

***Statistical Innovation and Capacity Building in the Pacific Islands
Project (PACSTAT)***

The Pacific Community
GRANT NUMBER D544 [P168122]

Project Operations Manual

ABBREVIATIONS AND ACRONYMS

ARC	Audit & Risk Committee
CAPI	Computer Assisted Personal Interviewing
CPF	Country Partnership Framework
CPI	Consumer Price Index
DA	Designated Account
DHS	Demographic and Health Survey
EAP	East Asia Pacific
ESMF	Environmental and Social Management Framework
ESRS	Environmental and Social Review Summary
FA	Financing Agreement
FM	Financial Management
FMPM	Financial Management Procedures Manual
GDP	Gross Domestic Product
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HIES	Household Income and Expenditure Survey
HOPS	Heads of Planning and Statistics
IA	Implementing Agency
IBM	Iterative Beneficiary Monitoring
IBRD	International Bank for Reconstruction and Development
ICT	Information and Communications Technology
IDA	International Development Association
IFR	Interim Unaudited Financial Reports
IMF	International Monetary Fund
IPF	Investment Project Financing
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NSO	National Statistics Office
OECD	Organization for Economic Cooperation and Development
OPCS	Operations Policy and Country Services
PAD	Project Appraisal Document
PDO	Project Development Objective
PFM	Public Financial Management
PFTAC	Pacific Financial Technical Assistance Centre
PICs	Pacific Island Countries
POM	Project Operations Manual
PREP	Pacific Resilience Project
PSC	Project Steering Committee
SCD	Systematic Country Diagnostic
SCI	Statistical Capacity Index
SDG	Sustainable Development Goal
SOE	Statement of Expenditure
SOP	Series of Projects
SPC	Pacific Community
SPC-SDD	Pacific Community – Statistics for Development Division
SPD	Standard Procurement Documents
STEP	Systematic Tracking of Exchanges in Procurement
TA	Technical Assistance
TEC	Technical Committee

UN	United Nations
UNSD	United Nations Statistics Division
US	United States
WAEMU	West Africa Economic and Monetary Union
WB	World Bank

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1 Introduction

1.1 Project Title and related information

Title:	Statistical Innovation and Capacity Building in the Pacific Islands (PACSTAT)
Grant ID:	D544
Total Project Cost:	SDR 3,300,000 (Equivalent USD 4,400,000 and EUR 3,629,014)
Implementing Agency:	The Pacific Community – Statistics for Development Division (SPC-SDD),
Beneficiaries:	The main direct beneficiaries of the project are SPC-SDD and the National Statistics Offices (NSOs) of IDA-eligible states of the Pacific Region; and there are positive externalities resulting from better quality, more frequent, and more comparable data across a broad range of stakeholders.

1.2 Project Operations Manual (POM)

This manual provides guidance to the project implementation team on day-to-day project execution and also outlines project implementation procedures for the principle implementing agency SPC. It provides information on key aspects of PACSTAT, including the Project Development Objective (PDO), components, institutional arrangements, financial management, procurement and monitoring and evaluation procedures among others. The main audience for the Project Operations Manual (POM) is SPC, in particular the Statistics for Development Division, and other SPC staff who may work on and implement aspects of PACSTAT.

The POM is intended to ensure consistency, transparency and accountability in the application of project management procedures at all levels. The manual should be reviewed by the SPC-SDD team on a regular basis and updated as processes and systems evolve, as the project progresses from start-up toward completion and as responsibilities in the project management change. The SPC-SDD team should also regularly review the manual to ensure it is easy to use for all members of the team and will be reviewed and revised as needed based on lessons learned during implementation. Any changes to the POM are subject to prior review and “no objection” from the World Bank. This is a good opportunity to keep the World Bank project team informed of improvements to project processes and changes in government policies.

This POM should be read with all relevant documents as detailed in sections 2 and 3 of this POM and the Annexes to this POM. The Financing Agreement for PACSTAT is the legally binding document for the implementation of the project. In case of divergence between the Financing Agreement, POM and the PAD, the Financing Agreement shall prevail.

1.3 Project Description

1.3.1 Background, Objectives and Indicators

The PACSTAT project is an International Development Association (IDA; <https://ida.worldbank.org/>) funded project that is to be implemented over the period of July 2020 to June 2025.

The context for this project is summarised as:

- i. Pacific Island Countries (PICs) are characterized by small populations spread across vast areas.
- ii. More comparable data is needed to understand deprivation between countries as well as identify and monitor regional trends.

- iii. The Pacific is a region with substantial gender inequality.
- iv. Data deprivation in the PICs hinders evidence-based policy design.
- v. Public access to data is another challenge facing the region.
- vi. Data deprivation hinders the effort to track progress on gender inequality over time and design policies to address it.
- vii. National Statistics Offices (NSOs) lack funding to meet the costs of data collection in the Pacific.
- viii. Low statistical capacity is a major challenge in addressing data deprivation.
- ix. There has been some improvement in statistical capacity over time, but results have not been sustained.

Given this context, the overall development objective of PACSTAT is to improve the quality of welfare data collection and accessibility to comparable welfare data in the Pacific Island Countries.

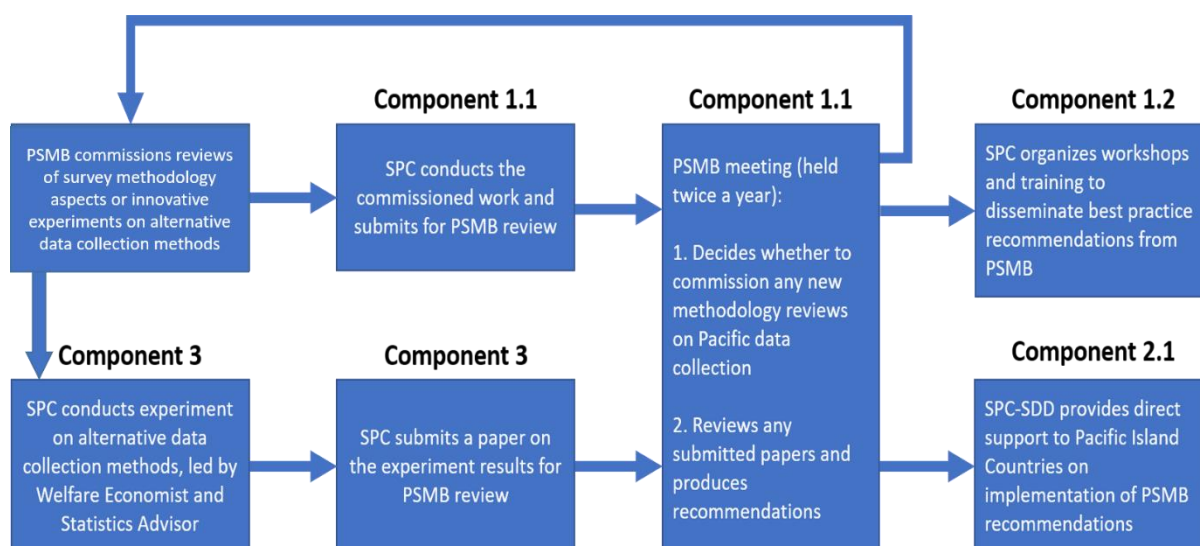
PDO Level Indicators are given as

- i. Number of Pacific Statistics Methods Board (PSMB) guidance notes produced and circulated to PIC NSOs.
- ii. Number of experiment reports produced and submitted to PSMB.
- iii. Number of regionally comparable welfare indicators published on SPC platforms.
- iv. Number of harmonized micro datasets published on SPC platforms.

1.3.2 Project Components and Budget

The components and key activities of PACSTAT are elaborated below, while the linkages between these three components are illustrated in the following flowchart:

Figure 1. Components and Key Activities



The project consists of three components:

- 1) to support the administration of the Pacific Statistics Methods Board (PSMB) and the dissemination of its recommendations;
- 2) to strengthen SPC-SDD's ability to play a "statistical system leader" role and provide technical assistance on data collection methods; and
- 3) to promote context-appropriate innovation in the Pacific region.

Detailed information on components and sub-components can be found in the PAD, but a summary is given here.

1.3.2.1 Component 1: Pacific Statistics Methods Board

Supporting the running of the PSMB will significantly accelerate the identification and adoption of improved methods by NSOs in the PICs. The PSMB is seen to be a vital component in the new regional statistics governance framework recommended by the 2017 HOPS meeting. The PSMB is tasked with undertaking literature reviews and field experiments to test the viability of new statistical methods in the Pacific context, as well as making recommendations to NSOs based on the results. This approach has benefits to the region on several levels:

- i. it introduces a culture of academic rigor in the process of statistical innovations while remaining mindful of the local context and the need for local credibility;
- ii. it promotes harmonization in the Pacific region by replacing bilateral recommendations from development partners – which can sometimes clash with one another – with a more streamlined process; and
- iii. it shifts the burden of investment in experimentation from resource-constrained NSOs to a regional body with higher capacity, which also introduces economies of scale.

Sub-component 1.1. PSMB Technical Support & Administration

The project will finance SPC-SDD to provide a secretariat function for PSMB. Under this sub-component, the project will finance the secretariat functions, including:

- i. the organization for PSMB meetings to take place twice a year (either live or by videoconference);
- ii. a quorum of three of the four regional NSO representatives (Micronesia, Melanesia, Polynesia, and the small island states) and two of the three technical partners (Australian Bureau of Statistics, Statistics New Zealand, and the UN system) is required;
- iii. setting the meeting agenda and inviting appropriate international experts, as needed;
- iv. coordinating the papers and reports on Pacific data collection to be reviewed at the PSMB meeting;
- v. identifying priority topics for further review at subsequent PSMB meetings; and
- vi. summarizing the meeting discussion into formal minutes and recommendations to be circulated to regional NSOs.

This subcomponent does not, however, finance the logistics costs (venue, travel for participants) of the Methods Board meetings themselves.

Sub-component 1.2. Dissemination & Training

The project will support SPC-SDD to lead the dissemination of best practice recommendations from the PSMB to regional NSOs. The project will support dissemination and training for PSMB recommendations in IDA-eligible countries, with a strong emphasis on implementation as opposed to theory. The activities under this sub-component will take two forms: large-scale regional trainings and country-level and small group workshops.

1.3.2.2 Component 2: Institutional Strengthening and Implementation Support

The second component of activities will support SPC-SDD in its transition to a regional knowledge producer and a leader in the dissemination of data. To fulfill its mission of strengthening access to and use of development statistics in policy development, SPC-SDD would benefit from expanded analytical capacity, provided through the recruitment of the two long-term consultants. In addition, this component includes funding for existing SPC staff to support the technical and administrative implementation of the project as well as funding to strengthen SPC-SDD's ability to provide remote training to NSOs and other office related costs essential to the administration of the project.

Sub-component 2.1: Expanding Technical Capacity of SPC-SDD

This sub-component supports strengthening technical capacities of the SDD in providing support to the PICs on welfare data collection, analysis and dissemination, including, inter alia:

- i. providing technical assistance and training on the implementation of the methodological recommendations generated by PSMB;
- ii. harmonizing key welfare indicators produced from household income and expenditure surveys, with respect to both historical and future datasets, including developing guidelines to standardize processes for harmonization and anonymization of such data; and
- iii. developing and updating a roster of consultants and academics to provide technical assistance to the national statistical offices of the Pacific Island Countries.

Sub-component 2.2: Current Staff Support

The project will finance technical and operational support needed to implement and manage the project. The project will finance SPC's resources – including FM, procurement, human resources, safeguards, monitoring and evaluation, and senior management – that are required for the successful implementation and management of the project. This support will be provided under two modalities: Recurrent Technical Staff and Corporate Support. The Recurrent Technical Staff modality will be based on the arrangements outlined in the Project Appraisal Document, which defines Recurrent Technical Staff Costs as “the reasonable and necessary costs of expenditures incurred by the Recipient for the salaries of the Recipient's technical staff working on the Project, but excluding bonuses, sitting fees and honoraria or equivalent payments, based on the Annual Work Plans and Budgets approved ex ante by the Association,” while the Corporate Support modality is unique to this project. Recurrent Technical Staff will include, but not be limited to, a list of six technical positions which will provide direct support to the technical activities of the project, including supervising consultants and providing strategic leadership. Proposed changes to nominated staff should be notified through the Annual Workplan Process. Corporate Support refers to those functions which are performed at a corporate level for all of SPC but that nonetheless benefit the project activities.

Sub-component 2.3: Implementation Support

The project also provides funding for office and information and communications technology (ICT) facilities to enable the implementation of project activities. Specifically, the project will upgrade the Statistics for Development Division meeting room in Nouméa to facilitate remote training with NSOs, with videoconferencing equipment, including furniture, projector, screen, and microphone. The project will also upgrade an existing SPC meeting room, mainly with furniture, allowing for remote

participants at large regional workshops hosted at SPC. In addition to the goods purchases, the project will also fund the necessary ICT support for the long-term consultants (Welfare Economist, Statistics Advisor, and Harmonization Advisor) hired under the project and other office supplies and services necessary to support their work.

1.3.2.3 Component 3: Alternative data collection methods

The project will support experiments in alternative data collection methods. There are several innovations in data collection that could potentially reduce the costs and complexity of collecting socioeconomic data in PICs, particularly by addressing the vast geography and sparse population constraints to traditional data collection. SPC-SDD will work with NSOs in IDA-eligible beneficiary countries, as agreed with the World Bank, to trial alternative data collection methods, based on what is deemed appropriate and most impactful for the specific contexts.

This component includes financing for:

- i. the costs of developing the experiments;
- ii. the costs of implementing the experiments; and
- iii. the costs associated with preparing the analytical reports, submitting them for PSMB review, and broadly disseminating the results across the Pacific.

Sub-component 3.1: Innovations Technical Support

This sub-component finances the technical support role of the Welfare Economist and Statistics Advisor and other SPC staff or consultants in designing and implementing the innovations experiments, producing the analytical reports to reflect the results of the experiments, and leading the public dissemination of the results. The key personnel to implement the innovations agenda will be the Welfare Economist and Statistics Advisor. The expertise targeted in the recruitment of these two positions come together to provide the main technical experience for designing, implementing, and analyzing the results of the innovation experiments. The Welfare Economist brings an understanding of economics and economic indicators, including methodologies for their construction and analysis. The Statistics Advisor provides knowledge of survey implementation, sample design, and the generalizability of results. Other SPC technical staff or consultants may also be used to support innovations, depending on the topic of the experiment and the expertise needed to support it.

Sub-component 3.2: Funding for Innovation Experiments

This sub-component supports the implementation of experiments and the dissemination of experiment results. Financing under this sub-component includes the logistics and operating costs of fieldwork, consultants, as well as other costs necessary to complete the implementation of the experiments. It also includes the operating costs incurred for dissemination activities following the completion of the analytical reports of the experiments.

