

IRMU Clearance Slip

Project Title: Enhancing Disaster and Climate Resilience in the Republic of Marshall Islands through improved Disaster Preparedness and Infrastructure

Project Number: 00118500

Implementing Partner: UNDP

Project Duration Date: 18 March 2019 – 17 March 2020

PAC Meeting Date: 5 April 2019

Project Budget: USD7,400,000

UNDP CORPORATE STANDARD	IRMU Clearance Status
Use of UNDP Project Document template	Cleared
Approved QA Design and Formulation	Approved with qualifications. Refer to LPAC meeting minutes on the quality assurance summary and management actions which will be addressed at the inception workshop.
Risk Log	Cleared
SESP	Cleared
Project Board ToR	Cleared
Signed LPAC meeting minutes	Cleared

Quality Assurance:



Merewalesi Laveti

07 May 2019

Monitoring and Evaluation Analyst

Quality Assurance:



Nasantuya Chluun

07/05/2019

Operations and Implementation Support Adviser



Award ID:

Title: Enhancing Disaster and Climate Resilience in the Republic of Marshall Islands through improved Disaster Preparedness and infrastructure
Minutes of the Project Appraisal Committee

1. Timing

An Electronic Local Project Appraisal Committee (L-PAC) consultation was undertaken 5 – 16 April, 2019. A final version of the PRODOC was submitted for signature the 16th April to the Government of the Republic of Marshall Islands.

2. E-PAC members

Name	Designation
Vineet Bhatia	Chair: UNDP Resident Representative a.i.
Benjamin Graham	Government Coordination Authority: Chief Secretary
Kino Kabua	Deputy Chief Secretary
Merewalesi Laveti	Quality Assurance: IRMU M&E
Nasantuya Chuluun	Operations and Implementation Adviser
Marta Lanzoni, Sanny Jegillos, Bushra Hassan, Malmee Weerasiri and Hugo Barillas	BRH: Country Programme Specialist, DRR Team Leader, Project Management advisor, Procurement Specialist advisor
Winifereti Nainoca	LPAC Secretary – Programme Team

3. Project Development Timeline:

From January to March 2019, the UNDP (through the RESPAC Project team) prepared the project proposal in coordination with the Government of the Republic of Marshall Islands (RMI) and the Embassy of Japan to the RMI. A field mission was developed in RMI from February 10th to February 18th, to collect primary data and define a final project proposal. The Japan Ministry of Foreign Affairs approved these proposals in the first half of March 2019.

In April 2019, an e-LPAC was undertaken to get final comments and inputs from the Government and UNDP units:

- On April 1st 2019, the PRODOC was internally shared with the UNDP units;
- Comments were received on April 4th 2019 from the BRH and UNDP PO;
- On April 5th 2019, the PRODOC was submitted to the Government of RMI for final revision;
- Requests of clarification/adjustments from the Government were received on the 12th April 2019;
- On April 16th 2019, a final version was submitted to the Government for signature; and
- On April 23rd 2019, the signed PRODOC was received.

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4. PAC Comments and Response

