The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided that he/she is assured that The Government has not objections to the proposed changes:

(a) Revisions in, or in addition to, any of the annexes of the project document.
(b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project but are caused by re-arrangement of inputs already agreed to or by cost increases due to inflation.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner. The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

As the implementing partner the UNDP MCO agrees to undertake all reasonable efforts to ensure that none of the funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

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Annex I

Strategy Note for Pro-Poor Policy Options Study

A) Background

After a period of high growth in the late 1990s, economic growth in Samoa has been stagnant for the past 5 years, with negative growth in 2008 and 2009, as a result of the global financial and economic crises. Correspondingly, unemployment has risen significantly. Samoa submitted the second MDGs progress report (2010). The report shows increasing proportion of populations living below the Basic Needs Poverty line (15% in 1997, 20% in 2002 and 26.7% in 2008).

While the overall macro outlook for Samoa has been relatively sound, despite the periods of negative growth, Samoa suffers from a persistent balance of trade deficit. The government of Samoa has been relatively successful in containing budget deficits at less than 5 percent of GDP, despite the substantial increases in public (42 percent across the board increase in public service salaries implemented over 2005/6 to 2007/8). Budget deficits (after factoring in aid grants) in 2009/2010 and 2010/2011 have been in the 9-10 percent range due to increasing expenditures to stimulate the slowing economy on the onset of the global recession and the 2009 tsunami. Government spending between 2006/07 and 2008/09 has been mainly concentrated in key social sectors such as health and education. Expenditures for the Ministry of Agriculture accounted for 3 percent of the total government expenditure during this period.

In the fiscal year 2008/09 and the current financial year, the Central Bank adopted an expansionary monetary policy stance to stimulate the slowing economy. Whilst the Central Bank succeeded in sharply reducing the official interest rates, the market lending rates fell slowly and marginally, partially due to the position held by the Samoa National Provident Fund (SNPF) and the Accident Compensation Corporation (ACC) in the wholesale deposit market. SNPF and ACC deposits are considered by the commercial banks as “hot money”, being very large and regular sources of deposits. The lending rates also needed to remain high to match the high deposit rates. Consequently, the demand for credit continued to weaken. To avoid returning to direct controls to reduce interest rates, the Central Bank explored the possibility of injecting liquidity into the economy via selected non-bank financial institutions such as the Development of Samoa (DBS) and the Samoa Housing Corporation (SHC).

Whilst the trade account balances have worsened in the last decade, improvements in the current account balances have enabled Samoa to register overall balance of payments surpluses. Remittances which represent the most important and historically the most stable inflow in the current account are used mainly for consumption. Therefore international reserves have stabilized around the equivalent of 3.5 to 4 months of imports cover in the last 5 years.

The agriculture and fishery sector in Samoa has great potential for poverty reduction. Currently, the sector, which employs around 75% of the working population, contributes only 12% of GDP. A large proportion of the sector is dedicated to subsistence production. Key sector’s exports, contributing less than 10% of current account, are coconut based products, nonu based products, taro and fresh fish. While has a great potential, however, the agricultural sector faces
tremendous challenges, including low productivity, access to inputs and technology, access to credit, land tenure and rapid urbanization.

The tourism sector in Samoa has substantial unrealized potential for growth, job creation and poverty reduction. Currently, the sector, which employs around 10% of the workforce, contributes 20% of GDP. The sector has a great potential for providing expanded market for agricultural and some of the manufactured products, particularly handicrafts, food and beverages. While has a great potential, however, the tourism sector faces tremendous challenges, including low productivity, client orientation, underdeveloped infrastructure, access to credit, high transaction costs (particularly transportation costs) and lack of effective marketing strategies.

The manufacturing sector in Samoa has unrealized potential for job creation, import substitution and export generation. Currently, the sector, which employs around 5% of the workforce, contributes only 8% of GDP. Key sector’s exports are beer. There is a significant potential for agro-processing, particularly food and beverages. While has a great potential, however, the manufacturing sector faces tremendous challenges, including low productivity, access to raw and intermediate inputs and technology, access to credit, high transaction costs and lack of effective marketing strategies.

The fact that women in general are among the most vulnerable and face discrimination the incidence of poverty and unemployment is quite high which accentuates the importance of giving special attention to the woman's economic status. Since one of the priorities of the Program in Samoa is to bring prosperity and economic growth, special attention should be given to improve women’s economic participation, especially, since there is an increase in the number of families dependent on women, underscoring once again the importance of studying women’s needs for job opportunities and participation in the economic activity, and taking such needs into consideration in planning pro-poor and MDGs acceleration policy analysis in Samoa.

**B) Overall Objective**

Following the recommendations of Samoa’s 2010 MDGs report, the government of Samoa is seeking UNDP’s assistance in conducting comprehensive policy analysis in order to identify potential feasible policy options to address the gaps identified in the report, particularly slow economic growth and rising poverty and unemployment, and accelerate progress towards the achievement of MDGs. This policy analysis exercise aims to guide the national, provincial and sectoral plans. It will focus on providing policy makers with concrete and applicable pro-poor policy options and scenarios, highlighting their pros, cons and expected impacts and taking into account stakeholders’ perspectives (including private sector and civil society). The study will also identify promising sectors and required policies and initiatives to promote such sectors.

The objective of the assignment is to identify policy options and scenarios that will promote inclusive growth, job creation, poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa. Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations.

**C) Scope and methodology**
The study will utilize a participatory approach seeking inputs from private sector, public sector, CSOs and development partners. The methodology will be based on case study providing comprehensive analysis of the following:

a) Macroeconomics and growth, Macro policies: fiscal and monetary;
b) Trade policies and balance of payment;
c) Banking, credit and financial regulations,
d) Social policies;
e) Gender;
f) Economic governance, focusing on delivery systems of MDGs-related services (e.g. health, sanitation, safe water and education). The assessment mechanism will proceed with undertaken a citizens' report card survey to assess delivery systems in terms of: quality, accessibility and coverage. The survey will allow identifying deficiencies, gaps, capacity constraints and bottlenecks as well as applicable solutions and initiatives that may enhance the capacity of government to deliver basic services. The analyses will also allow identifying optional delivery mechanisms including private sector, private/public partnerships, CSOs and faith-based organizations.
g) National export strategy (developed by the ministry of foreign affairs and trade)
h) Performance of productive sectors and sectoral policies/plans (e.g. agriculture, manufacturing, tourism), identifying potential promising sectors and subsectors that may be renders as engine for growth and employment generation;
i) Labor market and employment trends;
j) Trends in poverty and income distribution;
k) Recent Households Income and Expenditure Survey (HIES) and poverty reports (2002 and 2008), DHS, and labor market survey;

