in the rural livelihoods sector will lapse, reducing the number of long-term advisers from the current total of 14<sup>5</sup>. In the civil society sector, non-government organisations have chosen to use some of their Australian funding to employ five long-term advisers.

Diagram 1 shows a two-year overview of advisers across the program. The reduction in advisers in the civil society sector reflects the end of AusAID's Community Sector Program in January 2010. Planned support in the Health and transport sectors will see numbers similar to 2009 by the end of 2010. In addition, Australia's entry into the education and training sector may result in the recruitment of one or more advisers in that sector.

<sup>5</sup> It should be noted that eight of the 14 long-term advisers in the rural development sector are Solomon Islands nationals.

Diagram 1: Long-term advisers funded by the AusAID Bilateral Program by sector – 2009-10 to 2010-11



### *Improved Service Delivery - Health<sup>6</sup>*

Support to the health sector includes sectoral budget support to the Solomon Islands Ministry of Health and Medical Services through a Sector Wide Approach (AUD12 million), as well as targeted support for water and sanitation (AUD3.5 million) and malaria (AUD3 million). Total health funding for 2010-11 is estimated to be \$18.5 million. The Sector Wide Approach modality enables greater transparency on the cost-benefits regarding the impact advisory support has on the overall funds provided by AusAID.

The Ministry is developing a new five-year strategic plan. The plan will identify priority areas for both Solomon Islands Government and donor resources and support implementation of the Sector Wide Approach. The Ministry is also developing a Technical Cooperation Framework linked to the five-year strategic plan that will inform long-term priority technical assistance needs, facilitate greater donor coordination and reduce fragmentation. Having clear and explicit Ministry technical assistance objectives specified and agreed in this way will improve ownership, transparency and harmonisation of aid and is a very positive step.

<sup>6</sup> The Education and Training program under development may include a very small number of advisers to support technical and vocational training in particular. The program is in early development stages so adviser support is yet to be agreed with the Ministry of Education and Human Resource Development. Consequently, education adviser positions have not been included in this review.

In line with Ministry priorities, AusAID currently funds three international adviser positions in health; an Infrastructure Adviser<sup>7</sup>, a Water and Sanitation Adviser and a Human Resources Adviser. New terms of reference have been developed for the Water and Sanitation and Human Resources Adviser positions and recruitment processes are currently underway. The Ministry also requested Australian support for three additional adviser positions. Two of these positions were previously supported by Australia and include a Procurement/Infrastructure Unit Project Manager<sup>8</sup> and a Senior Health Adviser (possibly a Solomon Islands national) to work with the Executive (Planning Division). These positions will support implementation of the new strategic plan and the overall reform agenda.

Review findings highlight that adviser support to health is well supported and targeting priority needs<sup>9</sup>. Relative to overall funding levels, the health sector has low-levels of adviser usage. Absorptive capacity was not a concern. The Ministry have agreed to take on responsibility for direct performance management of one adviser position as a trial<sup>10</sup>.

The review agreed on the need to distinguish between in-line adviser work and capacity building. It was agreed that some specialist technical skills were not always available within the Ministry so in-line work may be required. This was considered appropriate only if supported by capacity development plans that would enable the Ministry to fill the positions in time.

Another finding was the need to target a broader range of capacity building through adviser support. Previous support focused on the Executive at the central level, and emphasis was often placed on technical, rather than capacity building, public administration or management skills. The review agreed that future long-term advisers should have strong capacity building skills and that it might be more appropriate to work with mid-career professionals with extensive experience in public administration. This is likely to provide better value for money than engagement of narrowly focused, highly skilled technicians.

The Review agreed to consider options other than long-term advisers for future technical support. Recent trialling of advisers working on rotational basis (working in-country for a period then working remotely for a period) was well received. Further alignment of training and scholarships was also considered necessary.

The Ministry undertook to improve skills transfer by ensuring active counterpart participation but the current Solomon Islands Government freeze on recruitment makes this challenging. Australia's focus on long-term predictable funding was appreciated.

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<sup>7</sup> As of 1 November, the Ministry took on contract and performance management responsibilities for this position; the Ministry has chosen to apply AusAID sectoral budget support funds to fund the adviser.

<sup>8</sup> The Ministry will be responsible for contract and performance management of this adviser; the Ministry has chosen to apply AusAID sectoral budget support funds to fund the adviser.

<sup>9</sup> These findings have also been confirmed through recent performance reviews of the three positions.

<sup>10</sup> The Infrastructure adviser contract will be novated over to the Ministry in September. Australian funds through sector budget support will pay the salary and allowances and the adviser will be managed through Ministry systems.

In the long-term, adviser reviews and technical assistance would be through the forthcoming technical cooperation framework. In the interim liaison between the Ministry and AusAID on positions is working well and is appropriate.

In the past, recruitment of long-term advisers in the health sector has primarily been through commercial contractors. Alternative lower-cost mechanisms, such as PACTAM, will be considered.

### *Improving Economic Infrastructure - Transport*

Total Australian funding for the transport sector in 2010-11 is estimated to be \$7.8 million. The Australian and Solomon Islands Governments have agreed that Australian support to the transport sector shift from project support focussed on land transport to a sector-based approach that looks at connectivity across transport networks. The new strategy focuses on income generation, sustainability and capacity building in the Ministry of Infrastructure Development as well as in the private sector.

Australia's current support to the transport sector reflects a transition to the new model. During discussions Ministry officials noted that it had used many advisers over a long period. Ministry officials generally felt that advisers had made solid contributions at an operational level. The contribution to the longer-term development of staff and ministry processes and systems, however, was not always as successful as hoped due to the reasons outlined below.

The Ministry noted that one danger with project-based technical assistance was that it sometimes fosters the creation of implementation units within ministries. These units can drain human resources from other areas and have a disempowering affect upon the organisation. Another risk was that of advisers who had been employed in capacity building roles actually performing in-line work.