	Comment	Response
1	IRMU and BRH: It is suggested to strengthen the Results Framework with indicators, yardstick and clear targets, expressed in numbers.	As agreed with the donor, the PRODOC contains activities expressed in general terms. The comments submitted are considered pertinent and will be considered within the implementation process.
2	BRH: Given the regional attention to the project, it is suggested that the Project Manager may report directly to PaO Senior Management i.e. not to the RESPAC Project Manager, so that the PM can reach out for support directly and Senior Management has more visibility, accountability and can support the implementation	The Project Manager will now report to the Resilience and Sustainable Development Team Leader to ensure linkages to other Disaster Risk Management projects; even though the project document was designed to be implemented by RESPAC and has very clear synergies and overlaps with its projects.
3	Gov-RMI: In Output 2 (page 9) it is requested to clarify if the Activity 2.2 covers the overall construction of the GOB/EOC in Ebeye	As agreed with the donor, Activity 2.2 intends to support the construction of the Ebeye EOC and the finalization is subject to availability of funds. In that sense, the Activity is stated as follows: <i>2.2 Support construction of one GOB/EOC in Ebeye including feasibility option, design and technical file preparation, and finalize construction subject to availability of funds and Government of Japan approval</i>
4	Gov-RMI: Government recommended for the project team in RMI to hire nationals or residents	The Country Project Coordinator is considered as an international position (P3, according to the UN classification). The Procurement and Administrative positions are both locals and have been lifted to Officer positions: Procurement/logistics officer (SB4) and Finance/Admin Officer (SB4).
5	Gov-RMI: As part of the RMI team it is requested to consider technical support to implement the installation of the 9 chatty beetles and the 3 wave rider buoys.	The project will consider all technical support required to ensure the correct installation and management of the procured equipment. In the case of the mentioned equipment, this will be facilitated under the Activities 1.1 and 1.2.
6	Gov-RMI: On the Project Board, along with reps from NDMO and Chief Secretary, the WSO should also be a representative of Senior Beneficiary and attend all quarterly meetings of the Project Board.	As suggested, the NDMO, Chief Secretary and WSO have been included as part of the Project Board.

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5. Conclusion

The project is approved with qualifications. The project design will require some further detailing and modification, noted in the quality assurance summary and management actions, which will be addressed during project implementation starting with the inception meeting in coordination with the Government.



Vineet Bhatia, Resident Representative a.i., UNDP Pacific Office in Fiji
PAC Chair Signature

Date: 02 May 2019

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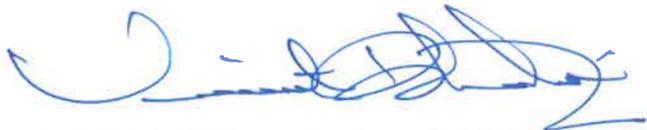
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PROJECT DOCUMENT

[Disaster Risk Reduction Project-UNDP-Japan Partnership Fund]

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Project Number:

Implementing Partner: UNDP Pacific Office in Fiji

Start Date: March 18th, 2019

End Date: March 17th, 2020

Brief Description

Briefly describe the overall development challenge and the expected results of the project.

The project aims to improve the capacity for preparedness and mitigation of the Republic of the Marshall Islands (RMI) to geo-physical and climate related hazards and enhancing resilience to climate change impact, guided by the overarching Disaster Risk Management National Action Plan (DRM NAP), The National Disaster Management Plan (NDMP), the Standard Hazard Mitigation Plan and the National Climate Change Policy Framework (NCCPF). In addition, the project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened. The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, eliminating the threat to human security and protect gains of sustainable development and in line with Japan's ODA in the Republic of the Marshall Islands and its Priority Areas: 1) Overcoming vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to the different hazards, to protect lives, sustain livelihoods preserve the environment and safeguard the economy. RMI, Ebeye in particular, faces a swelling magnitude of impacts in multiple ways as sea-level rise poses a certain and grave threat to the RMI's national integrity. Even less than 50cm rise in sea level could threaten the RMI's suitability for human habitation, and sea-level rise is expected to exacerbate inundation, storm surge, erosion and other coastal hazards (IPCC, 2007), which will further threaten coastal infrastructure, settlements and facilities that support the livelihood of the island communities. Recent damages from storm and coastal inundation, unpredictable rainfall causing extreme droughts and floods have revealed the exigency of the situation. Protection from and responses to these threats are urgently required.

The outcome will be achieved through 2 outputs:

1. Strengthened Disaster Communication and Climate and Inundation Monitoring Systems,
2. Enhanced National Disaster Responders readiness capacity & better resourced to minimise loss of lives and damages

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team. It is also designed in line with RMI's national plans and priorities for disaster resilience to complement their efforts and capacities.

The duration of this project is one year (18th March 2019 – 17th March 2020). The proposed budget is USD\$7,400,000.