Sectoral studies
The sectoral studies (manufacturing, agriculture and tourism) will cover the following:

i. Analyze the sector’s performance, challenges and constraints;
ii. Analyze relevant policies;
iii. Assess the internal capacity of relevant ministry, in terms of capacity to devise and implement policies and programmes;
iv. Analyze the banking, credit and financial policies and regulations;
v. Analyze the performance of the banking sector and the credit market in Samoa;
vi. Analyze the regulatory and legal framework, impacting the performance of finance sector,
vii. Analyze the capacity of private sector and private sector associations;
viii. Identify gaps, challenges, constraints, innovative solution and concrete and applicable policy recommendation to enhance the sector’s growth and contribution to employment generation and poverty reduction
ix. Analyze relevant regulatory and legislative frameworks,
x. Identify potential promising sectors for job creation and poverty reduction;
xi. Identify export potential and export promotion strategies;
xii. Provide concrete, applicable and feasible policy options and plans of actions to promote the sector;
xiii. Identify pro-poor policy options and plans of actions at the national, provincial and sectoral levels;
D) Task force

In addition to UNDP’s in house capacity at the Samoa country office, Pacific Center and APRC regional center (Bangkok), eight experts will be recruited for 60 days consultancy (including 14 days fact finding field mission) to undertake the study covering the following areas of expertise:
1. Fiscal policies;
2. Monetary policies;
3. Industrial policies and manufacturing;
4. Labor;
5. Social Policies;
6. Banking and finance;
7. Agriculture;
8. Tourism

The task force will be supervised by the MDGs and poverty reduction team leader (UNDP Pacific Center), who will also undertake the macroeconomic and growth analysis, assisted by the senior economist at UNDP-Samoa. UNDP-Samoa will undertake the coordination and facilitation. The team will draw on the expertise available at APRC regional center as needed. The field work of the citizens’ report card survey will be undertaken by the National Office of Statistics in Samoa in collaboration with CSOs.

E) Planned Activities

Activity 1. Recruitment of 8 international consultants.
Activity 2. Research and data collection undertaken in 8 key areas.
Activity 3. Conduct of a one-day training on Social Accountability. This one day training is intended to raise awareness and understanding of what social accountability is; the tools used in social accountability. The intention is to create a better understanding and awareness of the tools to be adapted for the pro-poor policy initiative.
Activity 4. Undertaking economic governance (Service Delivery) citizens’ report card survey and analyze survey results.
Activity 6. Drafting the study, compiling chapters, editing and compile policy recommendations
Activity 7. Stakeholders’ Validation (circulating for comments and validation workshop)
Activity 8. Editing and finalizing the study

F) Budget

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Costs</th>
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<tbody>
<tr>
<td>Consultants (60 days @$500x8)</td>
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<tr>
<td>Consultants field missions (travel and DSA)</td>
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<td>UNDP PC missions (travel and DSA)</td>
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<td>Citizens’ report card survey</td>
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<td>Validation workshop</td>
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<td>Editing and printing</td>
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<tr>
<td>Miscellaneous</td>
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<td>Launching event</td>
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<td><strong>Total</strong></td>
<td><strong>$ 370,000</strong></td>
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</table>
Annex 2

Pro-poor and MDGs Acceleration Policy Analysis in Samoa

Terms of Reference

Sector/focus area: Agriculture and Fishery

A) Overall Objective

The objective of the assignment is to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa. Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations.

B) Background

After a period of high growth in the late 1990s, economic growth in Samoa has been stagnant for the past 5 years, with negative growth in 2008 and 2009, as a result of the global financial and economic crises. Correspondingly, unemployment has risen significantly. Samoa submitted the second MDGs progress report (2010). The report shows increasing proportion of populations living below the Basic Needs Poverty line (15% in 1997, 20% in 2002 and 26.7% in 2008).

The government of Samoa is seeking UNDP’s assistance in conducting comprehensive policy analysis in order to identify potential feasible policy options to address the gaps identified in the report, particularly slow economic growth and rising poverty and unemployment, and accelerate progress towards the achievement of MDGs. This policy analysis exercise aims to guide the national, provincial and sectoral plans. It will focus on providing policy makers with concrete and applicable pro-poor policy options and scenarios, highlighting there pros, cons and expected impacts and taking into account stakeholders’ perspectives (including private sector and civil society). Policy options will be based on comprehensive analysis of the following:

1) Existing Macroeconomic policies;
2) Trade policies and balance of payment;
3) Fiscal policies;
4) Monetary policies;
5) Banking, credit and financial regulations;
6) Social policies;
7) National export strategy (developed by the ministry of foreign affairs and trade);
8) Performance of productive sectors and sectoral policies/plans (e.g. agriculture, manufacturing, tourism), identifying potential promising sectors and subsectors that may be renders as engine for growth and employment generation;
9) Labor market and employment trends;
10) Trends in poverty and income distribution;
11) Recent Households Income and Expenditure Survey (HIES) and poverty reports (2002 and 2008), recent MDG report and labor market survey;
The agriculture and fishery sector in Samoa has great potential for poverty reduction. Currently, the sector, which employs around 75% of the working population, contributes only 12% of GDP. A large proportion of the sector is dedicated to subsistence production. Key sector's exports, contributing less than 10% of current account, are coconut based products, nonu based products, taro and fresh fish. While has a great potential, however, the agricultural sector faces tremendous challenges, including low productivity, access to inputs and technology, access to credit, land tenure and rapid urbanization.

C) Gender Equality

The fact that women in general are among the most vulnerable and face discrimination the incidence of poverty and unemployment is quite high which accentuates the importance of giving special attention to the woman's economic status. Since one of the priorities of the Program in Samoa is to bring prosperity and economic growth, special attention should be given to improve women's economic participation, especially, since there is an increase in the number of families dependent on women, underscoring once again the importance of studying women's needs for job opportunities and participation in the economic activity, and taking such needs into consideration in planning pro-poor and MDGs acceleration policy analysis in Samoa.

D) Assignment (Scope of Work)

A senior, experienced, consultant is required to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa and deliver specific recommendations on entry points for UNDP’s involvement.

The organization of the mission includes: Preparation by the consultant of (i) an analysis of local conditions, (ii) a work plan for the scoping mission, and (iii) contextual briefings for UNDP’s MDG team in Samoa, Fiji and Pacific Centre, and (iv) a final report.

Scope of work
xiv. Analyze the sector's performance, challenges and constraints;
xv. Analyze agriculture and fisheries policies;
xvi. Assess the internal capacity of the ministry of agriculture in terms of capacity to devise and implement policies and programmes;
xvii. Analyze the regulatory and legislative frameworks that are related and/or impact the agriculture and fishery sector;
xviii. In collaboration with the team, identify potential promising sectors for job creation and poverty reduction;
xix. Provide concrete, applicable and feasible policy options and plans of actions to promote the agriculture and fishery sector;
xx. Identify pro-poor policy options and plans of actions at the national, provincial and sectoral levels, focusing on the agriculture and fishery sector;
xxi. Conduct interviews with relevant government officials, private sector associations, CSOs and major development partners;
E) Activities, Deliverables and Target Dates

The main deliverables of this assignment include the following:

1. A **review of background documents**; to be completed within 7 working days.

   Consultant will review background documents for a literature review and provide initial assessment. The documents include but not limited to: UNDP reports; Government of Samoa’s policies, strategies and plans; macro and microeconomic analyses, sectoral analysis and strategy papers, studies, policy proposals and; other donors’ reports, strategies and plans related to agriculture and fisheries programming and projects in Samoa. The review should also take into consideration and build on various assessments and plans already done for this sector. In regards to the cross-cutting theme of gender equality, the consultant will familiarize himself/herself with the various UN reports on the situation of women in the Pacific and Samoa in particular.