During review discussions, it was agreed that several important steps should be taken before technical advisers are placed. These included a comprehensive analysis of where gaps existed in the organisation and how technical assistance could be best targeted to fill those gaps. Counterpart officers should be assigned to work with technical advisers, and a program of training for the counterparts designed to facilitate capacity building. Roles and responsibilities of advisers must be very clear; adviser accountabilities should also be clear and preferably should be to the Ministry. Finally, Ministry staff should be involved in the selection of advisers.

Officials noted that technical assistance can sometimes be usefully extended to the private sector. A good example of this was the use of an adviser to train contractors who perform work for the Ministry; for example to build knowledge of tendering processes.



Review discussions also covered the useful contribution that volunteers can make towards building capacity. A good example is that volunteers are currently used to assist the Ministry supervise labour-based road maintenance being done by local communities.

Officials also emphasised that donors should strive harder to coordinate technical assistance. Ministry officials highlighted the positive experience the Ministry has had with advisers who have been engaged through the Pacific Technical Assistance Mechanism (PACTAM). It was agreed that PACTAM sourced appropriately qualified advisers at a reasonable cost.

In line with Ministry priorities, Australia currently funds two international advisers in transport; both are based within the multi-donor Solomon Islands Road Improvement Program but also work closely with the Ministry. Both these advisers are highly valued and assist the Ministry improve the effective use of all funds – government and donor. They are a Transport Planner and Asset Management Adviser and a Community Development Adviser. Contracts for these positions expire at the end of April 2012. The Ministry has identified two additional international adviser positions that AusAID has agreed to fund: a Labour Based Road Adviser and a Policy and Coordination Adviser.

Solomon Islands Government and AusAID officials concluded that the four positions (two current, two proposed) discussed at the meeting were focusing on priority areas and were well supported by the Ministry. The two new positions will be sourced through PACTAM.

The Ministry indicated that it is currently working to identify priority areas for future technical assistance. This assessment is being done through the ADB-led Transport Sector Development Program. It is anticipated the assessment will guide Ministry requests for donor support in the future. Review participants were in agreement that future Australian support should be in-line with this assessment.

### *Improving Economic Livelihoods – Agricultural Livelihoods*

Australian support for agricultural livelihoods in Solomon Islands has been delivered through several programs. Most recently, the main support was through the Agricultural Livelihoods Program (ALP) which concluded on 31 October. Funds for the ALP in 2010-11 were estimated at \$3.2 million<sup>11</sup>.

The Agricultural Livelihoods Program provided support to farmers through a number of separate activities covering cocoa, fruits and nuts, vanilla, root crops and coffee as well as marketing and financial management. Most of these activities had little direct contact with Honiara-based officials in the Ministry of Agriculture and Livestock. In discussions, Ministry officials noted they received little direct benefit from the technical assistance provided by the Program. Ministry officials did say that some of their provincial-based extension officers were working with ALP technical advisers on support for cocoa farmers. Ministry officials felt this collaboration was beneficial but could be better-structured to facilitate capacity development within the Ministry.

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<sup>11</sup> Australia also provides support for rural development in Solomon Islands to the World Bank-led Rural Development Program – estimated funds in 2010-11 are \$1.7 million.

Most of the activities under the Agricultural Livelihoods Program finished on 31 October this year. Ongoing support to the cocoa sector is through the Cocoa Livelihoods Improvement Project which was the largest sub-project under the livelihoods program. Following discussions with Ministry officials, the cocoa project has been slightly redesigned to better align with Ministry priorities, and integrate provincial officers of the cocoa project within the Ministry's provincial offices to ensure greater transfer of knowledge.

There were four Australian advisers, one PNG national (regional adviser) and eight Solomon Islanders attached to the ALP who provided support to rural development activities in-country.<sup>12</sup> Of the Australian advisers four finished in October and one which was still employed under the ongoing cocoa project finished in November.

The conclusion of the Agricultural Livelihoods Program and the changes made to the Cocoa Livelihoods Improvement Project has reduced the number of technical advisers used in the livelihoods sector of the bilateral program from 14 to three.

Discussions with officials from the Ministries of Agriculture and Livestock and Rural Development highlighted key principles for the use, identification and engagement of advisers. These included the need for counterpart officers to work with advisers, perhaps with a program of training for the counterparts designed to facilitate capacity building. It was noted that the current recruitment freeze could be problematic.

Review participants agreed it was important that the Ministry have a prominent role in the selection of advisers. They also agreed that advisers should not be used to fill in-line positions that could otherwise be filled by Solomon Islanders. The need for advisers to have clear roles, responsibilities and reporting lines was emphasised, as was the importance of advisers being clearly aligned with Solomon Island Government development policies and strategies.

Ministry officials noted that targeted short-term technical inputs often proved to be valuable. This form of technical assistance avoided some of the problems associated with long-term advisers such as disempowerment of staff and cultural misunderstandings.

Officials also emphasised that while technical assistance was useful, the Ministry would also value advisers who could provide corporate and organisation support and capacity building.

Future use of long-term advisers will be considered within the context of broader discussions about how Australia can assist the agriculture and rural development areas in Solomon Islands.

### *Civil Society Program*

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<sup>12</sup> AusAID also employed a Rural Development Adviser up until 30 November who worked across multiple programs. This adviser is not being replaced.

The Australian Government provides the majority of its support for civil society in Solomon Islands through its Solomon Islands NGO Partnership Agreements (SINPA) program. Funds for the program in 2010-11 are estimated at \$4.1 million. A total of five long-term advisers are funded through the program.

The program is implemented by six Australian NGOs including Save the Children; Oxfam; the Anglican Board of Mission/AngliCORD; Union Aid Abroad – Australian People for Health; Education and Development Abroad (APHEDA); International Women’s Development Agency; and Adventist Development and Relief Agency (ADRA). The Australian NGOs work with their respective Solomon Island partners including Save the Children Solomon Islands’ Family Support Centre’ Anglican Church of Melanesia; APHEDA Solomon Islands; Live and Learn and ADRA Solomon Islands. The program focuses on community-led development.