1.3.2.4 Project Budget

Table 1. Indicative distribution of project financing for PACSTAT project

Note that SDR is the official currency of the project. Also note that the distribution of funds in the table below is slightly different to what was shown in the PAD – the PAD differs from the Financing Agreement. There is no impact on the total.

	Amount (USD)	%	Amount (SDR)	Amount (Euro)
<i>Sub-component 1.1: PSMB Technical Support & Administration</i>	\$1,116,402	25.6%	837,302	€ 920,782
Statistics Advisor (60%)	468,000	10.6%	351,000	385,995
Statistics Advisor (travel)	19,639	0.4%	14,729	16,198
Other consultants	125,000	2.8%	93,750	103,097
<i>Sub-component 1.2: Dissemination of & Training in PSMB-recommended best practices</i>				
Workshops	503,763	11.7%	377,822	415,492
<i>Sub-component 2.1: Expanding Technical Capacity of SPC-SDD</i>	\$1,699,597	38.6%	1,274,698	€ 1,401,787
Welfare Economist (60%)	468,000	10.6%	351,000	385,995
Welfare Economist (travel)	49,097	1.1%	36,823	40,494
Harmonization Advisor	517,500	11.8%	388,125	426,822
<i>Sub-component 2.2: Current Staff Support</i>				
Recurrent Technical Staff	315,654	7.2%	236,741	260,344
Corporate Support	124,346	2.8%	93,260	102,558
<i>Sub-component 2.3: Implementation Support</i>				
Operating Costs (ICT)	75,000	1.7%	56,250	61,858
Operating Costs (copier + consumables)	100,000	2.3%	75,000	82,478
Goods (VC equipment)	50,000	1.1%	37,500	41,239
<i>Sub-component 3.1: Innovations Technical Support</i>	\$1,584,000	35.8%	1,188,000	€ 1,306,446

Statistics Advisor (40%)	312,000	7.1%	234,000	257,330
Welfare Economist (40%)	312,000	7.1%	234,000	257,330
<i>Sub-component 3.2: Funding for Innovation Experiments</i>				
Innovation Experiments	960,000	21.6%	720,000	791,785
Total	\$4,400,000	100%	3,300,000	€ 3,629,014

(1) goods, non-consulting services - training etc. and recurrent technical staff costs	\$3,000,000	2,250,000	€ 2,474,328
(2) recurrent TA staff and corporate	\$440,000	330,000	€ 362,901
(3) innovative experiments (goods, consulting services, training, operating costs, recurrent technical staff costs and sub-granting)	\$960,000	720,000	€ 791,785
	\$4,400,000	3,300,000	€ 3,629,014
Exchange rates with SDR – Original	1.333	1.0	1.1014

1.3.3 Key Project Dates

Key dates for the Project are listed in Table 2.

Table 2: Key Project Dates

Project Milestones	Dates
Board Approval	11 February 2020
Financing Agreement Signing	19 March 2020
Disbursement Letter Signed	19 March 2020
Effectiveness	9 June 2020
Mid-term Review	No later than 9 June 2023
Closing Date	31 December 2025
Progress Reports	Every six months, no later than one (1) month after end of each calendar semester
Interim Unaudited Financial Reports	Within 45 days of the end of each calendar semester
Audit of Financial Statements	Shall cover the period of one (1) fiscal year and provided no later than nine (9) months after the end of such period.
Final External Audit Report	Shall cover the period of one (1) fiscal year and provided no later than nine (9) months after the end of such period.
Report of eligible expenditures paid from the Pooled Designated Account	Minimum Quarterly (or more if required)
Disbursement Deadline	Four months after Closing Date (i.e., 31 October 2025)
Implementation Completion Report	Six months after Closing Date (i.e., 31 December 2025)

1.3.4 Key Contacts of Authorized Representatives

Key contacts for PACSTAT include representatives from World Bank and the Pacific Community.

Table 3: World Bank and Recipient contacts

World Bank Group Indonesia Stock Exchange Building, Tower 2, 12th Floor. Jl. Jenderal Sudirman Kav 52-53, Jakarta 12190	Mr. William Seitz Senior Economist Email: wseitz@worldbank.org
World Bank Group 1818 H St NW, Washington, DC 20433, United States	Ms. Ciliaka Gitau Financial Management Specialist Email: cgitau@worldbank.org
World Bank Group L1914 Martin Place Sydney New South Wales 2000	Mr. Taufik Indrakesuma Economist (Poverty and Equity) Email: tindrakesuma@worldbank.org Mr. Cristiano Costa e Silva Nunes Senior Procurement Specialist Email: cnunes@worldbank.org Phone: +61 2 92356534

	<p>Mr. Darian Naidoo Economist (Poverty and Equity) Email: dnaidoo@worldbank.org Phone: +61 2 92356530</p> <p>Mr. Jason Sze Operations Analyst (Poverty and Equity) Email: jsze@worldbank.org</p>
<p>The Pacific Community SPC BP D5 98800 Noumea New Caledonia Phone : +687 262000</p>	<p><u>Statistics for Development Division</u></p> <p>Mr Peter Ellis Director, SDD Email: PeterE@spc.int</p> <p>Ms Evelyn Wareham Manager, Statistics Leadership Governance and Use Email: EvelynW@spc.int</p> <p>Ms Maria Musudroka Manager, Statistics Collections Email: MariaM@spc.int</p> <p>Ms Sandra Gianini Finance and Administration Officer Email: SandraG@spc.int</p> <p><u>Organizational Management Division</u></p> <p>Mr Paula Vivili Deputy-Director General Email: PaulaV@spc.int</p> <p>Mr Rupen Nand Finance Manager Email: RupenN@spc.int</p> <p>Mr Faletoesa Asaua Finance Planning and Analysis Manager Email: faletoesa@spc.int</p> <p>Ms Sophie Lemahieu-Colombie Procurement Team Leader Email : SophieL@spc.int</p> <p>Ms Estelle Grazi Procurement Officer Email: Estelle@spc.int</p> <p><u>Ms Margaux Le Maout</u> <u>Legal Officer</u> Email: MargauxL@spc.int</p>

2 Project Documents

Key documents contain detailed information about the project, and also outline the legal obligations and guidelines that must be followed during project implementation (Table 4). It is important that these documents are available to people responsible for project implementation and are referred to during the life of the project.

Table 4: Key project documents and purpose

Document	Purpose
Legal	
Financing Agreement (dated 19 March 2020)	The Financing Agreement is a legal agreement between the Association (IDA or World Bank) and SPC and defines the financial arrangements between the World Bank and SPC. This document sets out the legal obligations of both parties which must be followed during project execution.
General Conditions for IDA Financing: Investment Project Financing (dated 14 December 2018)	Although the General Conditions are included in a separate document, they are part of the Financing Agreement and set out equally important legal obligations on the SPC and the World Bank.
Disbursement Letter (dated 6 June 2020)	<p>This letter is classified as an ‘additional instruction’ under the Financing Agreement and defines how SPC can withdraw grant proceeds from the World Bank and also defines the type of bank account SPC needs to set up for the World Bank to pay money into.</p> <p>The Disbursement Letter is particularly important for the project Finance and Administration Officer to read closely and refer to regularly.</p>
Authorised Signatories Letter (ASL) (dated 5 June 2020)	<p>The ASL gives the names and specimen signatures of people who are allowed to sign withdrawal applications on behalf of SPC. These people are also nominated as those people authorized to be given secure access to electronically approve withdrawal applications through the World Bank’s online Client Connection system.</p>
Guidelines	
Disbursement Guidelines for Investment Project Financing (dated February 2017)	These form an integral part of the Disbursement Letter and give much more detail about the rules and procedures for disbursement of grant funds. The Disbursement Guidelines are also useful to check the meaning of certain words used by the World Bank.
World Bank Procurement Regulations for IPF Borrowers (dated July 2016, and revised November 2017 and August 2018)	The Financing Agreement places a legal obligation on SPC and the project implementation team to conduct all procurement of Goods, Non-Consulting and Consulting Services in accordance with the Procurement Regulations.
"Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants"	Guidelines are designed to prevent and combat Fraud and Corruption that may occur in connection with the use of proceeds of financing from IBRD or IDA during the preparation and/or

(dated October 15, 2006 and revised in January 2011 and as of July 1, 2016)	implementation of projects supported by Investment Project Financing (IPF). They set out the general principles, requirements and sanctions applicable to persons and entities which receive, are responsible for the deposit or transfer of, or take or influence decisions regarding the use of, such proceeds.
Environmental and Social Commitment Plan (ESCP) (dated 5 December 2019)	The ESCP was developed during preparatory stages of the PACSTAT. ESCP is legally binding and it serves as guidance for Implementing Agencies (IAs) and Project Steering Committee (PSC) on environmental and social safeguard aspects of the Project, and how these will be managed during the implementation phase of the Project. The aim of this document is to inform the development of national-level safeguard tools and instruments for “Experiments” conducted under Partnership and Grant Agreements in relevant countries.
Systematic Tracking of Exchanges in Procurement and the Procurement Plan (STEP)	The STEP is a standardized web-based system developed by the World Bank for Investment Project Financing (IPF) which incorporates systematic planning and tracking of procurement activities throughout the project cycle. SPC and World Bank use STEP initially to create and later to update the Procurement Plan under IPF, to monitor performance, and manage and store related documentation for all steps of a procurement activity. This includes activities that are subject to both prior and post review by the Bank (noting that SPC has specifically requested that all procurement be subject to prior review).

Information

PACSTAT Project Appraisal Document (PAD)	This document was developed by the World Bank in close consultation with SPC. It outlines all details of the Project. The PAD though not a legal document, includes detailed background information, development objectives, the project components, implementation arrangements, results framework, risks and mitigation measures.
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3 SPC Documents

In addition to the documents described in Section 2, the key policies for SPC include:

- internal governance documents, consisting of regulations, rules and policies, approved by the governing body, or the Director-General, which instruct staff on how they are to behave and the actions they can take;
- overarching governance documents agreed by the members which set out the roles and responsibilities of the governing bodies (the Conference/CRGA), these are now all included in the [Pacific Community Governance Compendium](#) ([Recueil des règles de gouvernance de la Communauté du Pacifique](#));

- a five year strategy in the Pacific Community Strategic Plan 2016-2020 that sets out the SPC strategic direction and policies supporting member countries to achieve their development objectives; and
- Ten Year Pacific Statistics Strategy which prioritises statistical activity in the region.

Table 5 lists the current approved regulations, rules and policies governing SPC staff. The application of these policies with respect to implementation, in particular staff inputs, is expanded under Section 9 of this POM (Recurrent Technical Staff).

Table 5: SPC regulations, rules and policies

Governance documents
Pacific Community Governance Compendium 3rd edition
Delegations and authorisations
Instrument of delegations and authorisations
Schedule 1 – General
Schedule 2 – Finance
Schedule 3 - Staff
Instrument of appointment of acting Director-General
General policies
Social and environmental responsibility
Privacy
Guidelines for handling personal information of staff
Guidelines for handling personal information of bidders and grant applicants
Planning, evaluation, accountability, reflection and learning
Publishing policy
Record management
Retention and disposal schedule
Project closure guidelines
Finance
Finance Regulations
Budget guidelines
Risk management guidelines
Anti-money laundering and counter-terrorism financing
Procurement
Procurement levels and authority matrix
Capital projects guidelines
Information systems evaluation guidelines
Grants and sub-delegations
Fixed asset and small value items

Cash management
Investment
Credit card
Provident fund rules

Human Resources

Staff Regulations

I Purpose and definitions

II Code of conduct, duties and obligations

- Social media

- Acceptable use of ICT resources guidelines

- Flag guidelines

III Recruitment

- Guidelines for hiring managers during COVID19 travel restrictions

IV Appointment

V Remuneration, benefits, allowances and other entitlements

- Salary scale

- Schedule of allowances

- Accommodation guidelines for staff based in Noumea

- Rental rates for SPC owned housing

VI Working hours and leave

VII Travel

- Per diems, airport transfers and mileage

- Vehicle guidelines

VIII Performance development and learning

IX Staff committees

- SRC constitution

X Health and safety

- HQ security framework and emergency plan checklist

- Suva security framework and emergency plan checklist

XI Work closure and behaviours

XII Investigations and disciplinary action

XIII Reviews and appeals

XIV Separation from service

XV Other forms of engagement (non-staff personnel)

4 Implementation Arrangements

SPC is responsible for the implementation of all activities under PACSTAT as set out in Schedule 1 to the Financing Agreement, and the PACSTAT PAD.

4.1 Project Management

Overall project management is to be undertaken by the Statistics for Development Division (SDD) of SPC.

Project Steering Committee (PSC)

The Project Steering Committee (PSC) has been established at SPC to provide technical and fiduciary support for the implementation of project activities as well as technical, fiduciary and monitoring and evaluation support for the implementation of the project. The PSC will support day-to-day implementation and financial reporting as needed. The PSC comprises:

- i. Director, SDD (Chair)
- ii. Manager, Statistics Leadership Governance and Use (PacStat Project Manager)
- iii. Manager, Statistics Collections
- iv. Finance Manager
- v. Finance and Administration Officer
- vi. Procurement Team Leader

The Project Manager role will be undertaken by the Manager Statistics Leadership Governance and Use with support from dedicated staff, as needed. The three Long-Term Consultants and other project consultants and staff will report to this position.

The PSC is responsible for:

- Developing and updating the project budget, procurement plan and annual work plans.
- Ensuring the project funds are audited.
- Ensuring compliance with requirements in the POM and the Financing Agreement
- Deciding on which commissioned works and innovative experiments will be undertaken (with advice from the PSMB).
- Identifying, guiding, administering and supervising Innovative Experiments and Beneficiary Countries (with advice from the PSMB and World Bank)
- Reporting to the World Bank on progress, and making project information and documents available to the World Bank for support missions
- Preparing and submitting the Implementation Completion Report after the project closing date.

The PSC will meet monthly, or as needed. A quorum for decisions is 4 members, including one member from outside SDD. Members may delegate to others when they are not available. Conflicts of interest are to be declared at the start of each meeting.

Long Term Consultants to the Project will be invited to provide technical and project related advice to the PSC. The Long Term Consultants will be included in meetings of the PSC, where appropriate. Similarly, consultation between the PSC and other SDD and SPC staff in relation to technical and project management aspects will occur, where appropriate. Consultants will not be present when the PSC is discussing procurement decisions, contracts or other sensitive matters.

Note that in the PAD there is reference to a PMU. This is an early name for the PSC and all future references will be to the PSC.

4.2 World Bank Team

The World Bank is represented by a Task Team Leader (TTL) and co-Task Team Leader (co-TTL), who leads a team of experts with different technical specializations. The primary point of contact is the TTL/co-TTL whose responsibility it is to seek input and consolidate advice from other members of the team. All correspondence with the WB pertaining to the PACSTAT project should include the TTL/co-TTL.