2. A **synthesis report of a literature review** (10-15 pages in length); to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre. This document should provide a concise analysis of the agriculture and fisheries performance, potential, challenges and constraints in Samoa, including the major barriers; provides a preliminary mapping of the principal stakeholders and players in the public and private sectors, as well as directions for the planning of the field mission. It should comprise:

   - A synthesis of the composition of the economy particularly focusing on agriculture and fisheries; major enterprises (sectors and foreign partners); trends in foreign direct investment; access to credit; remittances, etc.;

   - Key growth sectors and sub-sectors and their relative competitiveness; sectors with high employment potential: government economic policies and priorities; priorities identified by key business groups;

   - Bottlenecks or constraints inhibiting sector and business growth and job creation, including those that particularly affect youth and women in Samoa due to sector’s policies and regulations; [Firm formalization, significant burdens (registration and licensing procedures, costs); red tape associated with export processing; tax burden; transport infrastructure; electricity; land tenure issues, access to agricultural inputs, unsustainable utilization of natural resources (e.g. marine and forestry) access to affordable credit, development strategy for the sector, productivity, skills; access to market information and technology];

   - A preliminary assessment of the capacity of key public and private institutions their capacities and effectiveness, the outreach and impact of their respective policies, plans and programmes, including, if relevant, synergies among them. [Challenges associated with improving the enabling environment for agriculture and fishery sector, potential of strengthening and improved governance]. It is however understood that a more thorough assessment in the field will permit verifying and further understanding the real capacity of key public and private institutions and of the effectiveness, reach and impact of their respective programs.
- Economic and technical support provided by multilateral and bilateral development organizations [gaps and potential for overlap and complementarities].

In terms of the data collection methodology, to the extent possible, all data collected should be gender-disaggregated. Primary data should be based on consultations with male and female stakeholders from the public and private sectors, civil society organizations and the relevant ministries involved; and secondary data can be drawn from government, academic and NGO reports.

3. A detailed work plan of the field mission; to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre within one week of signing of contract. This document should act as a steering document for the planning and undertaking of the field mission by setting objectives and identifying specific issues to be investigated and questions to be answered. The work plan is to be discussed with UNDP Offices in Samoa and Fiji.

4. On the basis of the prepared work plan, undertake a field mission to Samoa during third week of the contract. The field mission will involve extensive consultations with: government officials of Ministries of Finance, Planning, agriculture and fishery, Commerce, Industry and labor, etc; Central Bank and commercial banks, private sector business development organizations (industry associations, business councils, chambers of commerce, etc); and business representatives, both medium and small enterprises; bilateral and multilateral donor organizations.

5. A draft report (40-50 pages in length); to be delivered by email in Microsoft WORD format in English to UNDP Pacific Centre. The report should include considerations for Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations and provide at a minimum:

- A concise analytical summary of the current macro and microeconomic context in Samoa; including:
- A summary of key issues inhibiting or facilitating the growth of the sector and Private Sector Development (PSD) growth due to policies/regulations; this includes a brief assessment of the primary gender-based obstacles and barriers to women and men’s employment in the agriculture and fishery sector in Samoa.
- Identify gaps, challenges, constraints, innovative solution and concrete and applicable policy recommendation to enhance the sector’s growth and contribution to employment generation and poverty reduction
- An outline of government policies, plans and priorities, including a detailed and thorough assessment of Samoan Government agricultural policies; the government’s will and capacities to implement the policies and strategies; its existing and planned activities and the gaps, effectiveness, outreach and impact of each program; this includes a brief assessment of government to design and implement gender-sensitive policies and programs that would contribute towards poverty reduction
- A thorough assessment of the work plan and programming of the principal donors and international organizations active in agriculture and fishery, identifying the specifics of their current and future plans;
- Identification of the principal actors involved in agriculture and fishery programming;
- Identification of opportunities for UNDP's engagement and the expected results in line with the Samoa’s sector initiatives. In performing this task, the focus should be to look at programming opportunities that do not duplicate what other donors are doing and that are possibly complementary, to the extent possible. should also focus on:
  a) Creating new and sustainable employment.
  b) Highlighting opportunities for women and youth.
  c) Identifying possible synergies with UNDAF’s programming for Samoa
  d) Providing stable and sustainable inputs to the manufacturing, tourism and exporting sectors
  e) Contributing to food security
  f) Contributing to economic growth

- Identification of existing and potential risks and, to the extent possible, corresponding mitigation strategies to the proposed UNDP’s engagement in agriculture and fishery sector;

- Identification of potential partners to implement UNDP’s engagement in banking, credit and finance programming;

- Recommendations and the way forward;

6) Prepare Briefings for UNDP: (i) related to the field mission issues, to be delivered prior to departure and upon arrival to the field; (ii) briefings on key findings of the mission and specific issues on the aforementioned focus areas to be delivered at the end of the field mission, prior to departure and upon arrival from the field; (iii) briefing on the draft report.

7) A final report incorporating the comments of UNDP.

F) Level of Effort
The total estimated level of effort required for this mandate is between 55- 60 days, starting on March 01, 2011.
The principal deliverables will be completed by May 30th 2011 and the mandate will end by June 30th 2011. The estimated level of effort for each activity is as shown in the following table:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of background documents and preliminary report</td>
<td>10</td>
</tr>
<tr>
<td>Review scoping mission TORs and formulate mission work plan</td>
<td>2</td>
</tr>
<tr>
<td>Field mission to Samoa (including travel)</td>
<td>25</td>
</tr>
<tr>
<td>Prepare and provide briefings and debriefings as required</td>
<td>2</td>
</tr>
<tr>
<td>Prepare a draft report</td>
<td>12</td>
</tr>
<tr>
<td>Prepare a final report incorporating UNDP comments</td>
<td>5</td>
</tr>
<tr>
<td>Presentation of the Report to stakeholders in Samoa (to be confirmed)</td>
<td>4</td>
</tr>
</tbody>
</table>

**Overall Level of Effort:** 60
G) Reporting

The incumbent will be working under the supervision of the UNDP country office in Samoa and the MDGs team leader in the regional Pacific Centre.