Under SINPA, AusAID funds a locally employed program coordinator. In addition, three of the NGOs have elected to apply some of their funds towards employment of specific long-term advisers. Oxfam has applied funds towards a *Violence Against Women Program Manager* and a *Family Support Centre Counselling Trainer*. Save the Children has funds for a *Youth Outreach Partnerships Project Manager*; and ADRA has applied funds towards a *Youth Engagement and Livelihoods Program Manager*. These four long-term international advisers are assisting the Solomon Islands NGOs to implement their capacity development programs.

Ministry and AusAID officials agreed that payments/remuneration to advisers funded in the NGO sector represent value for money. Advisers selected suit the organisations’ culture and needs. Advisers working with NGOs were viewed as having the right skills for the job and often willing to stay for longer periods of time and establish strong community linkages.

Three areas for improvement were noted including broadening the linkages and engagement with Ministry of Home Affairs in the placement and selection of NGO advisers. This engagement would help to improve overall visibility and support the Ministry’s role in the civil society sector.

A second area for improvement was ensuring SINPA supported cross-learning within the wider NGO community, not only those NGOs participating in SINPA. The Permanent Secretary indicated this would help to maximise benefits for all NGOs and assist the government in coordinating its own activities with the activities of NGOs. It was noted that the NGOs funded by SINPA were disseminating their findings through the Solomon Islands peak NGO body (Development Services Exchange).

Finally, discussions highlighted the importance of the Ministries of Development Planning and Aid Coordination and of Home Affairs better-understanding the SINPA Program. It was agreed that Planning and Home Affairs representatives should be invited to attend SINPA Steering Committee meetings; AusAID noted that Home Affairs had in the past been invited to attend SINPA reflection workshops. Once again, this would assist the government in coordinating its own activities with NGO activities.

### 3. Lessons Learned

The review has highlighted that while Solomon Islands and Australian officials have a good shared understanding of some programs (health, transport) this is not the case for all programs (rural livelihoods, civil society). A shared understanding of Solomon Islands and Australian Government priorities and objectives ensures that technical assistance can be better targeted and more effective in these areas. Australian and Solomon Islands officials are committed to working together to increase this shared understanding across all programs.

The review has underscored that technical assistance works best when closely aligned with partner government priorities. The Solomon Islands and Australian Governments will work to ensure that advisers are placed in areas identified by the SIG as high priority and that Solomon Islands counterparts are in place to work with the advisers. This will require, in some instances, the Solomon Islands Government to analyse and document their priority technical cooperation needs. A clear understanding of, and alignment with, Solomon Islands priorities will also assist all donors to better coordinate their technical assistance.

Ensuring that advisers are the right fit for a job is essential. Clear terms of reference that capture the particular skills required – including in most cases an emphasis on capacity building – and specify clear reporting lines is the first step. When developing future terms of reference, Solomon Island and Australian officials will ensure there are clear plans to build the capacity of organisations and individuals so that advisers are eventually no longer required. Australian officials will continue to ensure Solomon Islands officials are involved in the selection of advisers who will work in or closely with ministries.

Increased transparency around the cost of long-term advisers has sparked discussion about whether long-term advisers are the most cost-effective form of technical assistance. Solomon Islands and Australian officials are committed to exploring other less expensive forms of technical assistance (e.g. training, volunteers, fly-in/fly-out) in the future.

#### **4. Recommendations & Next Steps**

Bilateral program staff and Solomon Islands officials will work together to ensure immediate issues identified in section 2 (above) are addressed in coming months.

Annual Partnership Talks will provide an opportunity to review progress on specific actions and to discuss more broadly where best to allocate technical assistance resources. Discussing the overall allocation of technical assistance in this way will ensure that areas of the greatest priority receive the greatest share of resources.

Both Solomon Islands and Australian officials will maintain a continuing dialogue to ensure value for money and to keeping the proportion of bilateral funds used for technical assistance at a reasonable and mutually agreed level. The increasing use of partner government systems lends itself to relatively low adviser numbers, although it will be important to maintain some advisers to support capacity building objectives. Annual Partnership Talks will provide an opportunity to review and agree adviser levels.

As the bilateral program increases in size, careful consideration will need to be given to appropriate ways to resource Australian-funded programs. Solomon Islands and Australian officials will need to consider broader options to ensure that long-term advisers are not used as a default option. It will also be important to ensure that advisers have the experience and ability to transfer skills and knowledge to their local counterparts. Annex 4 provides a list of alternative methods to building capacity that can form the basis of this discussion. In addition, regular discussions about technical assistance at the sectoral level will ensure that assistance remains focussed on areas of high priority.

#### Recommendations:

- That Annual Partnership Talks include as a standing agenda item a cross-program discussion about the use, distribution and number of advisers supported through the bilateral program.
- That the 2010 Annual Partnership Talks include discussion of the broader range of technical assistance options available to support capacity development.
- That Annual Partnership Talks include as a standing agenda item consideration of the overall level and effectiveness of advisers supported through the Australian bilateral program. This should include discussion about the civil society sector.
- When seeking to support advisers in a Solomon Islands Government agency, AusAID work with the relevant ministry to support the development of an agency technical assistance plan to ensure Australian assistance meets the organisation's priority needs.
- That Solomon Islands Government and AusAID officials jointly develop terms of reference for and participate in the selection of all Australian-funded advisers working within Solomon Islands Government agencies.

## REVIEW OF ADVISER POSITIONS FUNDED BY THE AUSTRALIAN AID PROGRAM TERMS OF REFERENCE

### Background

Australia's aid program focuses on building capacity in developing countries – the capacity of people, of organisations, of systems. Capacity – to participate in and contribute to economic growth, to perform the functions of government, to deliver services, to provide stable and secure communities – touches on virtually every aspect of development.

Capacity is built through transferring knowledge and skills. This can be done in many ways – through educational scholarships; through providing training courses and study tours for officials from developing countries; through research activities; and by using experts to advise and to work with counterparts in developing countries.