Submissions of key project documents such as the annual work plans and budgets, IFRs, audited financial statements, the procurement plan, the POM as well as important steps in the procurement process should be made to the TTL/co-TTL to then work through internal World Bank processes. This includes documents requiring WB prior review, progress updates and reporting. Other WB's responsibilities and tasks include:

- Administer Regional IDA Grant for provision to SPC
- Overall supervision of the project
- Supervision of all procurement financed under the IDA and Grants
- Supervising the implementation of the Bank's environmental and social safeguards measures.

The Task Team also conducts regular supervision and implementation support missions, either live or virtual, to countries and SPC. The missions are necessary to review implementation progress, resolve issues around implementation and ensure that the projects are delivering and meeting the project development objectives. In addition to this, the WB team will also determine that implementation is in line with the agreed financial, legal and procurement guidelines provided. The Task Team may meet with key stakeholders (both within and outside government) and with project beneficiaries. The Task Team will review legal, financial and procurement records and make suggestions on improvements to procedures. The PSC and relevant SPC administrative personnel need to ensure that project documents are kept current and made available to the Task Team prior to the mission.

Implementation Support Missions provide a good opportunity for national and regional agencies involved to clarify issues that arise with the WB specialist team members.

4.3 Project Budget and Work Plan

PSC will develop a Total Project Budget for the relevant aspects of the project and financing that relates to them, and a break-down into annual budgets. SPC will review this document periodically as required, annually at a minimum, with analysis of budget vs. actual expenditure also contained in the Interim Financial Reports (IFRs).

The Director, SDD approves the annual work plan and budget and submits it to the World Bank for acceptance. Within the PSC, the Project Manager and the Finance and Administration Officer will be responsible for managing of the budget on a line-by-line basis during the course of the year. The annual work plan and budget can be updated to include staff contributions to project activities up to six months in retrospect.

4.3.1 Annual Budget

The PSC is responsible for preparation of an annual project budget as a key element of the annual project planning and part of the total budget of the project. The annual budget is a quantitative expression of the annual work program of actions to be undertaken. It contains all eligible project activities and eligible expenditures, proposed to be included in the project in the following calendar year.

The PSC should prepare an annual budget for consideration and endorsement by the World Bank by no later than three (3) months after the Effective date and November 1 of each year.

The budget should be realistic and identify the following:

- All activities required to complete the interim and overall project objectives, areas of procurement by components and sub-components of the project, project management costs, and incremental operating costs,

- Cost estimates for each action, and
- Time schedule for implementing all actions planned.

Project budgeting includes:

- Linking issues described in the PAD and project procurement plan to the annual project budget and establishing a detailed budget with time limits for each planned action, and
- Establishing proper budgetary controls.

The PSC ensures that the project is implemented in accordance with the annual budget accepted by the IDA for the respective calendar year. In the event of any conflict between the annual budget and the provisions of the Financing Agreement, the provisions of the Financing Agreement prevail.

The PSC shall not change the annual budget without the World Bank's prior no-objection in writing.

4.3.2 Annual Work Plan

On an annual basis the PSC should prepare no later than three (3) months after the Effective date and November 1 of each year a work plan outlining the key project activities, identification of deliverables, resources and staff required, travel plans, workshops and performance targets proposed to be included in the project in the following calendar year. This includes a specification of the sources of financing for all eligible expenditures, as well as environmental and social safeguards measures taken or planned in accordance with the section I.E. of the Financing Agreement. This process should be managed by the Project Manager, with inputs gathered and consolidated as needed from the relevant PSC and SPC Staff members who are working on the project. The first work plan is linked closely to the project description originally included in the PAD.

The PSC ensures that the project is implemented in accordance with the annual work plan accepted by the World Bank for the respective calendar year. In the event of any conflict between the annual work plan and the provisions of the Financing Agreement, the provisions of the Financing Agreement prevail.

The PSC shall not change the annual work plan without the World Bank's prior no-objection in writing.

4.4 Standard Operating Procedures (SOP)

A Project-specific Standard Operating Procedures document was proposed in the PACSTAT Environmental and Social Commitment Plan (ESCP). However, given the large amount of overlap of contents between the SOP and LMP, it has been decided to incorporate SOP requirements in the LMP – please refer to the next section.

4.5 Labour Management Procedures (LMP)

In addition to existing SPC staff, the project will also contract a range of international consultants as follows:

- Long-term (4.5 years) Statistics Advisor
- Long-term (4.5 years) Welfare Economist
- Long-term (3 years) Harmonisation Advisor
- Short-term consultants to undertake PSMB Commissioned Work and others as required, which may include research work and in-country activities related to 'innovative experiments'

SPC's [Child Protection Policy](#), [Harassment Policy](#), [Corporate Health and Safety Policy](#), [Domestic Violence Policy](#) and [Equal Opportunity Policy](#) are applicable to all of SPC's employees. For contractors, SPC's [General Contract Conditions](#) cover areas such as: responsibility for employees, insurance, child labour and human rights.

Policies also cover Grievance procedures and mechanisms, and Standard Operating Procedures (which address OHS that satisfy the Association's and SPC regulations).

A Project-specific LMP has been developed, and will be disclosed, adopted and implemented for inclusion in contract conditions for contractors. It includes references to relevant SPC policies and relevant templates and

covers terms and conditions for workers, non-discrimination and equal opportunity, workers organizations, and prohibition of child and forced labour. The same LMP will also be included, if applicable, in Partnership Agreements.

The draft LMP is attached as Annex 5.

4.6 Stakeholder Engagement Plan (SEP)

A Stakeholder Engagement Plan (SEP) has been prepared and will be disclosed, adopted and implemented. The SEP includes references to relevant SPC policies and relevant templates and considers the stakeholder needs, including those who may be considered as vulnerable.

The SEP includes the following sections:

- Introduction/Project description;
- Stakeholder identification and analysis;
- Stakeholder engagement schedule;
- Resources and responsibilities for implementing stakeholder engagement activities;
- Grievance procedures, including grievance redress mechanism); and
- Monitoring and reporting.

The SEP, where relevant, covers stakeholder engagement across each component of the Project, namely:

- i) Component 1 will engage the Pacific Statistics Methods Board (PSMB) and consultants to complete PSMB commissioned work. The SEP will include a communication and capacity building strategy with SPC's members to ensure that the outputs of Component 1 - statistical development and best practices - are widely accessible to Pacific developing states.
- ii) Component 2 will work with technical development partners and Ministries of Pacific developing states, including the national statistical agency, to increase capacity to produce and use data required to measure poverty and to strengthen regional capacity in development economics. The SEP will cover communication and results dissemination strategy, including line-ministry stakeholder engagement and capacity building.
- iii) Component 3 will require engagement of stakeholders to support implementation of experimental research in SPC's Pacific developing member states. The SEP will consider the engagement of Pacific ministries, NGOs, field staff (local consultants) and the general public who may be engaged as respondents to statistical collection exercises.

A copy of the Stakeholder Engagement Plan is given at Annex 6.

4.7 Partnership Agreements and Sub-Grants

A Partnership Agreement is required to be entered into by SPC and a Beneficiary Country (or its ministry or agency, as may be applicable) prior to the carrying out of an Experiment under Component 3.2 of the Project in a Beneficiary Country. Details of each Experiment, including the specific activities to be carried out by SPC and the Beneficiary Country under the Experiment, will be described in the Partnership Agreement. Specific activities to be carried out by the Beneficiary Country under the Experiment are called 'Country Activities'. The Partnership Agreement will include:

- i. Detailed description of the Experiment, and the roles and responsibilities of SPC and the Beneficiary Country in carrying out the Experiment.
- ii. Agreement of, and authorization by, the Beneficiary Country on the implementation of the Experiment in its territory, including, inter alia, its agreement to allow SPC and the Association to visit

any part of its territory for the purposes related to the Experiment, and to cooperate with SPC to ensure that the Experiment is carried out promptly and effectively.

- iii. Cost sharing arrangements between SPC and the Beneficiary Country for the implementation of the Experiment, including the provision of a Sub-Grant to the Beneficiary Country for such purpose, if applicable.

A template for the Partnership Agreement has been prepared and is available in Annex 7a.

SPC may decide to provide a Sub-Grant to the Beneficiary Country to enable the carrying out of the Country Activities under the Experiment. If SPC decides to provide such Sub-Grant, SPC and the Beneficiary Country will enter into a Grant Agreement to reflect the terms and conditions of such Sub-Grant

The Sub-Grant will include:

- i. The Sub-Grant shall be provided to the respective Beneficiary Country on a grant basis and be denominated in the local currency of the relevant Beneficiary Country.
- ii. SPC shall obtain rights adequate to protect its interests and those of the Association, including the right to:
 - a. suspend or terminate the right of the Beneficiary Country to use the proceeds of the Sub-Grant and/or obtain a refund of all or any part of the amount of the Sub-Grant then withdrawn, upon the Beneficiary Country's failure to perform any of its obligations under the Partnership Agreement; and
 - b. require each Beneficiary Country to:
 - i. carry out the Experiment with due diligence and efficiency and in accordance with sound technical, economic, financial, managerial, environmental and social standards and practices satisfactory to the Association, including in accordance with the provisions of the Project Operations Manual, the ESS instruments and the Anti-Corruption Guidelines applicable to recipients of financing proceeds other than SPC;
 - ii. provide, promptly as needed, the resources required for the Experiment;
 - iii. if applicable, procure the goods, works and services to be financed out of the Sub-Grant in accordance with the provisions of the General Conditions, and utilize such goods, works and services exclusively in carrying out the Experiment and for the objectives thereof;
 - iv. maintain policies and procedures adequate to enable it to monitor and evaluate in accordance with indicators acceptable to the Association, the progress of the Experiment and the achievement of its objectives;
 - v. maintain a financial management system and prepare financial statements in accordance with consistently applied accounting standards acceptable to the Association, both in a manner adequate to reflect the operations, resources and expenditures related to the Experiment; and at the Association's or SPC's request, have such financial statements audited by independent auditors acceptable to the Association, in accordance with consistently applied auditing standards acceptable to the Association, and promptly furnish the statements as so audited to SPC and the Association;

- vi. enable SPC and the Association to inspect the Experiment, its operation and any relevant records and documents; and
 - vii. prepare and furnish to the SPC and the Association all such information as SPC or the Association shall reasonably request relating to the foregoing.
 - viii. If sub-grant funds are advanced, the funds are transferred on multiple instalments with:
 - a) the first being an advance of funds, b) subsequent transfers to be calculated based on estimated expenditure for the payment period and subject to satisfactory substantiation of expenditure for previously funding period, less any uncommitted Project funds being held by the Grantee and an amount of 30% of the overall budget held by SPC, c) the final instalment for 30% of the overall budget, held by SPC as a contingency, will be on reimbursement basis. The final instalment serves to reimburse the Sub-Grantee for any remaining expenses not covered by previous instalments (up to the financial limitation of the agreement) and shall be transferred by SPC to the Sub-Grantee upon satisfactory fulfilment of all reporting requirements.
 - ix. SPC to perform periodic reconciliation on actual expenditures incurred and paid for against Sub-Grant funds received, and at the end of the Experiment or Country Activities, determine unutilized Sub-grant funds to be refunded back to SPC, if any.
- iii. SPC shall exercise its rights and carry out its obligations under each Partnership Agreement in such manner as to protect the interests of the SPC and the Association, and to accomplish the purposes of the Grant. Except as the Association shall otherwise agree, SPC shall not assign, amend, abrogate or waive any Partnership Agreement or any of its provisions.

A template for a Grant Agreement is given at Annex 7b.

Partnership Agreements and Grant Agreements are subject to the terms and conditions set out in Section I.B of Schedule 2 to the Financing Agreement.

4.8 PSMB Recommendation Process

The PSMB will be asked to make recommendations on both Commissioned Work and on which Innovative Experiments are to proceed. The proposed strategy for PSMB decisions on work to be undertaken under this project is as follows:

- i. SDD invites proposals a month prior to the meeting of the board from the following stakeholders – PICs NSOs Government Statisticians (and their delegates), PSMB members, Donor and Development Partner Group (DDPG), the Pacific Statistics Standing Committee (PSSC), and the Heads of Planning and Statistics (HOPS). SDD may also submit proposals based on its knowledge of priority needs.
- ii. A template will be provided to obtain relevant information about proposals and will include:
 - a) Name, Title and Contact details of author
 - b) Proposed research, need, research question
 - c) Brief on how it meets the selection criteria
 - d) Information on consultations held during preparation of the proposal
 - e) Activities and Timeline
 - f) Other
- iii. The selection criteria will be as follows:
 - a) Align with the development goals of SPC and the business plan of SDD;
 - b) Align with the current TYPSS strategy; and
 - c) Align with the project development objectives of PACSTAT.

- d) Meet the requirements of the Request for Proposals that can define scope of research, budget, timeline, and other requirements relating to project safeguards and other.
- iv. SDD to take two weeks to shortlist proposals for commissioned work.
- v. SDD to brief members at a PSMB meeting on the research methodology and the implications on Pacific statistical systems of proposals, and make recommendations on which proposals should proceed.
- vi. PSMB role is to prioritise research / experimentation, to support methodological review / development and to make recommendations accordingly.
- vii. All recommendations will then go to the PSC for a final decision based on impact, feasibility, and cost considerations.

PSMB also has discretion to identify and design PSMB Commissioned Work and Innovative Experiments based on its knowledge of regional needs. PSMB members can propose the work during meeting of PSMB where the Board will discuss the merit of the proposal and agree on the methodology for implementation. PSC is ultimately responsible for deciding on which Commissioned Work and Innovative Experiments will be undertaken and this will be done via the Annual Work Plan procedures of the Project.

4.9 Experiment activity cycle and the role of PSMB

Once an Experiment is recommended by the PSMB and approved by PSC, it will need to be incorporated into the annual work plan and budget processes for approval by World Bank. Following approval by the World Bank, SDD will be responsible for implementation of the Experiment. This will involve

- i. Finalisation of a detailed work plan and timetable.
- ii. Where applicable, identification of a Beneficiary Country and negotiation of arrangements with them.
- iii. Drafting and signing a Partnership Agreement with the Beneficiary Country, and if Sub-Grant will be provided to the Beneficiary Country, drafting and signing a Grant Agreement with the Beneficiary Country for the Sub-Grant.
- iv. Procurement.
- v. Supervision of implementation of the work plan.
- vi. Finalisation of a report on the experiment.

During implementation of experiments, SDD will provide progress reports to PSMB and seek guidance as appropriate.

At the conclusion of the experiment, SDD will schedule the report for PSMB discussion. PSMB will assess the report and recommendations and will make decisions on the next steps.