H) Payment Milestones:

Consultancy will be paid on a lump sum basis as the following installments:

1. (30%) 1st payment, upon signing the contract and submission of work plan
2. (40%) 2nd payment, upon submission of semi-final drafts
3. (30%) 3rd (final) payment, upon completion of the study

I) Assignment Duration

The assignment starts in March 2011. Total duration of the assignment is three months, including one field mission to Samoa of no more than four weeks.

J) Competencies

8) Demonstrated capacity and extensive experience in agriculture economics in a developing and LDC country context.
9) Strong quantitative and analytic skills
10) Demonstrated capacity and extensive experience in financial analysis
11) Knowledge and experience of small island economies is an advantage.
12) Demonstrated capacity and extensive experience in policy analysis and planning.
13) Proven ability to work in a diverse team of experts and to contribute to the work of other team members.
14) Ability to work in a multicultural environment
15) Proven ability to work in a complex environment with a number of government, development partner and other stakeholders within a specific political context
16) Fluency in English with strong writing skills
17) Excellent liaison, negotiation and representational skills

K) Minimum requirements

- Advance degree (preferably PhD) in economics (preferably agriculture economics), planning and/or development studies with a focus on agriculture and fishery
- Minimum of 10 years of relevant experience working on agriculture and fisheries issues in developing countries and LDC, experience in small island economies and the pacific region is major advantage
- Experience in high-level policy advisory services to Government counterparts
- A minimum of 7 years of senior level policy development and national planning experience in agriculture and fishery.
- Proven strong quantitative and analytic skills
Pro-poor and MDGs Acceleration Policy Analysis in Samoa

Terms of Reference

Sector/focus area: Fiscal Policies

C) Overall Objective

The objective of the assignment is to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa. Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations.

D) Background

After a period of high growth in the late 1990s, economic growth in Samoa has been stagnant for the past 5 years, with negative growth in 2008 and 2009, as a result of the global financial and economic crises. Correspondingly, unemployment has risen significantly. Samoa submitted the second MDGs progress report (2010). The report shows increasing proportion of populations living below the Basic Needs Poverty line (15% in 1997, 20% in 2002 and 26.7% in 2008). The government of Samoa is seeking UNDP’s assistance in conducting comprehensive policy analysis in order to identify potential feasible policy options to address the gaps identified in the report, particularly slow economic growth and rising poverty and unemployment, and accelerate progress towards the achievement of MDGS. This policy analysis exercise aims to guide the national, provincial and sectoral plans. It will focus on providing policy makers with concrete and applicable pro-poor policy options and scenarios, highlighting the pros, cons and expected impacts and taking into account stakeholders’ perspectives (including private sector and civil society). Policy options will be based on comprehensive analysis of the following:

w) Existing Macroeconomic policies;
x) Trade policies and balance of payment;
y) Fiscal policies;
z) Monetary policies;
aa) Banking, credit and financial regulations,
bb) Social policies;
cc) National export strategy (developed by the ministry of foreign affairs and trade)
dd) Performance of productive sectors and sectoral policies/plans (e.g. agriculture, manufacturing, tourism), identifying potential promising sectors and subsectors that may be renders as engine for growth and employment generation;
ee) Labor market and employment trends;
ff) Trends in poverty and income distribution;
gg) Recent Households Income and Expenditure Survey (HIES) and poverty reports (2002 and 2008), recent MDG report and labor market survey;
The government of Samoa has been relatively successful in containing budget deficits at less than 5 percent of GDP, despite the substantial increases in public (42 percent across the board increase in public service salaries implemented over 2005/6 to 2007/8). Budget deficits (after factoring in aid grants) in 2009/2010 and 2010/2011 have been in the 9-10 percent range due to increasing expenditures to stimulate the slowing economy on the onset of the global recession and the 2009 tsunami. Government spending between 2006/07 and 2008/09 has been mainly concentrated in key social sectors such as health and education. Expenditures for the Ministry of Agriculture accounted for 3 percent of the total government expenditure during this period.

C) Gender Equality

The fact that women in general are among the most vulnerable and face discrimination the incidence of poverty and unemployment is quite high which accentuates the importance of giving special attention to the woman’s economic status. Since one of the priorities of the Program in Samoa is to bring prosperity and economic growth, special attention should be given to improve women’s economic participation, especially, since there is an increase in the number of families dependent on women, underscoring once again the importance of studying women’s needs for job opportunities and participation in the economic activity, and taking such needs into consideration in planning pro-poor and MDGs acceleration policy analysis in Samoa

D) Assignment (Scope of Work)

A senior, experienced, consultant is required to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa and deliver specific recommendations on entry points for UNDP’s involvement.

The organization of the mission includes: Preparation by the consultant of (i) an analysis of local conditions, (ii) a work plan for the scoping mission, and (iii) contextual briefings for UNDP’s MDG team in Samoa, Fiji and Pacific Centre, and (iv) a final report.

Scope of work

xxii. Analyze the government budget and fiscal policies, identifying fiscal constraints;

xxiii. Analyze the regulatory and legal framework, impacting fiscal policies,

xxiv. Identify pro-poor policy options, programmes and plans of actions at the national, provincial and sectoral levels, focusing on lagging MDG targets;

xxv. Analyze the government institutional capacity;

xxvi. Conduct interviews with relevant government officials, private sector associations, CSOs and major development partners;

xxvii. In collaboration with the team, identify potential promising sectors for job creation and poverty reduction;

xxviii. Conduct interviews with relevant government officials, private sector associations, CSOs and major development partners;

E) Activities, Deliverables and Target Dates

The main deliverables of this assignment include the following:

6. A review of background documents; to be completed within 7 working days.
Consultant will review provide background documents for a literature review and initial assessment. They are such as: UNDP reports; Government of Samoa’s policies, strategies and plans; macro and microeconomic analyses, sectoral analysis and strategy papers, studies, policy proposals and; other donors’ reports, strategies and plans related to fiscal policies and government’s budget and budgeting processes at the national, sectoral and provincial levels in Samoa. The review should also take into consideration and build on various assessments and plans already done for this sector. In regards to the cross-cutting theme of gender equality, the consultant will familiarize himself/herself with the various UN reports on the situation of women in the Pacific and Samoa in particular.

7. A synthesis report of a literature review (10-15 pages in length); to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre. This document should provide a concise analysis of fiscal policies and government expenditure in Samoa, including the major barriers; provides a preliminary mapping of the principal stakeholders and players in the public and private sectors, as well as directions for the planning of the field mission. It should comprise:

- A synthesis of the composition of the economy particularly focusing on fiscal policies; trends in foreign aid, development assistance and/or direct budget support provided by various multilateral and bilateral development partners; aid coordination and effectiveness, taxation and expenditure on social safety nets and other social programmes, etc.]