Historically, a large part of Australia's aid program has been delivered through advisers. This is primarily because Australia's aid program is concentrated in the fragile and conflict-affected countries of our region where government systems and capacity are weak and relevant expertise is not available locally. Thirty (30) of the countries that currently receive Australian aid are considered to be fragile. This financial year (2009-10), these countries are expected to receive over 57 per cent of our regional and bilateral aid program. However advisers are only one part of a broader mix of the responses available to strengthen partner country capacity.

Decisions about what the Australian aid program supports are made jointly with partner governments. This Review, to be conducted jointly with partner governments, will confirm that each adviser is the most effective, value-for-money response to meeting agreed needs and priorities.

### Objectives and scope

The review will examine the role that advisers play within each country program, and will focus on the contribution that those positions<sup>13</sup> make in meeting program objectives and outcomes. On the basis of this examination, the continued funding of adviser positions will be jointly considered with partner governments.

Informed decisions around the opportunity cost of, and therefore the priority attached to each position, will take into account a range of considerations including:

- value for money
- a clear articulation of the intended outcomes of the position (results)
- whether there are alternative or more cost-effective ways of achieving these intended outcomes, and
- an assessment of the relative importance of the position to the broader country program and bilateral relationship.

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<sup>13</sup> The review will be of the *position*, not the individual in the position – it will be important to be able to separate the position from the individual and to ensure that privacy considerations are taken into account.

The review will also result in an agreed process for regularly reviewing the use of advisers and new requests for adviser positions.

The review will provide a baseline for the aid program on adviser usage and provide information along the following lines: in which countries is the use of advisers predominant? Which sectors rely heavily on advisers? What types of advisers is Australia using – independent consultants, whole-of-government deployees? What role are advisers playing – in-line, advisory? What types of organisations are advisers assisting – government, non-government, civil society, private sector?

The review will also contribute to more substantive changes to the way aid is delivered, increasing effectiveness and reducing reliance on long-term advisers.

### Methodology and Timing

The review will be led by the senior AusAID officer in (each) country and involve representatives of partner government central and line agencies. Where possible existing program processes will provide a framework for the review (e.g. the Pacific Partnerships for Development in Pacific countries).

The review will cover all adviser positions<sup>14</sup> which will be in place during the 2010/11 financial year (and beyond, if known).

PNG, the Solomon Islands, Vanuatu and East Timor have the highest proportion of advisers in their development assistance programs – they will be reviewed first.

The review will be completed by the end of the calendar year (2010). The initial four priority countries will be reviewed over the next 3 – 4 months.

### Outputs / Actions

1. A report for each country, identifying key outcomes of the review discussions and agreed next steps. This will cover:
  - Decisions regarding the continuance or phasing out of positions
  - Implications for the redesign of any programs in which advisory positions have been agreed to be of a lower priority
  - An initial consideration of the contractual implications of these decisions<sup>15</sup>
  - Any suggested – or agreed – alternatives to advisory positions where these positions have been agreed to be of lower priority/cost-effectiveness
  - Agreed timeframes for the above actions
  - An agreed process for assessing future requests for advisers, including a nominated counterpart coordinating agency (to act as primary point of contact/dialogue in this regard).

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<sup>14</sup> A definition of “adviser” is provided at Attachment A

<sup>15</sup> A final position on the contractual and/or legal implications of these decisions will require detailed examination of contracts by specialist procurement/legal officers.

2. A consolidated review report which:

- Outlines the key findings of the review exercise, at a whole-of-aid-program level
- Provides a set of recommendations for ensuring that, when requested and utilised, advisers are the most effective, value-for-money response to meeting agreed needs and priorities.

### Definition of Advisers

The following definition should be used to identify advisory positions to be considered by the review.

<b>Adviser:</b> An adviser provides advice – to one or more interlocutors – on the strategic direction <b>and/or</b> implementation of Australian aid. This includes personnel that perform one or more the following functions:			
(1) <u>Based in-country</u> , provide technical expertise and advice to counterpart governments and/or other in-country development partners such as NGOs, churches	(2) <u>Based in-country</u> , provide technical expertise and advice to AusAID	(3) <u>Based in-country</u> , is engaged to provide leadership and oversight <b>and/or</b> technical inputs for the delivery of an AusAID activity	(4) <u>Based in Australia, a partner country or a third country</u> , provide short term technical inputs to counterpart governments, other development partners or AusAID
Methods of engagement: - Directly by AusAID - Through a managing contractor - Whole of Government (WofG) deployee - Contracted by WofG agency using ODA funds	Methods of engagement: - Directly by AusAID on a commercial contract or a non-ongoing employment contract - Through a managing contractor	Methods of engagement: - Through a managing contractor - Directly by AusAID	Methods of engagement: - Period offer/panels - Through a managing contractor - Directly by AusAID
Eg: Technical project/program staff based in a counterpart office	Eg: Thematic adviser based in a Post	Eg: Team Leaders	Eg: Members of design or evaluation teams; short term project personnel.
<b><u>Advisers are not:</u></b> permanent/ongoing employees of AusAID; volunteers; administrative and logistical staff engaged under an AusAID program; or company representatives/head office staff of managing contractors or other implementing agencies.			