4.10 Communication of PSMB findings and recommendations

During the course of the project PSMB will commission a range of research and also approve a number of experiments to test innovative methods of data collection to ensure they are appropriate in the Pacific Islands context. Reports will be produced on each Commissioned Work and Innovative Experiment including recommendations for implementation in Pacific Islands.

These reports will be distributed as part of PSMB minutes and will also be distributed more widely by SDD to relevant NSOs and development partners. The SPC has a number of existing channels of communication which will be used for this purpose, such as:

- i. The SDD quarterly newsletter
- ii. SDD event page


At the time of writing, it is already apparent that PSMB and methodological information – in general – needs to be better organized and accessible. The Long Term Consultants will provide the capacity to administer and develop PSMB and methodological research (Consumption experiment; Pacific Labour Modules) and PSMB documentation (both technical information presented to the Board and meeting minutes).

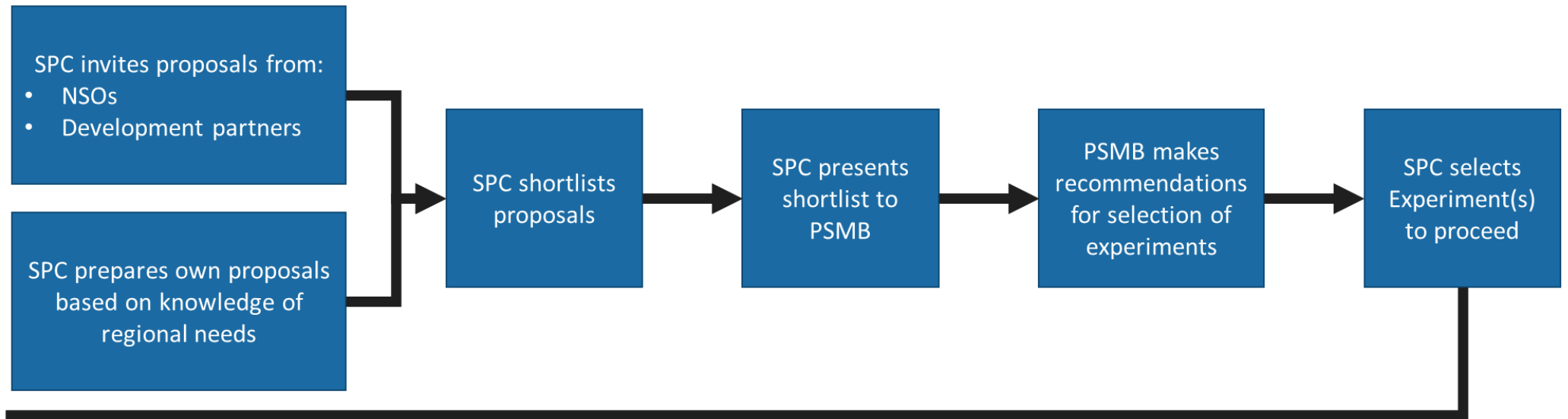
SPC staff time for dissemination and communication of matters relating to the project will be incorporated in the AWP and budget as Recurrent Technical Staff and/or Corporate Support.

4.11 Detailed arrangements and procedures in relation to the Experiments and the Sub-Grants

The below flow chart shows the process for identifying and preparing for an Experiment.

Part 1. Identifying potential experiments

 = WB conducts prior review before SPC can proceed to next step



Part 2. Preparation of selected experiments

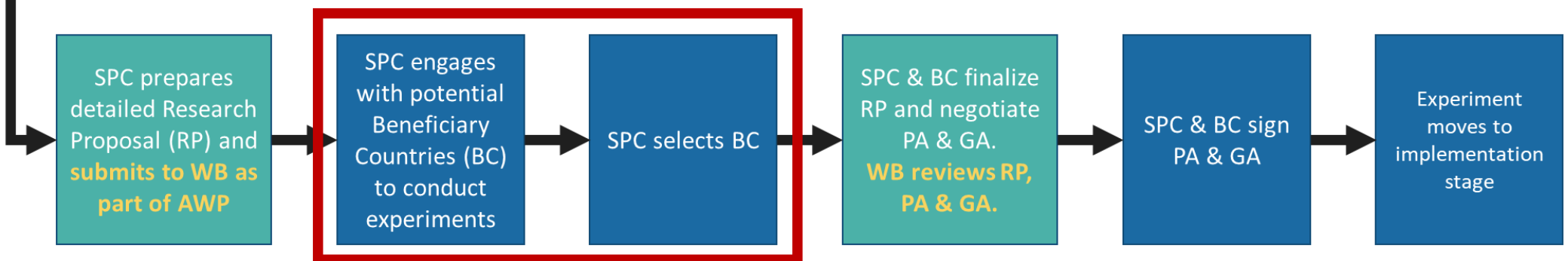


Figure 1: Flow chart for the identification and selection of experiment

The Innovative Experiments are to be defined and designed throughout the Project lifecycle, so it is difficult to, ex ante, specify the arrangements and procedures for each Experiment that will be undertaken, which will be a minimum of four (ref. results framework in Annex 22a). Each Experiment implemented through the Project will differ in terms of Country Activity and requirement for expenditure in the Beneficiary Country, and it is possible that an Experiment can be conducted with or without the need for Sub-Granting.

SDD's financial management and procurement objective:

In order to minimise risk of misprocurement and financial mismanagement, SDD will aim to minimise the requirement for, and magnitude of, Sub-Grants. That is, as much as is logistically possible and efficient, SDD will aim to undertake all procurement activities associated with the implementation of Innovative Experiments. There may, however, be reasons for SDD to be required to enter into a Sub-Granting arrangement. Examples of these cases include the employment of local labour and payment for local goods and services, such as transportation, training facilities and catering, and any local supplies required for undertaking Country Activities. Such Country Activities will be guided by the Stakeholder Engagement Plan and the Labour Management Procedures.

Where Sub-Granting is required, SDD will try to minimise financial mismanagement by making payments to the Beneficiary Country on a reimbursement basis (i.e., ex post expenditure reimbursement once all financial reporting measures have been completed to the satisfaction of the PSC).

When Sub-Granting is required, it is likely that the Sub-Grant will be between SPC and a Government Ministry or Agency and most likely the Ministry of Finance and the National Statistics Agency of the Beneficiary Country.

The Sub-Granting processes (described below) of PACSTAT will adhere to the provisions of the Financing Agreement and SPC's procedures and policy on Sub-Grants and Sub-Delegations (dated 16 June 2020). In the event of any inconsistency between the provisions of the Financing Agreement and SPC's procedures and policy on Sub-Grants and Sub-Delegations (dated 16 June 2020), the provisions of the Financing Agreement shall prevail.

The Research Proposal:

The Research Proposal will be the guiding document for implementation of Experiments. The PSC will be responsible to ensure that a Research Proposal be developed for every Experiment. The Research Proposal will consist of the following components:

- i. Summary of the Experiment
- ii. Background to the problem
- iii. Research question
- iv. Experiment design:
 - a. Study Aims
 - b. Research design and method
 - c. Timeline
 - d. Outcome and outputs
 - e. Budget
 - f. Governance and project management arrangements (incl. supervision)
 - g. Experiment implementation monitoring and supervision arrangements
- v. Detailed description of Experiment operations arrangements, including:
 - a. the Partnership Agreement;
 - b. Sub-Granting Arrangements, including a report from SPC's Procurement Committee;
 - c. implementation of the Project's Stakeholder Management Plan and the Labour Management Plan, and ongoing evaluation for new safeguard triggers;
 - d. Project Results Framework, reporting and dissemination plans;

- e. Description of the Experiment: how and who conceptualised the Experiment, including consultations with Beneficiary Countries (i.e., minutes); PSMB involvement; PSC involvement; other relevant information (e.g., link to PACSTAT-KI or PACSTAT-TO, or other partners);
- f. How the criteria of the POM for the selection of a Beneficiary Country and Experiment were met;
- g. Reporting of negotiation with Beneficiary Country (ref. below);
- h. Review and update: the POM; the Financial Management Manual; and the Procurement Manual, and preparation of a Procurement Plan for the Experiment; and
- i. Considerations for Regional Statistics Governance (FEMM, HOPS, PSSC, PSMB and DDPG) and plans for dissemination of findings.

The Research Proposal is intended to serve two purposes. The Research Proposal will firstly serve as an opportunity for documenting technical aspects of Experimental Design. It will secondly ensure PSC reports back on requirements of the Project Operations Manual and the Financing Agreement.

4.11.1 Eligibility criteria

Beneficiary Countries (i.e., hosts of Experiments and recipients of Sub-Grants) must be a Government Ministry or Agency of a Pacific Island Country that is eligible for financing from the Association, which, as of the Signature Date, include the following: the Federated States of Micronesia; the Republic of Fiji; the Republic of Kiribati; the Republic of the Marshall Islands; the Independent State of Papua New Guinea; the Independent State of Samoa; Solomon Islands; the Kingdom of Tonga; Tuvalu; and the Republic of Vanuatu).

Hosts of Experiments must be willing to enter into a Partnership Agreement, and, in the case of Sub-Granting, a Grant Agreement, as per the requirements specified above in section 4.7 of this POM.

4.11.2 Selection of an Experiment and Beneficiary Country

The selection of an Experiment ultimately lies with the PSC and it will be agreed with the World Bank via the Annual Work Plan and Budget. As per the above (section 4.8), calls for proposals for Experiments will be made to Pacific statistics stakeholders and proposals will be reviewed and recommendations will be made by PSMB. Once again, SPC-SDD retains the right to make the final decision on the nature and location of the Experiment.

Experiments will be required to meet the following criteria:

- i. Aligns with the development goals of SPC and the business plan of SDD;
- ii. Aligns with the current TYPSS strategy; and
- iii. Aligns with the project development objectives of PACSTAT.

Via the Research Proposal, the PSC will be responsible for ensuring that the Experiments meet the above criteria.

The selection of the Beneficiary Country will depend on the nature of the experiment and it will be guided by whether:

- i. the Beneficiary Country put forward a proposal to host an Experiment;
- ii. the PSC deems the Beneficiary Country to be technically competent to undertake its roles and responsibilities of the Experiment;
- iii. there are logical reasons (e.g., integrating experimental activities with core statistical undertakings, such as a household income and expenditure survey, which would require alignment of Experiment and scheduled statistical undertakings) for selection of a Beneficiary Country;

- iv. the PSC deems the Beneficiary Country to be sufficiently committed to executing the Experimental Activity; and
- v. the conditions of SPC's procedures and policy on Sub-Grants and Sub-Delegations (dated 16 June 2020) and the provisions of the Financing Agreement can be met if Sub-Granting is required.

The PSC will be responsible for selecting the Beneficiary Country and to ensure that the above criteria are met and the selection criteria will be specifically reported against in the Research Proposal.

4.11.3 General procedures for negotiating Experiments with Beneficiary Countries

Once an Experiment and Beneficiary Country has been identified and agreed by the PSC, the following steps and meetings will be achieved:

- i. A Research Proposal, including timeline, procurement plan¹ and budget, will be drafted by the PSC;
- ii. *Meeting 1 with the Beneficiary Country*: the Research Proposal will be presented to the Beneficiary Country (likely to be the National Statistics Agency) where the Beneficiary Country will be given the opportunity to provide input to the Research Proposal.
- iii. *Meeting 2 with Beneficiary Country*: accounting for the feedback provided during meeting 1, the refined Research Proposal will be presented to the Beneficiary Country. At this meeting the draft Partnership Agreement will be negotiated. After meeting 2 and upon agreement of the Experiment (the Research Proposal and Partnership Agreement, and Grant Agreement where required) with the Beneficiary Country, The Annual Work Plan and Budget and Procurement Plan will be updated and sent to the World Bank for no-objection.
- iv. Where a Grant Agreement is required, it is at this time where Sub-Granting Process will be put in place. At this point, an evaluation report from SPC's Procurement Team confirming the Project has satisfactorily met the requirements of SPC's procedures and policy on Sub-Grants and Sub-Delegations (dated 16 June 2020) and the Financing Agreement will be required prior to negotiating the Grant Agreement.
- v. *Meeting 3 with the Beneficiary Country*: it is at this meeting when the Research Proposal, Partnership Agreement and, where necessary, the Grant Agreement, will be finalised. The Grant Agreement is subject to Prior Review by the World Bank prior to signing by SPC and the Grantee.

Minutes of the meetings with the Beneficiary Country will be maintained.

Following the finalising of the Research Proposal, the Sub-Granting Process and upon signing of the Partnership Agreement and, where required, the Grant Agreement, the PSC and Beneficiary Country will move towards implementation of the Experiment, which will be guided by the Research Proposal.

4.11.4 Administration of an Experiment and Beneficiary Country

The administration of an Experiment and Beneficiary Country will be guided by the Partnership Agreement and the Grant Agreement.

The PSC will be responsible for administration of the Experiments and the Beneficiary Countries.

¹ SPC may requires that following procurement practices be used:

- a. *Goods*. For small goods contracts (US\$2,000 or less equivalent per contract), Direct Contracting may be used provided that the price is reasonable. For goods costing more than US\$2,000 equivalent per contract comparison of quotes is required.
- b. *Civil Works*. For small contracts (US\$5,000 or less equivalent per contract), Direct Contracting may be used provided that the price is reasonable. For works costing more than US\$5,000 or per contract, comparison of quotes of is required.
- c. *Consulting Services by Individual experts*. Comparison of CVs is required.

4.11.5 Supervision of an Experiment and Beneficiary Country

The Research Proposal will define the supervision arrangements for the Experiment. It will ultimately be the PSC that is responsible for the Experiments and it is anticipated that the PSC will benefit from counsel from PSMB and partners, including the World Bank, to ensure successful implementation of all aspects of the experiment.

PACSTAT is a standing agenda item on the meetings of PSMB, which will be an opportunity to report on, and seek guidance in regards to progress on the implementation of the Experiments.

Where appropriate, the experiments may procure for implementation support, including for the hiring of project advisors, specialists, accountants, administrators, and the like, to support the implementation of the Experiments. As these requirements become apparent, the Procurement Plan will be updated.

Where appropriate, the PSC and other project stakeholders may travel to the Beneficiary Country, with the travel of PSC to be funded by the Project, to conduct in-country visits and missions to supervise the Experiments.

The Research Proposal will define the project governance and project supervision arrangements and consideration will be given to: the requirement for:

- a. procurement of Experiment implementation technical support, including Resident Advisors;
- b. procurement of project managers and/or administrators;
- c. developing in-country supervisory and technical committees;
- d. scheduling of missions (incl. virtual) by SPC, the World Bank and others for both technical and project monitoring matters; and
- e. engagement of SPC's regional offices (in Pohnpei, Port Vila and Suva) in project supervision.