- Key growth sectors and sub-sectors and their relative competitiveness; sectors with high employment potential: government fiscal policies and priorities; priorities identified by key sectors;

- Fiscal constraints and ways to enhance the efficiency and effectiveness of financial management and reduce leakages and transaction costs;

- Bottlenecks or constraints inhibiting sector and business growth and job creation, including those that particularly affect youth and women in Samoa due to fiscal policies;

- A preliminary assessment of the capacity of the ministry of finance and planning and other relevant ministries in devising fiscal policies, budgeting, planning, implementation, monitoring and evaluation. [Challenges associated with improving financial governance]. It is however understood that a more thorough assessment in the field will permit verifying and further understanding the real capacity of key public and private institutions and of the effectiveness, reach and impact of their respective programs.

- Economic and technical support provided by multilateral and bilateral development organizations [gaps and potential for overlap and complementarities].

In terms of the data collection methodology, to the extent possible, all data collected should be gender-disaggregated. Primary data should be based on consultations with male and female stakeholders from the public and private sectors, civil society organizations and the relevant ministries involved; and secondary data can be drawn from government, academic and NGO reports.
8. A detailed work plan of the field mission; to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre within one week of signing of contract. This document should act as a steering document for the planning and undertaking of the field mission by setting objectives and identifying specific issues to be investigated and questions to be answered. The work plan is to be discussed with UNDP Offices in Samoa and Fiji.

9. On the basis of the prepared work plan, undertake a field mission to Samoa during third week of the contract. The field mission will involve extensive consultations with: government officials of Ministries of Finance, Planning, agriculture and fishery, Commerce, Industry and labor, etc; Central Bank and commercial banks, private sector business development organizations (industry associations, business councils, chambers of commerce, etc); and business representatives, both medium and small enterprises; bilateral and multilateral donor organizations.

10. A draft report (40-50 pages in length); to be delivered by email in Microsoft WORD format in English to UNDP Pacific Centre. The report should include considerations for Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations and provide at a minimum:

   - A concise analytical summary of the current macro and microeconomic context in Samoa; including:
   - A summary of key issues inhibiting the government’s budget;
   - An outline of government fiscal policies, plans and priorities, this includes a brief assessment of government capacity to design and implement gender-sensitive budgets and programs that would contribute towards poverty reduction and MDGs acceleration (including government expenditure on health, education, etc.);
   - A thorough assessment of the work plan and programming of the principal donors and international organizations providing direct budget support and/or development financial assistance, identifying the specifics of their current and future plans;
   - Identification of the principal actors;
   - Identification of opportunities for UNDP’s engagement and the expected results in line with the Samoa’s sector initiatives. In performing this task, the focus should be to look at programming opportunities that do not duplicate what other donors are doing and that are possibly complementary, to the extent possible. should also focus on:
     a) Creating new and sustainable employment.
     b) Highlighting opportunities for women and youth.
     c) Identifying possible synergies with UNDAF’s programming Samoa
     d) MDGs accelerating expenditure at the national, sectoral and provincial levels;
     e) Government expenditure on social programmes and/or social safety nets;
     f) Contributing to economic growth
   - Identification of existing and potential risks and, to the extent possible, corresponding mitigation strategies to the proposed UNDP’s engagement in fiscal policies;
- Identification of potential partners to implement UNDP’s engagement in fiscal policies programming;
- Recommendations and the way forward;

18) Prepare Briefings for UNDP: (i) related to the field mission issues, to be delivered prior to departure and upon arrival to the field; (ii) briefings on key findings of the mission and specific issues on the aforementioned focus areas to be delivered at the end of the field mission, prior to departure and upon arrival from the field; (iii) briefing on the draft report.

19) A final report incorporating the comments of UNDP.

F) Level of Effort
The total estimated level of effort required for this mandate is 55-60 days, starting on March 01, 2011.

The principal deliverables will be completed by May 30th 2011 and the mandate will end by June 30th 2011. The estimated level of effort for each activity is as shown in the following table:

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**Overall Level of Effort:** 60

G) Reporting
The incumbent will be working under the supervision of the UNDP country office in Samoa and the MDGs team leader in the regional Pacific Centre.

II) Payment Milestones:
Consultancy will be paid on a lump sum basic as the following installments:

4. (30%) 1st payment, upon signing the contract and submission of work plan
5. (40%) 2nd payment, upon submission of semi-final drafts
6. (30%) 3rd (final) payment, upon completion of the study

I) Assignment Duration
The assignment starts in March 2011. Total duration of the assignment is three month, including one field missions to Samoa of no more than four weeks.
J) Competencies

20) Demonstrated capacity and extensive experience in financial economics, macroeconomics and fiscal policy analysis in a developing and LDC country context.
21) Strong quantitative and analytic skills
22) Demonstrated capacity and extensive experience in financial analysis
23) Knowledge and experience of small island economies is an advantage.
24) Demonstrated capacity and extensive experience in policy analysis and planning.
25) Proven ability to work in a diverse team of experts and to contribute to the work of other team members.
26) Ability to work in a multicultural environment
27) Proven ability to work in a complex environment with a number of government, development partner and other stakeholders within a specific political context
28) Fluency in English with strong writing skills
29) Excellent liaison, negotiation and representational skills

K) Minimum requirements

➢ Advance degree (preferably PhD) in financial economics and/or macroeconomics with a focus on fiscal policies and financial economics.
➢ Minimum of 15 years of relevant experience working in developing countries and LDC, experience in small island economies and the pacific region is major advantage
➢ A minimum of 7 years of working experience in senior level financial planning, budget analysis, and fiscal policies.
➢ Experience in high-level policy advisory services to Government counterparts
➢ Proven strong quantitative and analytic skills
Pro-poor and MDGs Acceleration Policy Analysis in Samoa

Terms of Reference

Sector/focus area: Banking, credit and financial regulation

E) Overall Objective

The objective of the assignment is to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa. Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations.

F) Background

After a period of high growth in the late 1990s, economic growth in Samoa has been stagnant for the past 5 years, with negative growth in 2008 and 2009, as a result of the global financial and economic crises. Correspondingly, unemployment has risen significantly. Samoa submitted the second MDGs progress report (2010). The report shows increasing proportion of populations living below the Basic Needs Poverty line (15% in 1997, 20% in 2002 and 26.7% in 2008).

