

# TECHNICAL ASSISTANCE COMPLETION REPORT

Division: PAHQ

TA No. and Name <b>TA No. 3419-SOL: Strengthening of Public Sector Management (Phase 2)</b>		Amount Approved: \$550,000 Revised Amount: n.a.	
Executing Agency: Office of the Prime Minister	Source of Funding: TASF	TA Amount Undisbursed \$532,613.25	TA Amount Utilized \$17,386.75
Date of Report		TA Completion Date	
Approval:	Signing	Fielding of Consultants	
23 March 2000	20 June 2000	18 April 2000	
		Original: 31 March 2002	Actual: Not applicable
		Closing Date	
		Original: 31 March 2002	Actual 1 July 2003
<p><b>Description</b></p> <p>A major part of the Government's policy reform program, initiated in late 1997, involved measures to improve public service management and performance. The reforms were supported by the Asian Development Bank (ADB) under the Loan 1627-SOL(SF): Public Sector Reform Program Loan and Phase I of Strengthening of Public Sector Management (TA 3061-SOL). To enable the Phase I TA to pursue the next stage of reforms in this area – involving continuing and consolidating the achievements by building capacities in the policy making central agencies situated around the Office of the Prime Minister and Cabinet – this Phase II TA was developed.</p> <p>However, as a result of the social conflict culminating in the change of government in mid-2000, the underlying objectives of the TA became obsolete (and Loan 1627-SOL cancelled). Accordingly, the activities under this TA were suspended relatively shortly after approval (the de fact coup d'etat took place in early July, around 2 months after TA approval). Only one relatively minor consultant input was provided under the TA prior to its suspension.</p> <p><b>Objectives and Scope</b></p> <p>The ultimate goal of the TA was to improve government effectiveness and responsiveness through provision of ready sources of policy advice and capacity building in key policy- and decision-making institutions — the Prime Minister's Office, Cabinet, and the Public Service Department (PSD) – to enable them to introduce desired reforms and modifications in the public service.</p> <p>Specifically, the TA aimed at (i) the transformation of PSD into a central personnel agency, with responsibility for human resource policy, training and development, management improvement, consultancy, and management review for the whole of the public service; (ii) a Cabinet Office under the Prime Minister's Office that is able to provide timely and appropriate policy advice; (iii) a capable Institute for Public Administration and Management that is able to meet the training needs of the public service; and (iv) an improved legislative framework that supports the Government's reform agenda and provides a basis for sustainable continuous improvement over many years.</p> <p><b>Evaluation of Inputs</b></p> <p>The TA was to finance a total of 17 person-months of international consulting services consisting of specialists in the areas of public sector management, legal drafting, human resources management, training and development, and quality and continuous improvement. The TA also foresaw financing of 12 person-months of domestic consulting services. All consulting services were to be provided on an intermittent basis to fit in with the requirements of the reform program. In addition, the TA was to finance training, workshops and seminars, travel of consultants and officials, and office equipment and materials.</p> <p>However, due to premature termination of the TA resulting from the social conflict, only very limited TA inputs could be provided. The TA input included only one input of the legal draft person (one person-month).</p> <p>Regardless of the short input, the legal consultant worked very effectively on public service legislation, general legislative process, and provincial government legislation. While the Terms of Reference were found to be appropriate for the inputs provided, it cannot be fully evaluated due to the little inputs provided. Likewise, the performance of the Executing Agency was highly satisfactory during the short time of TA project implementation, due to the good performance of the counterpart team as well as the high commitment and close involvement of the senior officials involved, including the Prime Minister. The quality of the consultant input was fully satisfactory. Client satisfaction with the inputs provided, including the performance of ADB, cannot be determined due to the change in, and reorganization of, the Government after the de fact coup d'etat in July 2000.</p>			

**Evaluation of Outputs**

The legal consultant achieved outputs in the areas of public service legislation, general legislative process, and provincial government legislation. Specifically, in the area of public service legislation, he produced drafting instructions and a draft constitutional amendment bill for a new system of public service management; he also produced a paper on possible consequential amendments, as well as a background paper on entitlements legislation in relation to commissions, authorities, and State-owned enterprises. In support to the general legislative process, the consultant prepared guidelines for modern legislative drafting practices for the Solomon Islands. He also prepared a paper on the institutional and organizational re-alignment of the law reform commission, and drafted a law reform commission amendments bill.

The high-level advice to the Prime Minister and senior civil servants succeeded in leveraging the inputs. However, the outputs provided by the time of TA suspension can only be regarded as a minor when compared to the expected total output of the TA.

**Overall Assessment and Rating**

Due to its early termination resulting from the conflict in the Solomon Islands, the TA and its outcome cannot be fully evaluated. Therefore, the TA can only be rated as unsuccessful.

**Major Lessons Learned**

The early termination of the TA does not allow to draw lessons from this TA.

**Recommendations and Follow-Up Actions**

None.

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