Below is a description of some of the relevant procedures, administrative and supervisory aspects of the Experiments and Sub-Grants.

4.11.6 SPC's Sub-Granting Process

Sub-Grants will be provided to Beneficiary Countries in accordance with the provisions of the Financing Agreement. In addition, Sub-Grants will be awarded in line with SPC's Procurement Policy. In the event of any inconsistency between the provisions of the Financing Agreement and SPC's procedures and policy on Sub-Grants and Sub-Delegations (dated 16 June 2020), the provisions of the Financing Agreement shall prevail.

SPC may deviate from the standard RFP process for awarding grants in the following limited circumstances. All direct grant awards will need to be approved by the Director-General, as they are to be considered a form of non-competitive procurement (NCP). In all circumstances the Procurement Committee report must confirm that the requirements for making a direct grant have been satisfied. Examples may include:

- a) *Monopoly*: A direct grant may be awarded in circumstances where there is only one entity that has the capacity to deliver the grant action. At least one of following conditions must be satisfied:
 - a. The entity has exclusive competence in the field of activity or geographical area to which the grant relates; or
 - b. The entity is the only organisation operating in the field of activity or geographical area to which the grant relates, or capable of so operating with reference to considerations of fact and law.
- b) *Exclusive capabilities*: A direct grant may be awarded for actions with specific characteristics that require a particular type of body to undertake them on account of its technical competence, its high degree of specialisation, or its administrative power.
- c) *Entities identified in the governing financial agreement*: A direct grant may be awarded to:

- a. an entity identified in the financial agreement that governs the particular funds that SPC is dispersing; or
- b. a government agency nominated by an SPC member, if the member is identified in the financial agreement that governs the particular funds as a beneficiary of the grant.
- d) *Research and technical development*: A direct grant may be awarded for the purposes of research and technical development to bodies identified in the work programme, where the financial agreement governing the fund that SPC is dispersing expressly provides for that possibility, and on condition that the action does not fall within the scope of another call for proposals.

Annex 24 provides the form required to apply for a direct grant award.

4.11.6.1 Reporting and record keeping

Grantees must adhere to the reporting timeframes stipulated in their respective grant agreements. The grantee will be expected to provide to SPC an original copy of its financial and narrative reports (reporting on activities implemented) for the entity's financial year or other specific period as required by SPC.

The grantee is also required to keep original supporting documents for acquittals. Scanned, original electronic copies may be accepted, if approved by SPC. Supporting documents include (but are not limited to) the following:

- a) instruments of delegation,
- b) supplier invoices or receipts,
- c) purchase orders or purchase requisitions,
- d) delivery receipts,
- e) supplier statements of account,
- f) contracts/agreements,
- g) shipping documents,
- h) per diem and acquitted advance forms,
- i) mission reports,
- j) air travel tickets and boarding passes,
- k) procurement tender evaluation dossiers and minutes,
- l) staff contracts,
- m) bank statements, or
- n) receipt books.

4.11.6.2 Submission of audit reports

Grantees may be required to provide to SPC any audits of activity implementation. These audit reports should be submitted within any agreed timeframe stipulated in the agreement. Any audit reports must also demonstrate that remedial actions identified in previous audit findings have been implemented by management.

4.12 Procurement Plan

The procurement plan outlines the goods and services that the project needs to procure, identifies when the goods and services are required and also allows the sequence of procurement steps to be integrated into the work plan. For detailed information on procurement and the procurement plan, please refer to section 10 of this POM.

A copy of the procurement summary for the initial 18 months of the project is given at Annex 8.

4.13 Grievance Mechanism

A full description of the Grievance procedures to be implemented are given at Annex 9.

5 Project Monitoring and Evaluation

The purpose of project monitoring, evaluation and reporting is to ensure all those involved in project implementation (SPC and World Bank) have access to current operational and financial information.

SPC-SDD will have responsibility for overall monitoring and evaluation of progress towards the Project objectives and outcomes. The monitoring and evaluation (M&E) plan of the PACSTAT is based on the key indicators detailed in the Project's Results Framework in the PAD.

The project is required to produce a Progress Report every six months and send this to the WB. Details of the content of the Progress Report are given in Section 6.1 below.

The project is also required to carry out, jointly with the World Bank, a mid-term review of the Project to assess the status of Project implementation, as measured against the indicators acceptable to the Bank, and compliance with the legal covenants included or referred to in the Financing Agreement. The review will include an assessment of the following:

- i. overall progress in implementation;
- ii. results of monitoring and evaluation activities;
- iii. progress on procurement and disbursement;
- iv. progress on implementation of ESS measures;
- v. implementation arrangements and Project staffing; and
- vi. the need to make any adjustments to the Project to improve performance.

To this end, the project team will prepare and furnish to the Bank, at least one (1) month before the date of the Mid-Term Review, a report on the progress achieved in carrying out the Project during the period preceding the date of such report and setting out the measures recommended to ensure the efficient carrying out of the Project and the achievement of the objectives thereof during the period following such date.

The project team will review jointly with the Association the report referred to in the preceding paragraph and thereafter take all measures required to ensure the efficient completion of the Project and the achievement of the objectives thereof, based on the conclusions and recommendations of such report and the Association's views on the matter.

The project is also required to produce an Implementation Completion Report within six months of the Closing Date of the project. See Section 6.3 below for further details.

6 Reporting

The financing agreement outlines a number of reporting requirements of SPC to the World Bank. The reports and documents are to be submitted to the World Bank per the schedule in the financing agreement noting that additional reports may be requested. This section summarizes the purpose of the key reports and outlines the responsibility for preparation and approval of the reports. It also contains a schedule for delivery of all reports and monitoring tools that need to be submitted to the Bank (Table 6). Some of the monitoring tools like the budget and procurement plan may be explained in detail in other sections of this manual.

SPC will be responsible for collecting data as the basis of an M&E report which will be submitted twice per year to the World Bank, together with an updated Project work program and budget.

Table 6: Key Reports and Dates

Report prepared by Recipient	Due to World Bank	Responsibility
Progress Report	6-monthly covering one calendar semester, within one month after the end of each calendar semester	PSC with support of the technical teams
Interim Unaudited Financial Report	Within 45 days of the end of each calendar semester, <ul style="list-style-type: none"> - 15 August to cover period from 1 January to 30 June - 15 January to cover period from 1 July to 31 December 	PSC with the support of the Finance and Administration Officer and Finance department
Work Plan and Budget Plan	1 November of each year	PSC with support of the technical teams
Procurement Plan	18 month plan which is updated yearly (min)	PSC with support of the Procurement Officer and technical teams
Audit of Annual Financial Statements	Required annually and due to be received not later than nine (9) months of the end of the reporting period	SPC
Mid-term review	By 9 June 2023	PSC
Implementation Completion Report	Six months after Closing Date	PSC
Reporting against Project indicators	As part of 6 monthly Progress Reports	PSC with support of the technical teams

6.1 Project Progress Report

SPC will monitor and evaluate the progress of the Project and prepare Project Reports in accordance with the provisions of Section 5.08 of the General Conditions and on the basis of indicators acceptable to IDA and set forth in this POM. The project progress report is the outcome of ongoing project monitoring and evaluation by the implementing agency. The Project report also includes details on the implementation of Safeguard Instruments within the project as outlined in the FA. The report contains a summary of project progress on the following topics:

Table 7: Format of Progress Reports

Heading	Content
Executive Summary	Summary of report contents and main messages
Progress on Components	Progress on all three components

Progress on Indicators	Progress against indicators at all levels as shown in the Results Framework and Monitoring document at Annex 22
Procurement	Updated procurement plan showing progress in all procurement steps List of contracts awarded during reporting period (title, awardee, amount, contract period)
Financial Management	The financial reports will include: <ul style="list-style-type: none"> • analysis of actual expenditure for current period (6 monthly), • year to date expenditure, • project to date, • outstanding commitments, • analysis against project budget.
Safeguards	Monitoring the status of compliance with the Safeguards Instruments; and, giving details of: <ul style="list-style-type: none"> (i) measures taken in furtherance of Safeguards Instruments; (ii) conditions, if any, which interfere or threaten to interfere with the smooth implementation of such Safeguards Instruments; (iii) remedial measures taken or required to be taken to address such conditions.
Risk Management	Review and update of risk ratings summary table and status of risk mitigation measures.
Results Monitoring	Review status of project development objective (PDO) and intermediate results indicators as set out in the PAD.
Emerging Issues	Identify any emerging issues, in particular any issues relevant to sustainability of the project, which might require attention by the Bank and/or the implementing agencies. Issues may relate to achievement of PDO or results, management or procedural issues. These can include both positive and negative issues. Make recommendations to address these issues.

6.2 Financial Reporting

SPC is responsible for the preparation of the financial reports. The financial reports will be prepared on the modified accrual basis of accounting. Consequently, revenues are recognized when they are actually received and expenditures are recognized when incurred. Any commitments unpaid to be reflected as a separate line.

6.2.1 Interim Unaudited Financial Reports (IFRs)

These reports provide a regular summary of the expenditures, receipts and balances of project funds during the current semester, financial year and total project. They help the team manage the project budget and also demonstrate rate of implementation.

Interim Unaudited Financial Reports must include data on the financial situation of the Project. These reports should include:

- i. a statement of sources and uses of funds for the reporting period, year to date, and with cumulative figures, including a statement of the project balance of account; and
- ii. a variance analysis indicating forecasts and discrepancies relative to the actual budget.

The IFRs will be forwarded to the World Bank within 45 days of the end of each calendar semester, in form and substance satisfactory to IDA. For further guidance on Project financial obligations, refer to the FA and the Financial Management Manual (Annex 11).

6.2.2 Audits

An audit is an examination and verification of the project's financial and accounting records and supporting documents by auditors with independence and capacity acceptable to the World Bank, under Terms of Reference acceptable to the Bank. It covers the financial operations, internal control and financial management systems and would also include a comprehensive review of withdrawal application documentation.

The auditor will produce:

- i. an annual audit report containing an opinion on the Project's annual financial statements (as an additional requirement, the audit report will contain an opinion that the expenditures classified as Recurrent Technical Staff Costs and Corporate Support Costs are in compliance with the Financing Agreement); and
- ii. a management letter outlining any issues identified during the audit including on internal weaknesses. These reports should be submitted to the World Bank by the PSC within nine months from the closure of each fiscal year.

As stated in the Financing Agreement, SPC/PSC should have its financial statements audited in accordance with the provisions of Section 5.09 (b) of the General Conditions. Each audit of the financial statements is to cover the period of one fiscal year of SPC. Financial Statements for each such period must be furnished to the World Bank not later than nine months after the end of such period.

The audited financial statements will be publicly disclosed by both SPC and the World Bank.

The SPC/PSC is ultimately responsible for ensuring project funds are audited and audits are submitted on time.

6.3 Implementation Completion Report

In accordance with the provisions of the Financing Agreement and Section 5.08c of the General Conditions, an Implementation Completion Report shall be furnished to the World Bank not later than six months after the Closing Date. PSC is responsible for preparing this report. This process should be managed by the Project Manager, with inputs gathered and consolidated as needed from the relevant PSC and SPC Staff members who are working on the project.

The report should include details on the execution of the Project, the performance by SPC and the Association of their respective obligations under the Legal Agreements and the accomplishment of the purposes of the Financing. The report should also include a plan designed to ensure the sustainability of the Project's achievements.

7 Project Financing Sources

The Association agrees to extend to SPC, on the terms and conditions as described in Article II of the Financing Agreement, a grant in an amount equivalent to three million, three hundred thousand Special Drawing Rights (SDR 3,300,000) – equivalent to approximately US\$ 4,400,000 at the time of the signing the Financing Agreement - to assist in financing the PACSTAT project.

An overview of activities and budget for SPC can be reviewed in the PACSTAT PAD.

8 Financial Management

The role of Financial Management is to ensure that the project operates, from a financial perspective, in accordance with the various laws, rules, policies, procedures, and processes applicable to the project.

The FM is to be carried out in accordance with SPC policies and procedures (Table 5) and Financial Management Manual (Annex 11), together with WB requirements. These include:

- i. SPC Financial Regulations
- ii. Financing Agreement D544
- iii. Disbursement Letter IDA Financing D544 – Additional Instructions: Disbursement
- iv. Disbursement Guidelines for Investment Project Financing (IPF), dated February 2017
- v. Loan Handbook for World Bank Borrowers, dated February 2017- Quick Reference Guide Loan Handbook for World Bank Borrowers, dated February 2017

The SPC Financial Regulations cover topics including accountability, financial visibility, fulfilment of SPC's responsibility to provide effective financial control of the use funds under its management, safeguarding of assets, and compliance with all relevant laws, achievement of value for money and management of financial risks.

The PACSTAT PAD contains the original cost estimates including funding sources and Financial Management for the PACSTAT. Full details are provided in the Financial Management Manual at Annex 11.

Project Financial Management is the responsibility of SPC Statistics for Development Division. SPC may choose the PSC to perform and implement its procedures. However, SPC remains responsible and liable.

The Finance and Administration Officer based with PSC will oversee financial management operations, verification of purchase orders and payment vouchers, contract management, monitor expenditure as per budget and prepare interim financial reports and withdrawal applications, assist the team with annual budget and work plan and prepare for project audits.

The selected PSC Finance and Administration Officer should be qualified and experienced in Financial Management, has specific responsibilities for project FM and will, over time, develop the processes outlined in this section to best suit the needs of the project.

The World Bank has a Financial Management Specialist who can clarify WB FM requirements as necessary, as well as work with the Finance and Administration Officer and SPC on any general FM matters they wish to discuss.

The Financial Management Manual is given at Annex 11.

8.1 Operating Costs (OC) and training

Operating Costs are defined in the Financing Agreements as “the reasonable and necessary costs of expenditures directly related to the Project, incurred by the Recipient (which expenditures would not have been incurred absent the Project), based on the Annual Work Plans and Budgets approved ex-ante by the Association, including consumable materials and supplies; communications services (postage, telephone and internet); information and communications technology charges, including leasing of laptop computers, software, internet connectivity and all related supporting services; media and printing services; advertising expenses; translation and interpretation services; office space rental and utilities; maintenance of office equipment; operation and maintenance of vehicles; audit fees; fuel costs; bank charges required for the Project; staff and consultants' travel, lodging and per diems, but excluding: (a) salaries, bonuses, sitting fees and honoraria or equivalent payments of any of the Recipient's staff working on the Project; (b) the Recurrent Technical Staff Costs; and (c) the Corporate Support Costs.”.

“Corporate Support Costs” means the reasonable and necessary indirect management costs incurred by the Recipient’s human resources, procurement, travel, finance, Director-General/Deputy Director-General functions working on the Project, determined in accordance with the details specified in the Project Operations Manual and based on the Annual Work Plans and Budgets approved ex-ante by the Association, but excluding bonuses, sitting fees, honoraria or equivalent payment for such functions.