The government of Samoa is seeking UNDP’s assistance in conducting comprehensive policy analysis in order to identify potential feasible policy options to address the gaps identified in the report, particularly slow economic growth and rising poverty and unemployment, and accelerate progress towards the achievement of MDGs. This policy analysis exercise aims to guide the national, provincial and sectoral plans. It will focus on providing policy makers with concrete and applicable pro-poor policy options and scenarios, highlighting there pros, cons and expected impacts and taking into account stakeholders’ perspectives (including private sector and civil society). Policy options will be based on comprehensive analysis of the following:

- Existing Macroeconomic policies;
- Trade policies and balance of payment;
- Fiscal policies;
- Monetary policies;
- Banking, credit and financial regulations;
- Social policies;
- National export strategy (developed by the ministry of foreign affairs and trade);
- Performance of productive sectors and sectoral policies/plans (e.g. agriculture, manufacturing, tourism), identifying potential promising sectors and subsectors that may be renders as engine for growth and employment generation;
- Labor market and employment trends;
- Trends in poverty and income distribution;
Recent Households Income and Expenditure Survey (HIES) and poverty reports (2002 and 2008), recent MDG report and labor market survey;

In the fiscal year 2008/09 and the current financial year, the Central Bank adopted an expansionary monetary policy stance to stimulate the slowing economy. Whilst the Central Bank succeeded in sharply reducing the official interest rates, the market lending rates fell slowly and marginally, partially due to the position held by the Samoa National Provident Fund (SNPF) and the Accident Compensation Corporation (ACC) in the wholesale deposit market. SNPF and ACC deposits are considered by the commercial banks as "hot money", being very large and regular sources of deposits. The lending rates also needed to remain high to match the high deposit rates. Consequently, the demand for credit continued to weaken. To avoid returning to direct controls to reduce interest rates, the Central Bank explored the possibility of injecting liquidity into the economy via selected non-bank financial institutions such as the Development of Samoa (DBS) and the Samoa Housing Corporation (SHC).

Whilst the trade account balances have worsened in the last decade, improvements in the current account balances have enabled Samoa to register overall balance of payments surpluses. Remittances which represent the most important and historically the most stable inflow in the current account are used mainly for consumption. Therefore international reserves have stabilized around the equivalent of 3.5 to 4 months of imports cover in the last 5 years.

C) Gender Equality

The fact that women in general are among the most vulnerable and face discrimination the incidence of poverty and unemployment is quite high which accentuates the importance of giving special attention to the woman's economic status. Since one of the priorities of the Program in Samoa is to bring prosperity and economic growth, special attention should be given to improve women's economic participation, especially, since there is an increase in the number of families dependent on women, underscoring once again the importance of studying women's needs for job opportunities and participation in the economic activity, and taking such needs into consideration in planning pro-poor and MDGs acceleration policy analysis in Samoa.

D) Assignment (Scope of Work)

A senior, experienced, consultant is required to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa and deliver specific recommendations on entry points for UNDP's involvement.

The organization of the mission includes: Preparation by the consultant of (i) an analysis of local conditions, (ii) a work plan for the scoping mission, and (iii) contextual briefings for UNDP's MDG team in Samoa, Fiji and Pacific Centre, and (iv) a final report.

Scope of work

xxix. In collaboration with the monetary expert, analyze the government's monetary policies;

xxx. Analyze the banking, credit and financial policies and regulations;

xxxi. Analyze the performance of the banking sector and the credit market in Samoa;
xxxii. Analyze the regulatory and legal framework, impacting the performance of finance sector,
xxxiii. Identify pro-poor policy options, programmes and plans of actions at the national, provincial and sectoral levels, focusing on lagging MDG targets;
xxxiv. Analyze the government institutional capacity, particularly the central bank and the ministry of finance;
xxxv. Conduct interviews with relevant government officials, private sector associations, CSOs and major development partners;

E) Activities, Deliverables and Target Dates

The main deliverables of this assignment include the following:

11. A review of background documents; to be completed within 7 working days. Consultant will review background documents for a literature review and provide initial assessment. The documents include not limited to: UNDP reports; Government of Samoa’s policies, strategies and plans; macro and microeconomic analyses, studies, policy proposals and; other donors’ reports, strategies and plans related to economic, finance and banking programming and projects in Samoa. The review should also take into consideration and build on various assessments and plans already done for this sector. In regards to the cross-cutting theme of gender equality, the consultant will familiarize himself/herself with the various UN reports on the situation of women in the Pacific and Samoa in particular.

12. A synthesis report of a literature review (10-15 pages in length); to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre. This document should provide a concise analysis of the economic, finance and banking situation in Samoa, including the major barriers; provides a preliminary mapping of the principal stakeholders and players in the public and private sectors, as well as directions for the planning of the field mission. It should comprise:

- A synthesis of the composition of the economy particularly focusing on monetary, fiscal and banking policies; major enterprises (sectors and foreign partners); trends in foreign direct investment; access to credit; remittances, etc. ;

- Key growth sectors and their relative competitiveness; sectors with high employment potential: government economic policies and priorities; priorities identified by key business groups;

- Bottlenecks or constraints inhibiting business growth and job creation, including those that particularly affect youth, women entrepreneurs and/or small and medium-sized enterprises in Samoa due to its banking and financial policies; [Firm formalization, significant burdens (registration and licensing procedures, costs); red tape associated with export processing; tax burden; transport infrastructure; electricity; land tenure issues, microfinance, access to affordable credit, development strategy for the sector, entrepreneurial skills; access to market information and technology];

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- A preliminary assessment of the capacity of key public and private institutions their capacities and effectiveness, the outreach and impact of their respective banking and financial programs, including, if relevant, synergies among them. [Challenges associated with improving the enabling environment for banking credit and finance sector, potential of strengthening and improved governance]. It is however understood that a more thorough assessment in the field will permit verifying and further understanding the real capacity of key public and private institutions and of the effectiveness, reach and impact of their respective programs.

- Economic and technical support provided by multilateral and bilateral development organizations [gaps and potential for overlap and complementarities].

In terms of the data collection methodology, to the extent possible, all data collected should be gender-disaggregated. Primary data should be based on consultations with male and female stakeholders from the public and private sectors, civil society organizations and the relevant ministries involved; and secondary data can be drawn from government, academic and NGO reports.

13. A detailed work plan of the field mission; to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre within one week of signing of contract. This document should act as a steering document for the planning and undertaking of the field mission by setting objectives and identifying specific issues to be investigated and questions to be answered. The work plan is to be discussed with UNDP Offices in Samoa and Fiji.

14. On the basis of the prepared work plan, undertake a field mission to Samoa during third week of the contract. The field mission will involve extensive consultations with: government officials of Ministry of Finance, Planning, Commerce, etc; Central Bank and commercial banks, private sector business development organizations (industry associations, business councils, chambers of commerce, etc); and business representatives, both medium and small enterprises; bilateral and multilateral donor organizations.

15. A draft report (40-50 pages in length); to be delivered by email in Microsoft WORD format in English to UNDP Pacific Centre. The report should include considerations for Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations and provide at a minimum:

- A concise analytical summary of the current macro and microeconomic context in Samoa; including:

- A summary of key issues inhibiting or facilitating economic and Private Sector Development (PSD) growth due to banking and financial policies/regulations; this includes a brief assessment of the primary gender-based obstacles and barriers to women and men’s employment in the various sectors of Samoan economy.

