

# AusGuideline

## 4.1 Mobilising an activity

### **Associated guidance on activity implementation**

Part 4: *Activity implementation*

AusGuideline 4.2: *Baseline studies*

AusGuideline 4.3: *Monitoring activities & managing contracts*

AusGuideline 4.4: *Preparing an annual plan*

AusGuideline 4.5: *Using a technical advisory group*

AusGuideline 4.6: *Undertaking an implementation review*

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# 1 Role and purpose

Mobilisation puts in place the necessary physical and organisational arrangements needed for the activity. These include arrangements by the delivery organisation, the counterpart agency, the partner government's central aid coordination authorities and AusAID. It may include arrangements in both Australia and the partner country.

Mobilisation is the initial phase of implementation and includes the following tasks

- the partner government authorities mobilise the necessary counterpart inputs, including the necessary commitment of resources within the partner government's budgetary and resource allocation systems
- the partner government's coordination authorities facilitate the delivery of the Australian Government's inputs to a joint activity in relation to the laws, regulations and governance of the partner country
- AusAID staff in Canberra who managed the design, approval and contracting hand over responsibility for (and full information and records on) the activity to AusAID personnel at the post who will manage the activity's implementation
- the delivery organisation and the counterpart agency undertake all the preparations needed to meet the requirements of the activity design, the activity-specific MOU and the delivery agreement
- the delivery organisation mobilises the initial resources (including personnel) to be delivered under the delivery agreement
- the implementation teams of the delivery organisation and the counterpart agency are briefed by AusAID and, in the case of a joint activity, by partner government authorities
- an activity office is established or other workplace arrangements put in place for the activity personnel provided by the delivery organisation (and the counterpart agency, in the case of a joint activity), as specified in the agreed activity design. This includes recruiting local staff, if required, and providing office equipment and facilities in the partner country, and
- the delivery organisation's implementation team and, in the case of a joint activity, the counterpart agency put in place management structures and practices for the activity.

Before mobilisation can begin, the basic agreements for activity implementation need to be in place – in particular, a signed delivery agreement between AusAID and the delivery organisation and, in the case of a joint activity, an activity-specific memorandum of understanding (MOU) between the Australian Government and the partner government.

## 2 Key documents

There are three key documents that must be referred to during a joint activity's mobilisation – the activity design document (ADD), the activity-specific MOU and the delivery agreement. In addition a detailed mobilisation plan is often prepared by the delivery organisation. This plan covers the initial work required of the two activity implementers (the delivery organisation and the counterpart agency) to set up the activity for ongoing operation. If the delivery organisation is a contractor, the contract will often require the contractor to prepare a detailed mobilisation plan as an early step in its work.

At mobilisation, AusAID personnel at the post and the delivery organisation should be familiar with the key documents. The activity manager and the delivery organisation will need to remain familiar with these documents throughout implementation.

The counterpart agency should be familiar with the ADD and the activity-specific MOU at mobilisation, and needs to remain familiar with them throughout implementation.

## 3 Responsibilities

Much of the work during mobilisation involves liaison and coordination between the implementation partners. The responsibilities of each of the partners during mobilisation are outlined below.

### 3.1 AusAID

The responsibilities of AusAID staff in Canberra include

- reaching agreement with the activity manager on the process for handing over responsibility for the activity to staff at the post
- arranging a briefing for the activity manager by the areas in Canberra that have managed activity development and prepared and negotiated the delivery agreement, including sector advisers involved in activity design or appraisal
- scheduling and coordinating the pre-departure briefing in Canberra for the delivery organisation's implementation team after consulting AusAID personnel at the post about the topics to be covered and whether the activity manager should attend the briefing, and
- undertaking the necessary steps to hand over responsibility for activity management (and activity records and information) to the post.