The accounting of non-technical staff working on the project can be financed from OC. WB have agreed that at the end of each month the Director of Finance will provide a letter to the Finance and Administration Officer of the project setting out the total cost of corporate support activities and listing the activities covered, but it will not be necessary to provide separate costs by activity.

Information and Communications Technology support costs are costed at a budgeted annual rate of 5,800 Euro per person per year. WB has agreed that this cost can be applied to the three long-term International Consultants to be based in SPC during the PACSTAT project as part of project funding.

The model for Information and Communications Technology support costs is calculated on the total cost of running a competitive SPC ICT Section divided by the number of users. The budgeted rate is EUR 5800 per annum. However, the rate applied each month will be based on actual ICT cost for the month over actual number of users. This methodology of charging is in line with the principle of cost recovery, which is not to make profit. Information and Communications Technology support costs will be included in the accounting mechanism for non-technical staff (i.e., the above referred monthly letter from the Director of Finance).

As stated in the Financing Agreement, “Training and Workshops” as defined, means the reasonable costs of expenditures incurred by SPC, based on the Annual Work Plans and Budgets approved ex-ante by the Association and terms of reference acceptable to the Association, in facilitating, conducting and/or undertaking domestic and overseas training and workshop activities under the Project, including costs of training or workshop materials; equipment and venue rental; per diem, accommodation, and transportation for those attending the training or workshop; and honoraria for trainers.

Generally, costs incurred under Training and Workshops are non-procurable items – mainly flights and per diem in accordance with SPC travel policy - that would not be subject to World Bank procurement rules, so they do not form part of the project procurement plan. However, for training financed under OC, SPC will submit an annual training plan to the World Bank indicating the purpose, clear link to the development objectives of PACSTAT, budget and beneficiaries at the start of each calendar year.

An annual OC budget will be prepared to track expenditure on items covered under OC including workshops and trainings, to ensure that project funds are being spent with economy and efficiency and primarily to achieve the project objective. The OC and training budget needs to be approved by the WB to ensure any expenditure incurred is eligible.

8.2 Disbursement Arrangements

These are covered in detail in the “Disbursement and Financial Information Letter” and are also covered in the Financial Management Manual at Annex 10, but can be summarised as follows:

- i. SPC has chosen one pooled designated account
- ii. The Project currency is in Euro
- iii. Options for payment are
 - Advance payment to the Pooled Designated Account up to EUR 500,000
 - Reimbursement with a minimum amount of EUR 100,000
 - Request for direct payment with a minimum amount of EUR 100,000
 - Request Special Commitments with a minimum amount of EUR 100,000

The project is required to report on the use of the Advance to the Pooled Designated Account on a quarterly basis or as often as needed. Statement of Expenditure by category will have to be provided as a supporting document when documenting the use of the advance in the Pooled Designated Account. Subject to the ceilings or minimum requirements mentioned above, withdrawal applications can be submitted to the Association through the World Bank client connection as necessary to ensure continued funding of work of the project. Supporting documents for other types of payment/disbursement methods are clearly indicated in the Additional Instructions: Disbursement and Financial Information Letter, Annex 3 of this operations manual.

8.3 Statement of Expenditure

A Statement of Expenditure (SOE) is required as a supporting document when submitting a withdrawal application to document the use of the advance received or request for reimbursement via the World Bank client connection. The SOE must include a range of information about each item of expenditure during the reported period. Information to be provided comprises:

- i. Service provider / Supplier / Payee's name
- ii. Brief Description of the expenditure
- iii. Prior Review Contract (yes or no)
- iv. Contract number
- v. Contract currency and amount
- vi. Invoice number
- vii. Posting Date
- viii. Total amount of invoice covered by application
- ix. Percent financed by the bank
- x. Expenditure amount eligible for financing
- xi. Amount claimed
- xii. Amount paid
- xiii. Remarks

Supporting documents for the SOE must be retained by SPC and the SOE must be signed by an Authorised Representative.

A template for an SOE is given at Annex 12.

9 Recurrent Technical Staff Costs

In accordance with the FA, funds for the PACSTAT can be used to finance SPC staff time, based on the Annual Work Plans and Budgets approved ex ante by the Association. This section sets out the process of identifying and managing SPC staff resources funded by the PACSTAT.

Specifically, the Financing Agreement makes provision for SPC to use SPC technical staff with suitable qualifications to undertake Project activities and expenditures for these technical posts are covered under the following clause of the Financing Agreement: Section III. Withdrawal of the Proceeds of the Grant

Table 8: Withdrawal of the Proceeds of the Grant

Category	Amount of the Grant Allocated (expressed in SDR)	Percentage of Expenditure to be Financed (inclusive of Taxes)
(1) Goods, non-consulting services, Training and Workshops, Operating Costs and consulting services for Parts 1.1, 1.2, 2.1, 2.3 and 3.1 of the Project	2,250,000	100%

(2) Recurrent Technical Staff Costs and Corporate Support Costs for Part 2.2 of the Project	330,000	100%
(3) Goods, non-consulting services, Training and Workshops, Operating Costs, Recurrent Technical Staff Costs, Sub-Grants and consulting services for Part 3.2 of the Project	720,000	100%
TOTAL AMOUNT	3,300,000	

The definition of the Recurrent Technical Staff Costs is given in the APPENDIX to the Financing Agreement - Section I. Clause 18 that reads:

“Recurrent Technical Staff Costs” means the reasonable and necessary costs of expenditures incurred by SPC for the salaries of SPC’s technical staff working on the Project, determined in accordance with the details specified in the Project Operations Manual and based on the Annual Work Plans and Budgets approved ex-ante by the Association, but excluding bonuses, sitting fees and honoraria or equivalent payments of such technical staff.

The Minutes of Negotiations provide details on the use of SPC Staff on the PACSTAT activities as follows:

Recurrent Technical Staff Costs and Corporate Support Costs. The Delegations acknowledged that the POM will set forth details regarding the calculation and record keeping methodologies for the Recurrent Technical Staff Costs and Corporate Support Costs. The IDA Delegation confirmed that SPC may claim the Recurrent Technical Staff Costs and Corporate Support Costs as Eligible Expenditures under the Project so long as they meet the requirements of the Financing Agreement (including the IDA General Conditions) and the POM, and have been reflected in the annual work plans and budgets approved ex ante by IDA. The Recurrent Technical Staff Costs and Corporate Support Costs for Part 2.2 of the project are estimated at USD 440,000. Part 3.2 of the project is also expected to incur such costs, but the nature of the Innovation Experiments is not yet known, so costs cannot be estimated. These costs will need to be identified in annual budgets.

9.1 Identification of Deliverables and Required Resources for the PACSTAT

High level project activities and outputs were developed by SPC, in consultation with the World Bank during project preparation and appraisal and described in the PACSTAT PAD. Annual work plans and budgets will describe in more detail the activities and deliverables to be delivered by SPC staff and technical assistance to be procured by the Project.

The SPC staff involved in scoping out the SPC PACSTAT Project during preparation and appraisal included members of the PSC.

9.2 Selection of SPC Staff to deliver activities under the PACSTAT

SPC Staff in the following positions are expected to contribute to the project, dependent on the annual work plan::

- i. Director, SDD
- ii. Manager, Statistics Leadership Governance and Use
- iii. Manager Statistics Collections
- iv. Manager Statistics Infrastructure and Dissemination
- v. Data Analyst – Visualisation
- vi. Data Management Officer

- vii. Data Processing Officer
- viii. Data Processing Specialist
- ix. Information and Publication Officer
- x. Senior Web Developer – Dissemination
- xi. Statistics Adviser
- xii. Statistics Officer
- xiii. Finance Team Leader
- xiv. Finance and Administration Officer
- xv. Administration Assistants
- xvi. Finance Manager
- xvii. Legal Officer
- xviii. Process Improvement and Internal Controls Adviser
- xix. Procurement and Grants Team Manager (Noumea)
- xx. Procurement Officer
- xxi. Programme Reporting Officer
- xxii. Programming, Design and Learning Adviser
- xxiii. Senior Accountant

9.3 Quantification of Staff Time to Support the PACSTAT

SPC Technical staff will keep timesheets recording the amount of time worked on the project. Timesheets can be submitted for staff included in the list within six months in retrospect. See section 9.5.1 below for further details.

9.4 Quantification of Staff Cost to Support the PACSTAT

The proposed calculation of costs for SPC Technical staff resources will be a product of the time they contribute to project activities and the costs associated with the time of each particular staff member. At the end of each month, the Finance and Administration Officer will use the time sheets provided by SPC Technical staff to calculate the cost based on the real staff monthly salary for each person less education allowance and leave.

As per the financing agreement, the budgeted total Recurrent Staff Costs and Corporate Support Costs must not exceed SDR 330,000.

The cost for each individual staff member will include exact remuneration figures, based on time inputs, and the cost associated to each specific staff member. The gross salary is the total remuneration package offered to staff i.e. base salary + COLDA, insurance, employer superannuation contribution plus other allowances, including various leave provisions.

Remuneration Cost	Definition	Documentation	Verification
Salaries	Regular payment, typically paid on a monthly basis for staff, as stipulated in the SPC Staff Regulations and Manual of Staff Policies. Salaries are based on signed contract and the annual performance and market increment described below. SDR	Payslip	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)

Remuneration Cost	Definition	Documentation	Verification
	Reference Rate is updated annually and the SDR Payment Rate is updated monthly.		
Performance and Market Increments	As part of the annual performance development cycle, staff may receive as salary increase based on their performance. A market adjustment may also be applied from time to time, usually once a year. Performance cash payments are sometimes made to staff who fall above the maximum of the salary band.	Payslip	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)
Annual Leave Provision	SPC entitlement per staff is 25 days per annum accrued through the payroll system and charged to the project.	Payslip	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)
Housing Benefit	<ul style="list-style-type: none"> - Housing allowance – applicable only for Noumea: SPC pays 75% of Housing Cost for PAI where they choose to live in SPC Owned or SPC Rented accommodation. - Rent allowance: PAI who live in their own home or choose to rent their own accommodation, will be provided with at least the minimum monthly housing allowance. 	Payslip	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)
Medical Benefit	This is staff entitlement as per SPC Manual of Staff Rules. It is a benefit that covers staff medical, life and disability insurance costs under the SPC	Yearly Assessment for Provision Rate.	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)

Remuneration Cost	Definition	Documentation	Verification
	medical plan. It is charged to the Project.		
Provident Fund / Employer	Staffs are entitled to an employer superannuation payment currently equal to 8% of base salary for members contributing to SPC Provident Fund or the Fiji National Provident Funds or another superannuation scheme.	Payslip	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)
Repatriation Provision	The rate is updated regularly and this % of the Salary is charged to the Project	The payroll journals	Transaction posted into the Project Ledger, in the Resource No. (corresponding to the staff No.)

Remuneration costs exclude:

Sick Leave	Is defined as leave with full pay granted to a staff member who is on sick leave. SPC entitlement for sick leave is of 30 days per annum, up to a maximum of 90 days.
Carer's Leave	A staff member will be eligible for Carer's Leave for up to a maximum of five days per year to look after a sick dependent.
Education allowance	Allocation to partially cover education expenses for eligible dependent children up to a maximum of 3 children.

The staff costs will be included in the annual work plan and budget, which will be submitted to the Bank for No Objection, in accordance with the processes and procedures of this POM once it is approved.

9.5 Management of SPC staff resources (time and travel)

All staff at SPC are guided by the SPC Human Resource Policy. SPC Management also conducts reviews of SPC staff performance annually and the respective team leaders are responsible for ensuring that a review against the PACSTAT work plans is also included when appraising performance using the Performance Development System.

The annual work plan and budget will provide information about expected travel related to the implementation of PACSTAT.

9.5.1 Management/Recording of Staff Time

In order to closely manage how SPC staff time resources are used to support the PACSTAT, Staff members will complete timesheets. The time inputs will be monitored by SPC management using the standard time sheet template (Annex 13). The timesheets will be applicable for all SPC Recurrent Technical staff involved in PACSTAT.

At the end of each month the PACSTAT Finance and Administration Officer will reconcile the documents in preparation for the withdrawal application.

The responsibility for supervision and time-keeping functions of the subcomponents rests with the individuals who are in turn responsible to the Director SDD for the delivery of PACSTAT.

9.5.2 Management/Recording of Staff Travel

The annual work plan and budgets will provide an estimate of travel plans and cost for the year. This will depend heavily on the timing, location and nature of approved experiments, as well as the individual work plans of the International Consultants working on the project. In the instance when counterparts from national agencies undertake field assessments with the SPC team, travel costs are borne by PACSTAT and covered under Category 1.

The responsibility for management of travel costs allocated for staff resources under disbursement category 1 of the Financing Agreement rests with the Project Manager. All SPC related travel including that of staff and consultants financed by PACSTAT are guided by the SPC Travel Policy last updated on 1 July 2020. The SPC Travel Policy provides a framework for the purchase of all official SPC travel to ensure that money is spent efficiently, effectively, economically, and ethically. The policy is to be read in conjunction with the requirements of SPC's Financial Regulations, Procurement Policy, Staff Regulations, and any other relevant policies.

As part of the mission planning process for all SPC travel to member countries, a mission advisory letter is sent to the Secretary, Foreign Affairs, in each country advising of the mission objectives, names of staff travelling and mission duration. Where needed, special requirements and support by Government may also be included in the letter. The PACSTAT Project Manager is copied in the correspondence.

At the start of each calendar year, SPC will submit an updated work plan, budget and travel plan to the World Bank noting that changes may need to be made during the year. A sample of the travel plan is given at Annex 14.

9.6 Withdrawal applications for Recurrent Technical Staff Costs and Corporate Support Costs

SPC may request for withdrawal application on a quarterly basis or more often if required. The minimum value of application for reimbursement is EURO 100,000 equivalent. For withdrawal application of Recurrent Technical Staff Costs and Corporate Support Costs can be claimed through the Statement of Expenditures (SOEs) summarizing eligible expenditures paid during a stated period (Statement of Expenditure). In all cases, SPC is responsible for retaining the original documents evidencing eligible expenditures and making them available for audit or inspection. This document consists of;

- Approved Timesheets (Annex 13);
- Reconciliation of timesheet with budget-line; and
- Trip report if travelled.

10 Procurement

Procurement is the process one follows to get the goods or service one requires, when one requires them and for a price one can afford. All goods, works, non-consulting services and consulting services required for the Project and to be financed out of the proceeds of the Financing shall be procured in accordance with the requirements set forth or referred to in the Procurement Regulation "World Bank Procurement Regulations for IPF Borrowers: (July 2016, and revised November 2017 and August 2018)" and specific provisions stipulated in the legal agreements.