## **Annex 2 - review participants**

### **Ministry of Development Planning and Aid Coordination**

Jane Wa'etara, Permanent Secretary, Ministry of Planning and Aid Coordination  
Cornelius Walegereza, Chief Planning Officer – Bilateral (Aid Coordination Division)  
Siona Koti, Planning Officer for Bilateral Aid (Aid Coordination Division)

### **Australian Agency for International Development**

Peter O'Connor, Counsellor (Development Cooperation)  
Juliette Brassington, Counsellor (Development Cooperation)  
Anna McNicol, Senior Development Program Specialist, Governance and Partnerships

### **Line Ministry Consultations**

#### ***Health – 9 August 2010***

##### *Ministry of Health*

Dr Lester Ross, Permanent Secretary  
Dr Carl Susuairara, Under Secretary for Health Care  
Dr Cedric Alependava, Under Secretary for Health Improvement  
Dr Tenneth Dalipanda, Director of Public Health

##### *MDPAC*

Siona Koti, Planning Officer for Bilateral Aid, Aid Coordination Division  
Nahomy Polahi, Planning Officer for Health Sector, Social Services Division

##### *AusAID*

Juliette Brassington, Counsellor (Development Cooperation)  
Anna McNicol, Senior Development Program Specialist, Governance & Partnerships

#### ***Transport – 9 August 2010***

##### *Ministry of Infrastructure*

John Ta'aru, Permanent Secretary  
Ambrose Kirei, Director for Transport Infrastructure Management Services

##### *MDPAC*

Sammy Wara, Planning Officer for Multilateral Aid, Aid Coordination Division  
Siona Koti, Planning Officer for Bilateral Aid, Aid Coordination Division  
Andrew Prakash, (Ag) Director, Economic and Productive Division

##### *AusAID*

Peter O'Connor, Counsellor  
Anna McNicol, Senior Development Program Specialist, Governance & Partnerships

Belinda Conn, Senior Development Program Specialist, Economic Infrastructure

***Rural Development – 10 August 2010***

*Ministry of Agriculture and Livestock*

Edward Kingmele, Permanent Secretary

John Harunari, Under Secretary

Ravi Josh, Agriculture and Integrated Crop Management Senior Adviser

*Ministry of Rural Development*

Clerzy Rore, (Ag) Permanent Secretary

*MDPAC*

Sammy Wara, Planning Officer for Multilateral Aid, Aid Coordination Division

Siona Koti, Planning Officer for Bilateral Aid, Aid Coordination Division

Andrew Prakash, (Ag) Director, Economic and Productive Division

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Peter O'Connor, Counsellor

Anna McNicol, Senior Development Program Specialist, Governance & Partnerships

Peter Wilson, Development Program Specialist, Economic Livelihoods

***Civil Society – 12 August 2010***

*Ministry of Home Affairs*

Mr Fred Fakarii, Permanent Secretary

*MDPAC*

Sammy Wara, Planning Officer for Multilateral Aid, Aid Coordination Division

Siona Koti, Planning Officer for Bilateral Aid, Aid Coordination Division

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Juliette Brassington, Counsellor, Development Coordination

Anna McNicol, Senior Development Program Specialist, Governance & Partnerships

Dudley Vunagi, Assistant Program Manager, Governance & Partnerships

### **Annex 3 - list of long-term adviser positions**

See separate excel spreadsheets – position data.

#### **Annex 4 – Alternative methods for building capacity**

- Short-term training
- Initiating for cooperation between developing countries
- Initiating inter-provincial/district exchanges and peer learning
- Equipment, buildings, refurbishments, facilities, vehicles and other supplies regarded as necessary for organisations to achieve their objectives and for competencies and capabilities to be demonstrated
- Study tours
- Scholarships
- Workshops, symposia
- Exchanges
- Twinning
- Budget support
- Grants – direct, co-financed, incentive-based
- Payments on having completed actions
- Internal professional development programs
- Inclusion in professional associations and networks (local, regional, bilateral or global)
- Support in establishing professional associations in partner countries
- Support for annual regional conferences
- Collaborative research and collaborative reviews/evaluations (including mix of stakeholders, eg local Universities, other donors etc.)
- Joint program and policy development, or joint participation in internal or external working groups within or beyond partnerships
- Joint direct or indirect development of manuals, procedures, best practice advice within or beyond partnerships
- Blended approaches – combining some of the above into one approach

JOINT REVIEW OF LONG TERM ADVISER POSITIONS

Please see the Joint Adviser Review - Tasking for Country Programs for a definition of advisers to be included in the Joint Review

#	PARTNER GOVERNMENT	POSITION DETAILS						OUTCOME	RELEVANCE		
	Relevant counterpart agency or organisation	Sector	Program	Aidworks Initiative Number	Position title	Position description and key objectives	ToR available	Brief description of what major changes will occur as a result of having the adviser in place	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position
1	Ministry of Infrastructure Development	Infrastructure	Solomon Islands Road Improvement (Sector) Project/ Solomon Islands Transport Sector Support	inh817	Transport Planner and Asset Management Specialist	The position is assisting to develop and maintain an asset management system for transport infrastructure. This system will provide information to MID on all transport assets in the Solomon Islands (roads, bridges, airstrips and ports) and the condition of these assets. This information is crucial to making informed decisions on prioritising transport rehabilitation and maintenance projects.	Yes	MID will have the skills and knowledge needed to identify, monitor and manage transport assets in the Solomon Islands.	This position is placed within the SIRIP team, but they also have counterparts in MID.	Quality information on transport assets is critical to the prioritisation of projects within the National Transport Plan to ensure SIG and donor funds are used for the highest priorities in the sector.	Request from MoFT/MID in 2006.
2	Ministry of Infrastructure Development	Infrastructure	Solomon Islands Road Improvement (Sector) Project	inh817	Community Development Specialist	The position is assisting in the development of private sector contractors to undertake labour based maintenance work. They are also assisting MID to identify relevant environmental, social cultural and gender based issues that may impact on transport policy and planning in the Solomon Islands. This result of this will be transport policies that meet the needs of the communities that they service.	Yes	MID will have the skills and knowledge needed to assist community based contracting firms to effectively implement labour based maintenance contracts.	This position is placed within the SIRIP team, but they also have counterparts in MID.	Labour based contracting provides a more affordable way to implement transport maintenance activities. Developing the skills of the community to tender for and undertake these roles is crucial to the success of this approach.	Request from MoFT/MID in 2006.