The responsibilities of AusAID personnel at the post include

- undertaking the necessary steps to receive the handover of the activity from Canberra, including
  - acquiring the necessary documentation and information from Canberra, establishing the necessary files, and making other arrangements for managing printed and electronic documents
  - reading the ADD and becoming familiar with the activity-specific MOU and the delivery agreement
  - possibly visiting Canberra to participate in the pre-departure briefing of the delivery organisation's implementation team, and to be briefed on activity requirements by the Canberra desk that managed design, any sector advisers who participated in design or appraisal, and the contracts officers who prepared and negotiated the delivery agreement
- reconfirming that the date for the planned arrival of the delivery organisation's implementation team is acceptable to the partner government
- liaising with the partner government to confirm that the central aid coordination authorities and the counterpart agency have nominated suitable counterpart officials in accordance with the agreed activity design, including
  - suitable contact points for the AusAID activity manager, and
  - suitable counterpart officials to work with the members of the delivery organisation's team in line with the agreed activity design
- liaising with the partner government to facilitate the appointment of members of the joint management committee (JMC) and scheduling of the first JMC meeting
- liaising with the counterpart agency to confirm the management and monitoring arrangements outlined in the agreed activity design and summarised in the activity-specific MOU (checking that the partner government's coordination authorities are still satisfied with these arrangements)
- ensuring that the counterpart agency is fully informed of the delivery organisation's plans for mobilisation
- liaising with the counterpart agency to confirm that the key preparations for activity implementation have been undertaken or are under way – for example, that the partner government has
  - committed the necessary funds (and other resources) within its budgeting and resource allocation system
  - made any agreed contribution to establishing an activity office and associated facilities, and
  - made any agreed contribution to identifying, seconding or recruiting local staff for activity implementation

- briefing the delivery organisation's team after its arrival in the partner country, with particular focus on
  - activity management, including both AusAID's and the delivery organisation's responsibilities and requirements
  - the proposed arrangements for maintaining effective communication between the post, the delivery organisation and the partner government (including issues of protocol)
  - relevant clauses of the activity-specific MOU
  - the proposed monitoring and reporting arrangements including, if appropriate, the team's relationship with a technical advisory group or quality assurance committee, and
  - any security issues, risks or procedures of which the team should be aware
- arranging introductory meetings for the delivery organisation's implementation team with the partner government, including a formal briefing by counterpart authorities on
  - their understanding of the activity and of the initial implementation steps, and
  - progress in the counterpart agency's preparations for implementation
- attending the initial meeting of the JMC.

**It is essential that the activity manager attend the formal briefing by counterpart authorities, and the initial JMC meeting.**

### 3.2 Partner government

The responsibilities of the partner government during mobilisation include

- identifying appropriate counterpart officials for the activity manager from the counterpart agency and the partner government's central aid coordination authorities
- nominating individual counterpart officials for the delivery organisation's implementation team, in line with the requirements of the agreed activity design and the activity-specific MOU
- nominating the partner government's representatives for the JMC (or other high-level management body)
- ensuring that the counterpart agency is familiar with the ADD and the activity-specific MOU, particularly the sections that specify
  - the agreed contributions of the partner government, and
  - the partner government's agreed management responsibilities
- identifying any specific monitoring requirements the partner government may have
- confirming with the activity manager the agreed practices and arrangements for effective communication with the delivery organisation and with the post

- initiating any action necessary to facilitate mobilisation, such as
  - committing the necessary funds and other resources within its budgetary and resource allocation systems
  - providing any agreed contribution to establishing an activity office and office facilities (including identifying and seconding or recruiting local staff and providing any agreed office space for the delivery organisation to work in)
  - facilitating customs clearances for any imported activity supplies
  - exempting all activity supplies from taxes and tariffs
  - providing appropriate immigration status and visas for expatriate activity personnel, and
  - providing the necessary taxation exemptions for expatriate activity personnel and the delivery organisation
- taking any other steps under its domestic law and administration that are necessary to deliver the agreed Australian Government and partner government contributions, and
- participating in the initial meeting of the JMC (or other high-level management body).

### 3.3 The delivery organisation

During mobilisation, the delivery organisation undertakes all the preparations in its home country and in the partner country required to effectively and efficiently meet its obligations under the contract or other delivery agreement. This usually includes

- liaising and coordinating with a counterpart agency
- setting up its field operations for implementing the activity
- establishing its own management and administrative structures and practices for delivering and managing the Australian contribution to the activity
- if required by the delivery agreement, preparing a mobilisation plan that covers its mobilisation tasks as well as those of the counterpart agency
- mobilising the initial resources (including personnel) required under the delivery agreement
- making arrangements with AusAID in Canberra for a briefing of the implementation team prior to its deployment, and
- liaising with AusAID at the post to arrange briefings and consultations in the partner country with both the counterpart agency and AusAID.