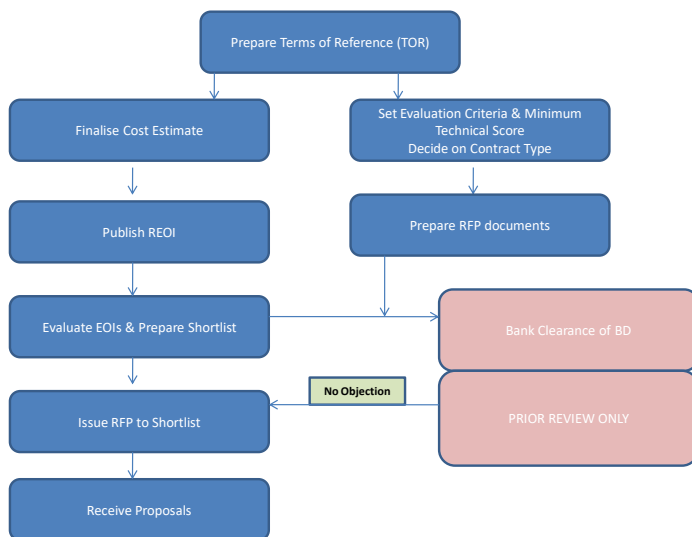
For the Pacific, the World Bank has produced specific Procurement Implementation Guidance (ProcGuide) which provides a flexible and simplified approach to implementing procurement activities, taking into account unique regional and local circumstances. It is aimed at better supporting implementing agencies to achieve the project

development objectives, following the Procurement Principles. The project will also refer to the ProcGuide during procurement implementation. It is important to remember that under the project SPC/PSC is responsible for procurement and contracting, and being party to any contract which results from a procurement process. The World Bank is not a party to any contract under the project. The consultants, the firms, and the suppliers form a direct legal relationship with the SPC.

A Procurement Officer has been assigned to the PSC and will coordinate and monitor all the procurement activities under the whole project, including consolidation of the procurement plans (as outlined in annual work plans and budgets) using the Systematic Tracking of Exchanges in Procurement (STEP) system.

For detailed information on procurement procedures, please refer to the Procurement Manual attached as Annex 11.

Project procurement activities mostly involve the procurement of individual consultants (long-term consultants, PSMB Commissioned Work and (part of) the Innovative Experiments). As such, procurement risk to PACSTAT mainly surrounds inefficient processes in relation to procurement of individual consultants. To streamline this process, the below flow chart for consultant selection has been developed.



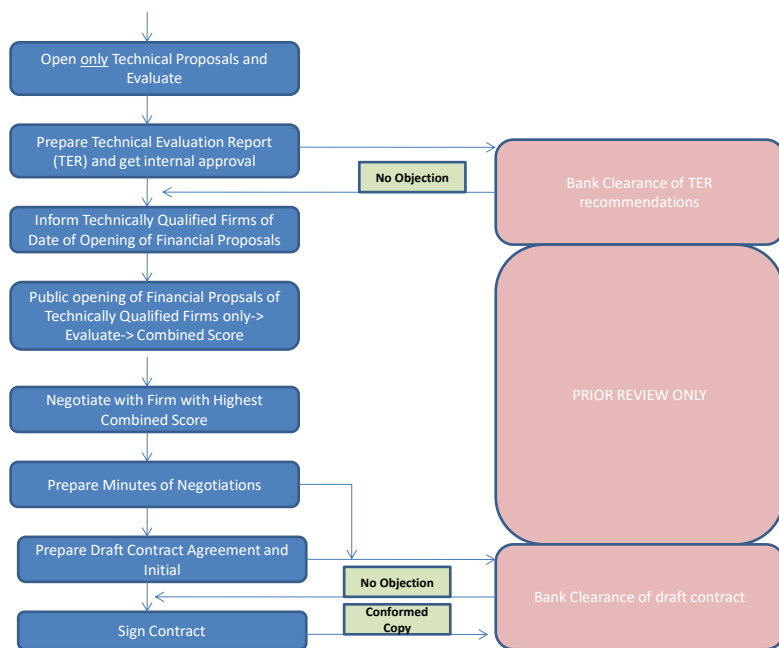


Figure 2: Flow chart for consultant selection (firm)

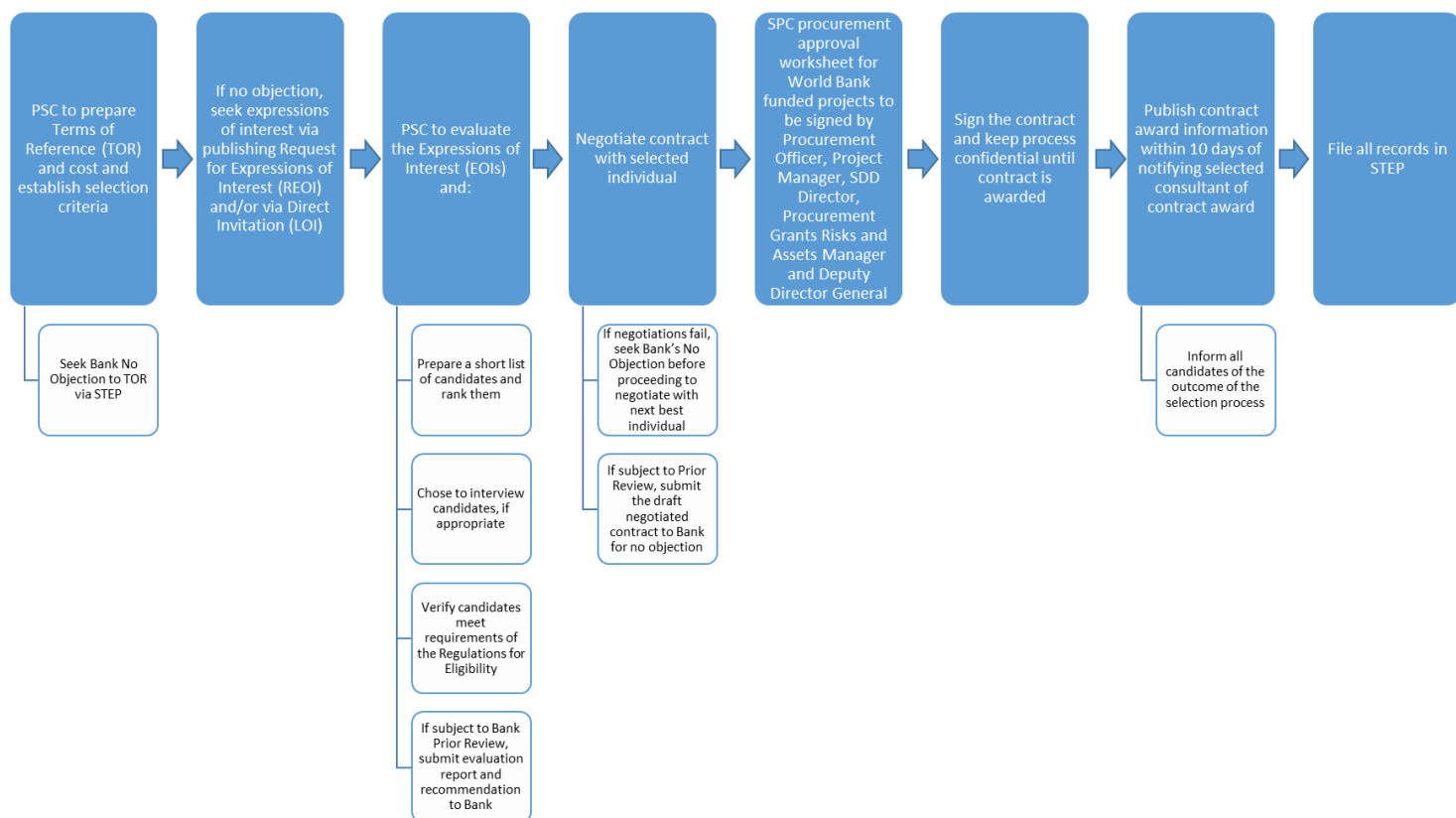


Figure 3: Flow chart for procurement of Individual Consultant

The following templates and samples are provided as annexes to this POM:

- Request for expression of interest (REOI): Selection of an individual consultant (Annex 15);
- EOI evaluation form: Selection of an individual consultant, (Annex 16); and
- Sample contract for individual international consultant (Annex 17).

11 Records Management

All project documentation (including procurement, accounting and reporting) needs to be easily available for inspection by the auditors and the World Bank for at least two years after the project closes, or one year after World Bank has received the audited Financial Statements covering the period during which the last withdrawal from the Grant Account was made (whichever is the later). If records are incomplete or not available there is the risk that borrower may need to return money to the World Bank so records Management is important right from the beginning of the project.

SPC or the PSC Administration and Finance Officer are responsible for maintaining project files, in a secure cabinet located within the office. Files should be kept in electronic and/or hard copy. After the project closes it will be the responsibility of SPC to keep the files for 2 years.

Files should also be kept electronically and backed up on a weekly basis on the SPC servers.

At a minimum the following files need to be created:

- Legal Documents: include at a minimum, final versions of all the documents listed in the Project Documents section of this POM.
- Project Management: Include the annual work plan, budget, procurement plan, and TORs.
- Project Progress Reports.
- Interim Unaudited Financial Statements.
- Withdrawal Applications.
- Financial Records.
- Contract Register.
- Separate Procurement files for each Procurement Activity.

SPC has two policies (listed below) which are relevant to records management and retention. These policies will be strictly followed by the PACSTAT Project.

- Project Closure Guidelines, issued 1 July 2020
- Retention and Disposal Schedule of the Secretariat of the Pacific Community, June 2007.

12 Environmental and Social Safeguards

SPC is responsible for ensuring that the Project is carried out in accordance with the provisions of the Safeguards Instruments, primarily the Negotiated Environmental and Social Commitment Plan (ESCP) that has been prepared for the PACSTAT.

The Project has been assessed as having low risks as detailed in the Environmental and Social Review Summary Concept Stage (Report No: ESRSC00152 dated January 10, 2019). Impacts associated with the Project are expected to be largely positive. Increased access to high quality anonymized microdata will provide information and socioeconomic data to various stakeholders in the government, donor, academic, NGO, and civil society sectors, improving planning and decision making. The Environmental and Social (E&S) risks associated with Project

activities are expected to be limited and easily managed through Project design and effective implementation. No physical works are proposed and the Project does not involve analytical, advisory or other activities which could have or lead to downstream physical, social or environmental impacts. The collection, analysis, storage and sharing of anonymized data is unlikely to result in any significant E&S risks. Hence, no demand is expected for the SPC's staff and capacity to further assess, manage and mitigate E&S impacts.

The ESSs that are considered relevant to the Project are as follows:

- a. ESS1 Assessment and Management of Environmental and Social Risks and Impacts;
- b. ESS2 Labour and Working Conditions; and
- c. ESS10 Stakeholder Engagement and Information Disclosures.

In order to address these, the ESCP sets out a list of activities and reports that SPC is required to undertake, including production and implementation of Standard Operating Procedures, Labour Management Procedures, and a Stakeholder Engagement Plan (further discussion of these can be found in Sections 4.4, 4.5 and 4.6 respectively).

SPC is responsible to ensure that:

- (a) all terms of reference for any studies or experiments carried out under the Project are consistent with the Association's environmental and social safeguards policies and requirements; and
- (b) in drafting any regulations, guidelines or corporate procedures and carrying out activities under the Project, due attention is given to said policies and requirements.

ANNEX 1: Financing Agreement

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/528091584980170766/official-documents-financing-agreement-for-grant-d554-pi>

ANNEX 2: Project Appraisal Document

<http://documents1.worldbank.org/curated/en/990821581735829782/pdf/Pacific-Islands-Statistical-Innovation-and-Capacity-Building-Project.pdf>

ANNEX 3: Disbursement Letter

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/984441584980143237/official-documents-disbursement-and-financial-information-letter-for-grant-d544-pi>

ANNEX 4: Environmental and Social Commitment Plan

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/923651571669198374/environmental-and-social-commitment-plan-escp-statistical-innovation-and-capacity-building-in-pacific-islands-p168122>

ANNEX 5: Labour Management Procedures

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 6: Stakeholder Engagement Plan

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 7a: Template for a Partnership Agreement

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 7b: Template for a Grant Agreement

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 8: Summary Procurement Activities for the initial 18 months of the project

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 9: Grievance Mechanisms

SPC's Manual of Staff Policies is available for all staff members to consult on SPC's Intranet. Chapter XIII of the Manual provides a system of review and appeals for SPC staff. It allows staff to request a review of decisions where:

- a. the staff member has raised a grievance for a decision made under any of SPC's Staff Regulations or Staff Policies that has not been resolved; or
- b. the staff member's employment conditions have been adversely impacted by a decision made under a regulation or policy, including the imposition of disciplinary actions

The Director-General will appoint a different decision-maker who will conduct inquiries and make their own decision relating to the grievance. If the staff member remains unsatisfied with this new decision, they may appeal

it to the Review Panel. The Review Panel is a body created under SPC's Manual of Staff Policies to review the staff member's appeal. It is composed of a member of the governing body, a senior member of staff and a representative from the Staff Representative Committee. If, following the Review Panel process, the staff member remains unsatisfied with the outcome, the staff member may file an appeal to the International Labour Organisation Administrative Tribunal, whose decision will be final.

For consultants, SPC's disputes resolution process with consultants are contained in the general conditions of contracts. If an issue were to arise between SPC and a consultant, both Parties shall use their best efforts to settle amicably the dispute, controversy or claim. If it is not settled within sixty days of one Party notifying the other of a request for amicable settlement, the dispute can be referred by either Party to arbitration in accordance with the general principles of international law. The arbitration will be governed by the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL) as at present in force. The arbitral tribunal shall have no authority to award punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

Procurement: refer Procurement Manual (Annex 11).

Labour: refer Labour Management Procedures (Annex 5).

Stakeholders: refer Stakeholder Engagement Plan (Annex 6).

ANNEX 10: Financial Management Manual

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 11: Procurement Manual

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 12: Template for Statement of Expenditure

Template at Attachment 1 to Annex 3 to the Financing Agreement.