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3	Ministry of Infrastructure Development	Infrastructure	Transport Sector Development Project	N/A - anticipated position	Labor Based Road Adviser	The advisor will support the Ministry to build capacity of its Engineers, supervisors and contractors to plan, procure and manage road maintenance contracts for labor based and labor intensive road rehabilitation in the Solomon Islands.	Yes	MID will take responsibility for the contracting and monitoring of labour based road maintenance and the need for discreet donor led projects will be reduced.	The advisor will be counterpart to the Director Transport Infrastructure Management Services, and will provide advice to the director, build capacity of Transport Program Division engineering staff, supervisory staff and private contractors.	This position is being created to assist the Ministry to absorb responsibility for labor based works and to develop the necessary policies and procedures to manage an increased program of labor based works.	Developed in conjunction with MID, ADB, WB and NZ
4	Ministry of Infrastructure Development	Infrastructure	Transport Sector Development Project	N/A - anticipated position	Policy and Coordination Advisor	The position will assist MID to management to undertake key policy and coordination tasks, including: (a) the development of a formal Transport sector donor coordination mechanism. (b) coordination of activities of all technical advisers working with MID. (c) Assist and advise on relevant aspects of transport policy and strategy, regulations, standards, and measures. (d) Assist MID in undertaking their responsibilities in the overall management, reporting and monitoring of the National Transport Fund.	Yes	This position will assist MID management through the transition from donor led transport projects to a sector based approach.	The advisor is counterpart to and reports to Undersecretary Technical Ministry of Infrastructure Development.	This position is being created to assist the Ministry through the transition from projects to a sector based approach and support it through the policy and coordination challenges that will arise.	Developed in conjunction with MID, ADB, WB and NZ

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5	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INH479	Health Sector Support Program (HSSP) Infrastructure management specialist	Provides broad strategic advice to MHMS executive on health related Infrastructure activities	Yes	Support the small MHMS Infrastructure Unit to plan and manage building priorities, including help with managing building projects and contracting maintenance of existing buildings..	The adviser supports a counterpart in the Infrastructure team and reports to the Director of the Policy and Planning Unit.	<p><b>a.</b> Contributes towards the strengthening of the health system under the MHMS National Health Strategic Plan (NHSP) Strategic area 8.2 - increased number of health infrastructure at all levels to meet minimum standards;</p> <p><b>b.</b> Aligns with Partnership for Development - Partnership outcome 1 - increased % of population with access to a healthy facility staffed by a health case worker and stocked with appropriate medicines.</p>	An infrastructure adviser was one of the advisory positions included in the design for the HSSP. The position has been filled by more than one person from 2008 to 2010. The current adviser's contract will expire in September 2010 and the MHMS has requested that this position be filled.
7	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INJ152	HSSP Water and Sanitation (Watsan) specialist	Provide management advice to the MHMS Rural Water Supply and Sanitation (RWSS) Division in the implementation of the Solomon Islands Access to Clean Water and Sanitation Initiative (SIACWSI). This includes assisting RWSS staff with community engagement to identify watsan needs, and helping to plan, cost, and manage watsan projects.	Yes	Improved capacity within the MHMS RWSS Division to better manage and coordinate Watsan activities with MHMS Procurement and Infrastructure Units and other developments partners involved in the Watsan sector.	operational support and skills transfer to counterpart staff.	<p><b>a.</b> Contributes towards the strengthening of the public health functions under the NHSP Strategic area 2.1 - to become responsive to community health needs through increased availability and access to safe, clean water supplies and sanitation.</p> <p><b>b.</b> MDG 7: Increased access to clean water and proper sanitation.</p>	This long term adviser position was included in the design of the WATSAN program, which recommended a sole selection process. The design was approved by the SIG and AusAID on 19 May 2010.

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8	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INH479	HSSP Procurement management specialist	Provide advice and support to the MHMS on procurement policies and procedures and to strengthen the MHMS Procurement unit.	Yes	The adviser will support the small MHMS Procurement unit to plan, manage and undertake all MHMS procurement processes, including procurement of medical supplies.	The adviser will support the MHMS counterpart and work closely with related teams in the MHMS (infrastructure team, National Medical Store).	a. Contributes towards the strengthening of the health system under the MHMS National Health Strategic Plan (NHSP) Strategic area 8.2 - increased number of health infrastructure at all levels to meet minimum standards; c. Aligns with Partnership for Development - Partnership outcome 1 - increased % of population with access to a healthy facility staffed by a health case worker and stocked with appropriate medicines.	A procurement adviser was one of the advisory positions included in the design for the HSSP. The position is currently vacant. Due to the limited capacity of the procurement unit (relying on one person) the MHMS has requested that this position be refilled.
9	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INH479	HSSP Senior Health specialist	Provides strategic advice and support to the MHMS executive to build capacity for leadership and guidance to the HSSP specialists on the implementation and development of the Health SWAp.	Yes	Increase capacity of the MHMS executive to implement HSSP and increased ability to plan, coordinate and manage resources within the health sector.	executive mentoring for the PS and other Executive members.	a. Contributes towards the strengthening of the health system under the MHMS National Health Strategic Plan (NHSP) Strategic area 8.2 - development of innovative staff management initiatives and systems; b. supports HSSP Partnership arrangement to support an outcomes-focused approach by the SIG MHMS to health care reform across the country.	A Senior Health Adviser was included in the design of the HSSP; the position is currently vacant. MHMS tried unsuccessfully to recruit an Adviser in March 2010. MHMS has asked for senior mentoring and support; AusAID has offered to fund periodic inputs from an internationally recognised health expert.