- An outline of government policies, plans and priorities, including a detailed and thorough assessment of Samoan Government banking, financial and monetary policies; the government will and capacities to implement the policies and strategies; its existing and planned activities in banking, and finance and the gaps, effectiveness, outreach and impact of each program; this includes a brief assessment of government to design and implement gender-sensitive policies and programs that would contribute towards poverty reduction.
- A thorough assessment of the work plan and programming of the principal donors and international organizations active in banking and finance programming, identifying the specifics of their current and future plans;
- Identification of the principal actors involved in banking and finance programming;
- Identification of opportunities for UNDP’s engagement and the expected results in line with the Samoa’s banking and finance sector initiatives. In performing this task, the focus should be to look at programming opportunities that do not duplicate what other donors are doing and that are possibly complementary, to the extent possible. should also focus on:
  a) Creating new and sustainable employment.
  b) Highlighting opportunities for women and youth.
  c) Identifying possible synergies with UNDAF’s programming Samoa
- Identification of existing and potential risks and, to the extent possible, corresponding mitigation strategies to the proposed UNDP’s engagement in Banking and Finance sector;
- Identification of potential partners to implement UNDP’s engagement in banking, credit and finance programming;
- Recommendations and the way forward;

6) Prepare Briefings for UNDP: (i) related to the field mission issues, to be delivered prior to departure and upon arrival to the field; (ii) briefings on key findings of the mission and specific issues on the aforementioned focus areas to be delivered at the end of the field mission, prior to departure and upon arrival from the field; (iii) briefing on the draft report.

30) A final report incorporating the comments of UNDP.

F) Level of Effort
The total estimated level of effort required for this mandate is 55-60 days, starting on March 01, 2011.
The principal deliverables will be completed by May 30th 2011 and the mandate will end by June 30th 2011. The estimated level of effort for each activity is as shown in the following table:

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G) Reporting
The incumbent will be working under the supervision of the UNDP country office in Samoa and the MDGs team leader in the regional Pacific Centre.

**H) Payment Milestones:**

Consultancy will be paid on a lump sum basis as the following installments:

1. (30%) 1st payment, upon signing the contract and submission of work plan
2. (40%) 2nd payment, upon submission of semi-final drafts
3. (30%) 3rd (final) payment, upon completion of the study

**I) Assignment Duration**

The assignment starts in March 2011. Total duration of the assignment is three months, including one field mission to Samoa of no more than four weeks.

**J) Competencies**

1) Demonstrated capacity and extensive experience in banking, finance and macroeconomics, with a focus on monetary policy analysis in a developing and LDC country context.
2) Strong quantitative and analytic skills
3) Demonstrated capacity and extensive experience in financial analysis
4) Knowledge and experience of small island economies is an advantage.
5) Demonstrated capacity and extensive experience in policy analysis and planning.
6) Proven ability to work in a diverse team of experts and to contribute to the work of other team members.
7) Ability to work in a multicultural environment
8) Proven ability to work in a complex environment with a number of government, development partner and other stakeholders within a specific political context
9) Fluency in English with strong writing skills
10) Excellent liaison, negotiation and representational skills

**K) Minimum requirements**

- Advance degree (preferably PhD) in economics, banking and/or finance, with main focus on banking, credit and financial policies and regulation.
- Minimum of 15 years of relevant experience, working in developing countries and LDC, experience in small island economies and the Pacific region is major advantage.
- A minimum of 7 years of senior level working experience in banking and finance.
- Proven strong quantitative and analytic skills
- Experience in high-level policy advisory services to Government counterparts
Pro-poor and MDGs Acceleration Policy Analysis in Samoa

Terms of Reference

Sector/focus area: Industrial Policies and Manufacturing

G) Overall Objective

The objective of the assignment is to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa. Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations.

H) Background

After a period of high growth in the late 1990s, economic growth in Samoa has been stagnant for the past 5 years, with negative growth in 2008 and 2009, as a result of the global financial and economic crises. Correspondingly, unemployment has risen significantly. Samoa submitted the second MDGs progress report (2010). The report shows increasing proportion of populations living below the Basic Needs Poverty line (15% in 1997, 20% in 2002 and 26.7% in 2008).

The government of Samoa is seeking UNDP’s assistance in conducting comprehensive policy analysis in order to identify potential feasible policy options to address the gaps identified in the report, particularly slow economic growth and rising poverty and unemployment, and accelerate progress towards the achievement of MDGs. This policy analysis exercise aims to guide the national, provincial and sectoral plans. It will focus on providing policy makers with concrete and applicable pro-poor policy options and scenarios, highlighting there pros, cons and expected impacts and taking into account stakeholders’ perspectives (including private sector and civil society). Policy options will be based on comprehensive analysis of the following:

1. Existing Macroeconomic policies;
2. Trade policies and balance of payment;
3. Fiscal policies;
4. Monetary policies;
5. Banking, credit and financial regulations,
6. Social policies;
7. National export strategy (developed by the ministry of foreign affairs and trade)
8. Performance of productive sectors and sectoral policies/plans (e.g. agriculture, manufacturing, tourism), identifying potential promising sectors and subsectors that may be renders as engine for growth and employment generation;
9. Labor market and employment trends;
10. Trends in poverty and income distribution;
11. Recent Households Income and Expenditure Survey (HIES) and poverty reports (2002 and 2008), recent MDG report and labor market survey;
The manufacturing sector in Samoa has unrealized potential for job creation, import substitution and export generation. Currently, the sector, which employs around 5% of the work force, contributes only 8% of GDP. Key sector’s exports are beer. There is a significant potential for agro-processing, particularly food and beverages. While has a great potential, however, the manufacturing sector faces tremendous challenges, including low productivity, access to raw and intermediate inputs and technology, access to credit, high transaction costs and lack of effective marketing strategies.

C) Gender Equality

The fact that women in general are among the most vulnerable and face discrimination the incidence of poverty and unemployment is quite high which accentuates the importance of giving special attention to the woman's economic status. Since one of the priorities of the Program in Samoa is to bring prosperity and economic growth, special attention should be given to improve women's economic participation, especially, since there is an increase in the number of families dependent on women, underscoring once again the importance of studying women's needs for job opportunities and participation in the economic activity, and taking such needs into consideration in planning pro-poor and MDGs acceleration policy analysis in Samoa

D) Assignment (Scope of Work)

A senior, experienced, consultant is required to identify policy options and scenarios that will promote inclusive growth, job creation and poverty reduction and, consequently, contribute to acceleration of progress towards the achievement of MDGs in Samoa and deliver specific recommendations on entry points for UNDP’s involvement.

The organization of the mission includes: Preparation by the consultant of (i) an analysis of local conditions, (ii) a work plan for the scoping mission, and (iii) contextual briefings for UNDP’s MDG team in Samoa, Fiji and Pacific Centre, and (iv) a final report.