ANNEX 13: Sample of a Time Sheet to be used by Technical Staff and Summary monthly table

Staff:	Michael Sharp				
Date	Budget line to debit	Tasks	Start	End	TOTAL
3/02/2020	J00056 - 2.HR - SDD2.0 - REG	EXAMPLE full day work	8:00	17:00	7.50
1/10/2020	J00056 - 2.HR - SDD2.0 - REG				
2/10/2020	J00056 - 2.HR - SDD2.0 - REG				
5/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
6/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
7/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
8/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
9/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
12/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
13/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
14/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
15/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
16/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
19/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
20/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
21/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
22/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
23/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
26/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
27/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
28/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
29/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
30/10/2020	J00262 / 2-PM1 / REG / SDD0.0				
TOTAL					0.00
Signature by SDD staff					
Approved by SDD Director					

Summary Monthly Timesheet - Technical Staff



Division: Statistics for Development Division

Period: 01-30.06.2020

Indicate the DAYS WORKED

		Indicate the DAYS WORKED																															Total	Total	Charge to:				
		Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
		Days	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri		(EURO)	Job No.	Job Task No.	T4 Country	T5 KRA
Staff Names	Staff No	Rate (EUR/Hours)																																					
Staff Name	Staff No	hourly rate																																0	#VALUE!	J00262	2-PM1	REG	SDD0.0
Staff Name	Staff No	hourly rate																																0	#VALUE!	J00262	2-PM1	REG	SDD0.0
Staff Name	Staff No	hourly rate																																0	#VALUE!	J00262	2-PM1	REG	SDD0.0
																																		0	-				
																																		0	-				
Total			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#VALUE!					

Signed: Epeli Waqavonovono

Approved (Project Manager): SPC Finance

Date and Signature

Date and Signature

Credit to:

Job No.	Job Task No.	T4 Country	T5 KRA

ANNEX 14: Sample of a Travel Plan

RELATED PACSTAT COMPONENT	LINK TO PDO	SUBJECT	CONTENT	DELIVERY METHOD	LOCATION	AUDIENCE	PROVIDER	START DATE	END DATE	NO. OF DAYS	NO. OF PARTICIPANTS	ESTIMATED COST FJD	NOTES	STAFF/ICS
1.2	Number of Regional Workshops Conducted	Training on PSMB approved methods for improving HIES collections	Technical	Training	Noumea	NSOs from PICs	SPC	15-Feb-21	19-Feb-21	5	8	\$30,000.00		Michael Sharp
3	Number of Experiment Reports produced and submitted to PSMB	Undertake experiment on methodologies for calculating imputed rents in predominantly owner-occupied housing markets	Technical	Mission	Vanuatu	NSO	SPC	16-Mar-21	24-Mar-21	9	2	\$18,000.00		Statistical Advisor International Consultant (short-term)

ANNEX 15: Template for REOI for Individual Consultants

REQUEST FOR EXPRESSIONS OF INTEREST (INDIVIDUAL CONSULTING SERVICES)

[COUNTRY]

Statistical Innovation and Capacity Building in the Pacific Islands (PACSTAT)

Loan No./Credit No./ Grant No.: D544_____

Assignment Title: _____

Reference No. (as per Procurement Plan): _____

The SPC has received financing from the World Bank toward the cost of the Statistical Innovation and Capacity Building in the Pacific Islands (PACSTAT) project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include *[insert brief description, estimated level of effort (professional staff-months), implementation period, expected start date of assignment, etc. ensuring full consistency with the TOR attached or referred to in this REOI]*.

The detailed Terms of Reference (TOR) for the assignment *[insert one of the following:*
are attached to this request for expressions of interest.

Or

can be found at the following website: (insert name of the website and URL address or link).

or

can be obtained at the address given below.]

The SPC now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are: *[insert criteria related to required qualifications and experience of the firm; such as core business and years in business, relevant experience, technical and managerial capability of the firm. The Qualifications and Experience of Key Experts shall not be included in the shortlisting criteria]*. Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 *[or insert date of applicable Procurement Regulations edition as per the legal agreement]* (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest. *[If applicable, insert the following additional text:]* In addition, please refer to the following specific information on conflict of interest related to this assignment: *[insert information on conflict of interest related to the assignment as per paragraph 3.17 of the Procurement Regulations]*.

A Consultant will be selected in accordance with the *[insert approved selection method]* method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours [*insert office hours if applicable, i.e. 0900 to 1700 hours*].

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by [*insert date*].

[*insert name of office*]

Attn: [*insert name of officer & title*]

[*insert postal address and/or street address*]

[*insert postal code, city and country*]

Tel: [*include the country and city code*]

Fax: [*include the country and city code*]

E-mail: [*include e-mail address*]

ANNEX 16: Sample EOI Evaluation Form for Individual Consultants

Basic Data	<ul style="list-style-type: none"> Country: Implementing Agency: Pacific Community (SPC) Project Name: Statistical Innovation and Capacity Building in the Pacific Islands Project (PACSTAT) Grant No: D544 Deadline for applications' submission:
Background	
Selection Process	<ul style="list-style-type: none"> Contract type is: TOR No Objection: No of applications: <ol style="list-style-type: none">
Evaluation	<p>The evaluation committee was formed by the following members:</p> <ul style="list-style-type: none"> ➤ ... ➤ ... ➤ ... <p>The selection criteria, agreed by the Evaluation Committee member, in accordance with the TOR:</p> <ul style="list-style-type: none"> ➤
Screening Matrix	
Detailed Evaluation	<p>[no] CVs received were evaluated in detail.</p> <p>Candidate 1: <i>Actual Position:</i> <i>Education:</i> <i>Affiliations & Registrations:</i> <i>Countries of work experience:</i> <i>Previous Jobs/positions:</i> <i>Projects:</i> <i>Reports and Publications:</i> <i>Expertise:</i></p> <p><u>STRENGTHS:</u></p> <p><u>WEAKNESSES:</u></p> <p><u>Other comments:</u></p> <p>Candidate 2:</p> <p>Candidate 3: ...</p>
Short List	<p>The Evaluation Committee established the following Short List:</p> <ol style="list-style-type: none"> 1) ... 2) 3)
Recommendation	<p>The Evaluation Committee recommend forconsultancy assignment.</p>

ANNEX 17: Sample Contract for International Individual Consultants

Refer Attachment 18 of Making Procurement Work for Fragile and Small States in the Pacific under World Bank Investment Project Financing following the Procurement Regulations for IPF Borrowers [July 2016, revised in November 2017].

ANNEX 18: Template for submission of proposals to PSMB

PROPOSALS FOR RESEARCH (PSMB Commissioned Work) AND/OR EXPERIMENTATION (Innovative Experiments)

Title	
Type of Proposal	<i>Is the Proposal for Research or for a field experiment?</i>
Proposed Research/Experiment	<i>Please provide a broad description of the area of research, including the particular research question(s) to be answered and the needs to be addressed by the research</i>
Criterion 1	<i>Please describe how the proposal aligns with development goals of PICTs and/or those of your own country</i>
Criterion 2	<i>Please describe how the proposal aligns with the current TYPSS strategy in areas related to project development objectives</i>
Criterion 3	<i>Please describe how the proposal aligns with the project development objectives of PACSTAT</i>
Activities and Timeline	<i>Please provide a broad description of the proposed activities and timeline. If possible, please provide a broad indication of budget</i>
Other	<i>Please provide any other relevant information to support your proposal</i>

Please submit proposals to PSMB Secretariat by email (michaels@spc.int) by no later than

ANNEX 19: Template for annual work plan and budget

<https://sdd.spc.int/innovation-sdd/statistical-innovation-and-capacity-building-pacific-islands-project-pacstat>

ANNEX 20: Template for ESS reporting

ESCP MONITORING AND REPORTING

ESCP Monitoring and Reporting is to be done every six months.

Topic	
Stakeholder Engagement Plan (SEP)	<p><i>Please report on the status of the preparation of the SEP, and any change since the previous period.</i></p> <p><i>Also report on implementation of the SEP, any stakeholder engagement activities during the period, any feedback from stakeholders.</i></p> <p><i>Also report on any identified threats to successful implementation of the SEP, and any resulting proposed changes to the SEP.</i></p>
Labour Management Procedures (LMP)	<p><i>Please report on the status of the preparation of the LMP, and any change since the previous period.</i></p> <p><i>Also report on implementation of the LMP, any identified threats to successful implementation of the LMP, and any resulting proposed changes to the LMP.</i></p>
Incidents or accidents	<p><i>Please provide a summary list of all incidents or accidents since the last reporting period – note that all incidents or accidents should have been comprehensively reported immediately following the incident or accident using the appropriate form. Describe any measures taken to prevent similar recurrences.</i></p>
Grievances	<p><i>Please describe any grievances since the last reporting period. The description should cover the nature of the grievance, method used to deal with the grievance, outcome of any investigation, and satisfaction of the complainant with the process. Assess the functioning of the grievance process and describe any proposed changes to the process as a result of experiences.</i></p>
Other	<p><i>Please provide any other relevant information about implementation of the ESCP in PACSTAT.</i></p>

ANNEX 21: Incident Reporting Template

INCIDENT AND ACCIDENT REPORTING

This form should be completed and sent to the IDA within 1 week of learning of the incident or accident.

Description	<i>Please provide a detailed description of the incident or accident, including its nature, timing, location, any injury to persons, any damage to property and any repercussions for the PACSTAT project.</i>
Measures Taken	<i>Please describe what measures were taken to address the incident.</i>
Additional Information	<i>Please provide any other information relevant to the incident or accident.</i>
Prevention Measures	<i>Please describe any proposed measures to prevent a recurrence of the incident or accident.</i>

ANNEX 22: Template for Project Monitoring, Reporting and Evaluation

PROJECT MONITORING, REPORTING AND EVALUATION

This form should be completed annually.

Overall Progress	<i>Please provide a brief description of the overall progress in the implementation of the PACSTAT project.</i>
Results of monitoring and evaluation	<i>Please complete the Results Framework table at the end of this form indicating actual achievements against all indicators. Where Intermediate Targets have not been met, please provide information on plans to recover by the next reporting period.</i>
Procurement and Disbursement	<i>Please provide information on procurement during the year, indicating how this compares with the Procurement Plan and describing any steps proposed to rectify any issues identified. Please describe Disbursements requested and received during the year.</i>
Progress on implementation of ESS measures	<i>Please refer to the separate report on ESCP Monitoring and Reporting</i>
Project Staffing	<i>Please provide information about the recruitment and retention of the three long-term International Consultants, including identification of any issues likely to impact the project and plans to address these issues. Please provide information about the recruitment of suitable short-term consultant, including identification of any issues likely to impact the project and plans to address these issues.</i>
Implementation Arrangements	<i>Please provide any relevant information about the implementation arrangements, including identification of any issues likely to impact the project and plans to address these issues.</i>
Proposed Adjustments	<i>Please provide relevant information about any proposed adjustments to implementation arrangements to improve overall performance of the project.</i>

ANNEX 22a: Results framework

Results Framework

COUNTRY: Pacific Islands

Statistical Innovation and Capacity Building in the Pacific Islands

Project Development Objectives(s)

To improve the quality of welfare data collection and accessibility to comparable welfare data in the Pacific Island Countries.

Project Development Objective Indicators

Indicator Name	DLI	Baseline	Intermediate Targets								End Target	
		July 2020	July 2021		July 2022		July 2023		July 2024		December 2025	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
To improve the quality of welfare data collection												
Number of PSMB-commissioned guidance notes approved and disseminated (Number)		0	2		4		6		8		10	
Number of experiment reports produced and submitted to PSMB (Number)		0	0		1		2		3		4	
To improve accessibility to comparable welfare data												
Number of regionally comparable indicators published on SPC platforms (Number)		0	5		5		14		14		14	

Indicator Name	DLI	Baseline	Intermediate Targets								End Target	
		July 2020	July 2021		July 2022		July 2023		July 2024		December 2025	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of harmonized microdata sets published on SPC platforms (Number)		0	1		2		3		4		5	

Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets								End Target	
		July 2020	July 2021		July 2022		July 2023		July 2024		December 2025	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Pacific Statistics Methods Board												
Number of Pacific Statistics Methods Board meetings held during project lifetime (Number)		0	2		4		6		8		10	
Number of PSMB commissioned works carried out using project financing (Number)		0	1		2		3		4		5	
Number of regional workshops conducted (Number)		0	0		1		1		2		3	
Institutional strengthening and implementation support												
Number of SPC staff trained in welfare analysis (Number)		0	0		5		5		5		5	

Indicator Name	DLI	Baseline July 2020	Intermediate Targets								End Target	
			July 2021		July 2022		July 2023		July 2024		December 2025	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of HIES reports produced within 12 months of the completion of data collection (Number)		0	1		2		3		4		6	
Number of analytical papers and briefs produced by SPC-SDD over the project lifetime (Number)		0	2		4		6		8		10	
Number of gender indicators published on SPC platforms (Number)		0	3		6		9		12		16	
Number of consultations held around innovation experiments with beneficiary country NSOs and policymakers (Number)		0	1		3		6		9		12	
Number of beneficiary country NSOs satisfied that their feedback has been reflected in the design of experiments (Number)		0	0		0		0		1		4	
Data collection innovation experiments												
Number of data collection innovation proposals submitted through the annual workplan (Number)		0	0		2		3		4		4	

ANNEX 23: List of people consulted during development of this POM

Mr Epeli Waqavonovono, Director SDD, SPC
Ms Kristen Himelein (World Bank)
Mr Vince Galvin (New Zealand)
Mr Chris Ryan (UNESCAP)
Mr Bruce Fraser (Australia)
Mr Ipia Gadabu (Nauru)
Mr Viliami Fifita (Tonga)
Mr Kemueli Naiqama (Fiji)
Mr Tyrone Taitano (Guam)
Mr David Abbott (SPC)
Mr Michael Sharp (SPC)
Ms Gloria Mathenge (SPC)
Ms Angela Templeton (SPC)
Ms Sandra Gianini (SPC)
Mr Nid Satjipanon (SPC)
Ms Victoria Devars (SPC)
Ms Kim Robertson (SPC)
Ms Aude Chenet (SPC)
Mr Subhash Gupta (SPC)
Ms Yolaine Take (SPC)
Mr Faletese Asaua (SPC)

ANNEX 24: Direct grant award application

To: Procurement Unit	Date of request:
Requesting Project Manager:	Signature:
Project:	Donor for the Project:
Brief Project Background:	
Details of the Grant Action	
Name of proposed Grantee:	Value of the Grant:
Address:	Type of organisation: <input type="checkbox"/> International Organisation <input checked="" type="checkbox"/> Government Entity <input type="checkbox"/> Non-Governmental Organisation (NGO) <input type="checkbox"/> Others (Please specify)
Start date of the Action:	End date of the Action:
Title of the Action:	Country(ies) where the action will take place:
Description of the action in summary (Concept note shall be attached providing complete details of the Grant Action and Budgetary details)	
The Direct Grant Award application is being made pursuant to Section 7, provision iv of SPC Grant and Sub delegation Guidelines, which allows direct award of grant under the following conditions:	
Justification for the award of Direct Grant as per the requirement of SPC Grant and Sub delegation Guidelines:	
Comments by Procurement Office:	
Direct Grant Award reference <i>(to be filled by Procurement Unit)</i> : DGA 17/xxx	
Approved by DDG (OMD)	
<input type="checkbox"/> Yes <input type="checkbox"/> No Date..... Signature.....	