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10	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INH479	HSSP Human Resources management specialist	Provide high level, strategic oversight and support to the MHMS to build institutional and human capacity within the health sector. Work in coordination with the Ministry of Public Services over employment conditions.	Yes	Increased capacity of the MHMS executive and the counterpart HR manager to develop and monitor an HR Strategy, including planning and costing HR needs, reviewing the organisational structure and developing HR requirements such as employment policies and conditions of service.	Operational support and capacity building	a. Contributes towards the strengthening of the health system under the MHMS National Health Strategic Plan (NHSP) Strategic area 8.2 - development of innovative staff management initiatives and systems and improvement of staff work ethic and staff performance; b. supports HSSP Partnership arrangement to support and strengthen Solomon Islands health policy, planning, financial management, infrastructure, personnel capacity and government processes and systems for long term sustainability.	A Human Resources Specialist was included in the design of the HSSP. The current HR Specialist is contracted to September 2010 and the MHMS has asked for that person to be extended as he has been working effectively to help the MHMS to plan their HR needs and create appropriate job descriptions.
11	Ministry of Health and Medical Services (MHMS)	Health	Solomon Islands Health Sector Support Program HSSP	INH479	Building and Site Management Adviser	Currently under discussion	No	Currently under discussion	Currently under discussion	Currently under discussion	Currently under discussion
12	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Progra	INJ090	Agricultural Livelihoods Program Manager	The planning and coordination of the Agricultural Livelihoods Program (ALP) involving the allocation of resources, monitoring and reporting; to ensure the efficient implementation of the ALP portfolio of six current discrete activities.	Yes	Continued long term planning and budgeting for the program, setting the strategic direction for the program in close coordination with AusAID, aligning the program with making markets work approach	Program management	Planning the strategic direction and coordinating the implementation of a broad range of rural development activities,	Came into CSP as the Manager of the Transition Support to Agriculture Program (TSAP) in September 2008, which became the ALP within CSP

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13	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Progra	INJ090	Agricultural Livelihood Implementation Coordinator	To ensure the efficient allocation of resources to the program from a short to medium term perspective. coordinate the allocation of resources required for timely and effectvie implementation	Yes	Maintaining the efficient day to day planning of implmentation of activities across the portfolio of agricultural development programs, financial control, directly responsible for management of the coconut oil mill program	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Originally worked as rural livelihoods adviser with CSP prior to working with TSAP as it became part of CSP in September 2008
14	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Financial Literacy and Management Skills Advisor	To work with the Value Chain Enterprise Development program reorientating it with Making Markets Work (MMW) Approach.	Yes	Continue to train stakeholders in various value chains, aligning VCED with MMW	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Originally worked as adviser with CSP prior to working with TSAP as it became part of CSP in September 2008
15	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Value Chain Specialist	to identify and develop potential commercial opportunities within various agriculture subsectors through the VCED program and to align it with MMW	Yes	Continued development of commercial activity in the private sector involved in agriculture production and value adding	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Recruited as part of the team for ALP in CSP in January 2009
16	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Cocoa Chief Technical Advisor	To work with the Cocoa Livelihoods Improvement Program (CLIP) assessing levels of crop management and recommending improvements in both production and drying	Yes	Dissemination of improved crop production and drying activities to large numbers of cocoa growers in Malaita, Guadalcanal and Makira	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Recruited to work with the Cocoa Livelihoods Improvement Project in mid 2009
17	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Cocoa IPDM Specialist	To work with CLIP assessing levels of crop management and recommending improved crop production practices through many workshops and field days.	Yes	Continued emphasis on improving productivity in the national cocoa crop, interaction and support with large numbers of cocoa growers	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Recruited to work with the Cocoa Livelihoods Improvement Project in mid 2009
18	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Cocoa National Project Manager	To develop and manage the implementationof the CLIP, allocation of resources, aligning the original program with MMW approach, promoting the program to the government and private sectors.	Yes	The continued development of the program reinvigorating the industry to increase production, exports and foreign exchange earnings.	Program implementati on and capacity building	consistent with SIG priority to development of the rural sector	Recruited to work with the Cocoa Livelihoods Improvement Project in mid 2009

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19	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Fruit Tree Nursery Trainer	To be responsible for the extensive training program associated with the fruit and nut tree project, training nursery managers and farmers	Yes	continued development of improved crop production technology for nursery managers and farmers in SI	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Contracted to implement the Fruit and nut tree program in early 2009
20	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INJ090	Fruit and Nut Specialist	To implement the fruit and nut tree program within ALP, aligning it with the principles of MMW, managing the propagation and dissemination of improved planting material from nurseries	Yes	Continued development of the fruit and nut tree program involving a broadscale dissemination of improved planting material together with extension material on crop management	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Contracted to implement the Fruit and nut tree program in early 2009
21	Ministry of Agriculture and Livestock / Ministry of Rural Development	Rural Development	Rural Livelihoods Program	INH615	Rural Development Adviser	The RD Adviser will provide the intellectual and personnel leadership in developing AusAID's engagement in Rural Development in Solomon Islands. Provide support for the development of AusAID's country strategy (Partnership Document), regional programs and other Pacific rural programs	Yes	Continued development of quality planning and activity management. High quality policy documents produced to achieve high level goals for both AusAID and the Solomon Islands government. Improved capacity of local AusAID staff to manage program activities.	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Recruited to provide technical advice to the AusAID Rural Development Program to Solomon Islands in April 2007 until now
22	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INH615	ALP Program Officer	The Program Officer is responsible for facilitating project cycle management activities for a portfolio of ALP projects in the food and agriculture sector, and works in close collaboration with MAL, individual Project Managers, project partners and stakeholders	Yes	SIG counterparts (e.g. MAL) better informed about ALP activities. Buy-in for joint interventions for implementing activities in the provinces	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	This position was originally foreseen under TSAP to address the need for a "lubricant" between ALP, SIG and field activities, and involves extensive liaison and networking with implementation partners, and briefing of officials