Scope of work

xxxvi. Analyze the sector’s performance, challenges and constraints;
xxxx vii. Analyze industrial policies;
xxxviii. Assess the internal capacity of the ministry of Commerce, Industry and Labor (MCIL) in terms of capacity to devise and implement policies and programmes;
xx xix. Identify gaps, challenges, constraints, innovative solution and concrete and applicable policy recommendation to enhance the sector’s growth and contribution to employment generation and poverty reduction
x. Analyze the regulatory and legislative frameworks that are related and/or impact the manufacturing sector,
xli. In collaboration with the team, identify potential promising sectors for job creation and poverty reduction;
xlii. Provide concrete, applicable and feasible policy options and plans of actions to promote the manufacturing sector;
xliii. Identify pro-poor policy options and plans of actions at the national, provincial and sectoral levels, focusing on the manufacturing sector;
xliv. Assess the capacity of the manufacturing association (SAME) and identify capacity development requirements to enable SAME to act the main promoter of Samoa’s manufacturing sector,
xlv. Conduct interviews with relevant government officials, private sector associations, CSOs and major development partners;

E) Activities, Deliverables and Target Dates

The main deliverables of this assignment include the following:

16. A **review of background documents**; to be completed within 7 working days.

Consultant will review background documents for a literature review and initial assessment. The documents include (but not limited to): UNDP reports; Government of Samoa’s policies, focusing on industrial policies, strategies and plans; macro and microeconomic analyses, sectoral analysis and strategy papers, studies, policy proposals and; other donors’ reports, strategies and plans related to manufacturing programming and projects in Samoa. The review should also take into consideration and build on various assessments and plans already done for this sector. In regards to the cross-cutting theme of gender equality, the consultant will familiarize himself/herself with the various UN reports on the situation of women in the Pacific and Samoa in particular.

17. A **synthesis report of a literature review** (10-15 pages in length); to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre. This document should provide a concise analysis of the performance, potential, challenges and constraints in manufacturing sector in Samoa, including the major barriers; provides a preliminary mapping of the principal stakeholders and players in the public and private sectors, as well as directions for the planning of the field mission. It should comprise:

- A synthesis of the composition of the economy particularly focusing on manufacturing and industrial activities; major enterprises (sectors and foreign partners); trends in foreign direct investment; access to credit; remittances, etc.;

- Key growth sectors and sub-sectors and their relative competitiveness; sectors with high employment potential; government economic policies and priorities; priorities identified by key business groups;

- Bottlenecks or constraints inhibiting sector and business growth and job creation, including those that particularly affect youth and women in Samoa due to sector’s policies and regulations; [Firm formalization, significant burdens (registration and licensing procedures, costs); red tape associated with export processing; tax burden; transport infrastructure; electricity; land tenure issues, access to agricultural inputs, marketing, access to export markets, unsustainable utilization of natural resources (e.g. marine and forestry) access to affordable credit, development strategy for the sector, productivity, skills; access to market information and technology];

- A preliminary assessment of the capacity of key public and private institutions their capacities and effectiveness, the outreach and impact of their respective policies, plans and programmes, including, if relevant, synergies among them. [Challenges associated with improving the enabling environment for manufacturing sector, potential of strengthening and improved governance]. It is however understood that a more thorough assessment in the field will permit verifying and further understanding
the real capacity of key public and private institutions and of the effectiveness, reach and impact of their respective programs.

- Economic and technical support provided by multilateral and bilateral development organizations [gaps and potential for overlap and complementarities].

In terms of the data collection methodology, to the extent possible, all data collected should be gender-disaggregated. Primary data should be based on consultations with male and female stakeholders from the public and private sectors, civil society organizations and the relevant ministries involved; and secondary data can be drawn from government, academic and NGO reports.

18. A detailed work plan of the field mission; to be delivered electronically in Microsoft WORD in English to UNDP Pacific Centre within one week of signing of contract. This document should act as a steering document for the planning and undertaking of the field mission by setting objectives and identifying specific issues to be investigated and questions to be answered. The work plan is to be discussed with UNDP Offices in Samoa and Fiji.

19. On the basis of the prepared work plan, undertake a field mission to Samoa during third week of the contract. The field mission will involve extensive consultations with: government officials of Ministries of Finance, Planning, agriculture and fishery, Commerce, Industry and labor, etc; Central Bank and commercial banks, private sector business development organizations (industry associations, business councils, chambers of commerce, etc); and business representatives, both medium and small enterprises; bilateral and multilateral donor organizations.

20. A draft report (40-50 pages in length); to be delivered by email in Microsoft WORD format in English to UNDP Pacific Centre. The report should include considerations for Policy options should be feasible, applicable and based on a comprehensive analysis of relevant data and government policies and regulations and provide at a minimum:

- A concise analytical summary of the current macro and microeconomic context in Samoa; including:
- A summary of key issues inhibiting or facilitating the growth of the sector and Private Sector Development (PSD) growth due to policies/regulations; this includes a brief assessment of the primary gender-based obstacles and barriers to women and men’s employment in the manufacturing sector in Samoa.
- Identify gaps, challenges, constraints, innovative solution and concrete and applicable policy recommendation to enhance the sector’s growth and contribution to employment generation and poverty reduction
- An outline of government policies, plans and priorities, including a detailed and thorough assessment of Samoan Government industrial policies; the government’s will and capacities to implement the policies and strategies; its existing and planned activities and the gaps, effectiveness, outreach and impact of each program; this includes a brief assessment of government to design and implement gender-sensitive policies and programs that would contribute towards poverty reduction

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- A thorough assessment of the work plan and programming of the principal donors and international organizations active in manufacturing, identifying the specifics of their current and future plans;
- Identification of the principal actors involved in programming;
- Identification of opportunities for UNDP’s engagement and the expected results in line with the Samoa’s sector initiatives. In performing this task, the focus should be to look at programming opportunities that do not duplicate what other donors are doing and that are possibly complementary, to the extent possible. should also focus on:
  a) Creating new and sustainable employment.
  b) Highlighting opportunities for women and youth.
  c) Identifying possible synergies with UNDAF’s programming Samoa
  d) Providing stable and sustainable inputs to the tourism sector
  e) Private sector development
  f) Export promotion
  g) Contributing to food security
  h) Contributing to economic growth
- Identification of existing and potential risks and, to the extent possible, corresponding mitigation strategies to the proposed UNDP’s engagement in manufacturing sector;
- Identification of potential partners to implement UNDP’s engagement in manufacturing and industrial policies;
- Recommendations and the way forward;

31) Prepare Briefings for UNDP: (i) related to the field mission issues, to be delivered prior to departure and upon arrival to the field; (ii) briefings on key findings of the mission and specific issues on the aforementioned focus areas to be delivered at the end of the field mission, prior to departure and upon arrival from the field; (iii) briefing on the draft report.

32) A final report incorporating the comments of UNDP.

F) Level of Effort
The total estimated level of effort required for this mandate is 55-60 days, starting on March 01, 2011.
The principal deliverables will be completed by May 30th 2011 and the mandate will end by June 30th 2011. The estimated level of effort for each activity is as shown in the following table:

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<td>Review scoping mission TORs and formulate mission work plan</td>
<td>2</td>
</tr>
<tr>
<td>Field mission to Samoa (including travel)</td>
<td>25</td>
</tr>
<tr>
<td>Prepare and provide briefings and debriefings as required</td>
<td>2</td>
</tr>
</tbody>
</table>