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23	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INH615	ALP Field Officer	Responsible for assisting CSP Agricultural Livelihoods officers and technical advisers in the implementation and monitoring of program-related activities, including close liaison with the key beneficiaries and stakeholders targeted.	Yes	Higher crop productivity and returns from farming systems, higher rural incomes for farm families, farmer education, diversification of farm enterprises and consequent risk reduction	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Contracted to train farmers and rural partners involved in ALP activities, in coordination with provincial MAL extension services and other non-state actors responsible for field outreach
24	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INH615	ALP Field Officer	Responsible for assisting CSP Agricultural Livelihoods officers and technical advisers in the implementation and monitoring of program-related activities, including close liaison with the key beneficiaries and stakeholders targeted.	Yes	Higher crop productivity of farming systems, higher rural incomes for farm families, farmer education, diversification of farm enterprises and consequent risk reduction	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Contracted to train farmers and rural partners involved in ALP activities, in coordination with provincial MAL extension services and other non-state actors responsible for field outreach
25	Ministry of Agriculture and Livestock	Rural Development	Agriculture Livelihoods Program	INH615	ALP Field Officer	Responsible for assisting CSP Agricultural Livelihoods officers and technical advisers in the implementation and monitoring of program-related activities, including close liaison with the key beneficiaries and stakeholders targeted.	Yes	Higher crop productivity of farming systems, higher rural incomes for farm families, farmer education, diversification of farm enterprises and consequent risk reduction	Program implementation and capacity building	consistent with SIG priority to development of the rural sector	Contracted to train farmers and rural partners involved in ALP activities, in coordination with provincial MAL extension services and other non-state actors responsible for field outreach

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26	Save the Children Australia	Rural Development	Solomon Islands NGO Partnership Agreements	INI854	Youth Outreach Partnership Program Manager	Accountable to the Director of Programs, this position is responsible for supporting and supervising project staff in implementation and monitoring of Save the Children Australia (SCA) Youth Outreach Partnership Project to achieve anticipated results. In addition, the position is responsible in building strong relationship with the relevant ministries at national level and with the provincial governments at provincial level. Incorporating project's learning and advocating for youth centered policies and programs is also one of the key roles. Other key responsibilities include managing project's budget, reporting and representing SCA at different levels.	Yes	Strategic oversight and leadership of implementation; including a strong monitoring and evaluation system; and solid coordination with government and non-government partners. This position also aims to build the capacity of the (Solomon Islanders) Deputy Project Manager to effectively manage the project by 2011/12.	This position reports to the Save the Children Programs and Country Director, and will build the capacity of the project team, particularly the Deputy Project Manager.	YOPP focusses on engaging young people in policy formation and implementation at national and provincial levels by providing capacity building support to key government departments and organisations. A staff member will be seconded to the Ministry of Women, Youth and Children's Affairs (MWYCA) to assist in the implementation of the National Youth Action Plan and to ensure the involvement of young people in policy formation and revision. A Pilot Project will involve another staff member being seconded to a Provincial Government Youth Desk to engage with the Provincial Government on policy implementation and the involvement of young people. SCA will also support and build the capacity of youth groups and organisations to enable them to advocate and participate in national and provincial debates.	Included in proposal for funding submitted by Save the Children Australia to AusAID, following consultation with Solomon Islands Government and other local stakeholders.
27	Oxfam	Health	Solomon Islands NGO Partnership Agreements	INI854	Violence Against Women Program Manager	This position manages Oxfam's Standing Together Against Violence (STAV) Program - including strategy, operational planning, monitoring and evaluation, staff management and capacity building, external coordination, finances etc. It leads relationships with Solomon Islands Government (especially Ministry of Women, Youth and Children's Affairs, Ministry of Health and Medical Services, Police, Law Reform Commission etc). It also manages Oxfam's partnership with the Family Support Centre.	Yes	The Oxfam Standing Together Against Violence (STAV) program contributes to reducing acceptance in the Solomon Islands of violence against women and improves support services for those suffering abuse. This position will help build capacity within the Family Support Centre in Honiara; ensure broad participation in national policy discussions; and help develop community-based models of changing attitudes and behaviour that are effective in Solomon Islands.	This position reports to the Oxfam Country Director, and will build the capacity of the project team.	The position ensures the project bolsters implementation of the Solomon Islands Government Policy on Eliminating Violence Against Women.	Included in proposal for funding submitted by Oxfam to AusAID in May 2009, following consultation with Solomon Islands Government (e.g. MHMS, MWYCA, Ministry of Justice and Legal Affairs, Western Provincial Government) and other local stakeholders.

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28	Oxfam	Health	Solomon Islands NGO Partnership Agreements	INI854	Family Support Centre (FSC) Counselling Trainer	This position trains, mentors, and supervises FSC staff to provide counselling to clients. The position is also coordinates with other counselling service capacity building in Solomon Islands and the Pacific region.	Yes	FSC staff will be more skilful counsellors, and will be able to maintain this improved service quality over time.	This position reports to the Oxfam STAV Program Manager, and will build the capacity of FSC staff.	Improving service provision for women who survive violence is a key priority of the Solomon Islands Government Policy on Eliminating Violence Against Women.	Included in proposal for funding submitted by Oxfam to AusAID in May 2009, following consultation with Solomon Islands Government (e.g. MHMS, MWYCA, Ministry of Justice and Legal Affairs, Western Provincial Government) and other local stakeholders.
29	Adventist Development and Relief Agency (ADRA)	Rural Development	Solomon Islands NGO Partnership Agreements	INI854	Youth Engagement and Livelihoods Project (YELP) Manager	This position manages the ADRA Youth Engagement and Livelihoods Project. - including strategy, operational planning, monitoring and evaluation, staff management and capacity building, external coordination, finances etc.		YELP supports young people to pursue small income generating opportunities; improve their vocational skills and financial literacy. It also supports small village-based initiatives that improve relationships between young people and their communities. This position will assist the project team develop efficient and effective implementation systems, and ensure close coordination with other stakeholders.	This position reports to the ADRA Country Director, and will build the capacity of the project team. ADRA plans to localise this position by 2011/12.	YELP's objectives align with Solomon Islands Government youth policies. YELP staff work closely with Ministry of Health and Ministry of Agriculture and Livestock staff where community identified projects fall within their portfolios e.g. water supply projects.	Included in proposal for funding submitted by ADRA to AusAID in May 2009, following consultation with Solomon Islands Government (e.g. MHMS, MWYCA, Ministry of Agriculture and Livestock, Guadalcanal Provincial Government) and other local stakeholders.