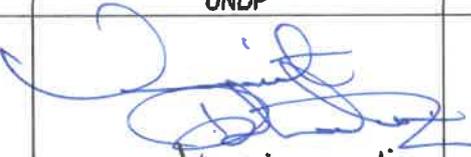
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Contributing Outcome (UNDAF/CPD, RPD or GPD):
 Outcome 1 of the UN Pacific Strategy 2018 – 2022: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

Indicative Output(s) with gender marker²:
 Output 3.2. Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis at all levels of government and community. Gender Marker: GEN1

Total resources required:	USD \$7,400,000	
Total resources allocated:	USD \$7,400,000	
	UNDP TRAC:	NA
	Donor:	Government of Japan
	Government:	NA
	In-Kind:	NA
Unfunded:	NA	

Agreed by (signatures):

Government	UNDP	Implementing Partner
		
Print Name: Benjamin Graham	Print Name: Vinlet Bhatia	Print Name:
Date: 4/10/19	Date: 8 May 2019	Date:

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)



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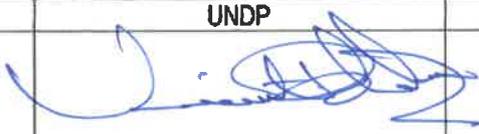
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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The Republic of the Marshall Islands (RMI) experiences frequent natural hazards (tropical storms, typhoons, storm surges and droughts), which can result in human casualties, disrupt economic activity, lead to loss of livelihoods, divert fiscal resources, and undermine development priorities. Although not all disasters are caused by climate change, the country's vulnerability to climate change will heighten disaster risks because extreme weather events are likely to increase in the future. Analysis undertaken under the Pacific Catastrophe Risk Assessment and Financing Initiative indicates that RMI faces an average annual loss of more than 2% of GDP from typhoons, earthquakes, inundation and tsunamis. Typhoons are in its waters at an average of 4 per year. Additional challenges include related ecosystem degradation, coastal erosion and food and water insecurity. Rising sea level is the biggest threat in RMI as most of the atolls have an average highest elevation of 2m.

Climate change projections (IPCC) suggest that RMI, will face an even greater intensity of weather and climate-related hazard events in the coming years which is also expected to exacerbate the country's vulnerability to natural hazards and urgent action, such as laid out in this proposal, is required. It also indicates that these projections are making her among the most physically vulnerable nations in the world.

In RMI, hardship is persistent, especially for disadvantaged groups in rural areas, fast-growing urban settlements, and outer islands. The smallness, remoteness, geographic dispersion, significant exposure to climate change and natural hazards, due to its elevation, and the narrow economic base magnify the effects of economic shocks. GDP growth is generally low and volatile. The situation will be exacerbated when disaster strikes, hence the critical need to strengthen disaster early warning and preparedness to respond, and to mainstream disaster risk and climate change into development planning, i.e. a strong call for a disaster risk management project to address these challenges.

Collecting, analysing and communicating information is of utmost importance in these small, remote and geographically dispersed Atolls. The harsh environment calls for constant maintenance and replacement of this enabling type of high-quality infrastructure and equipment. As travel is not always an option in these Atolls, island communities rely on communication for information on wave and weather reports, forecasts as well as warnings. Most communities rely on HF radio but not all. Redundancy is often poor at best.

In dealing with drought response, which is the most common hazard in much of RMI, the National Disaster Management Office (NDMO) utilises most or all available standby / pre-positioned and operational supplies, such as hand-held radios, outer island kits, etc. However, some of this communication equipment was damaged during deployment in the 2016 drought that hit the country hard. Repair and replacement costs have not been provided due to time and others constraints and total disaster effects are thus likely higher than reported. Data management also remains a key gap across all sectors but has been assessed and can be addressed through implementation of the BAM (Bok Am Melele), the NDMO Information Management (IM) Strategy.

Whilst government has prepositioned disaster relief materials, its lack of a warehouse, dedicated operational space for Humanitarian Clusters to meet during disasters, communication for coordination hampers responses and recovery efforts of the NDMO.

Topographic data and GIS layers relevant to disaster risk management (e.g. elevation, critical buildings, vulnerability and hazards) are unavailable for disaster risk reduction or response purposes. Data gathering for assessments related to disaster risk management (DRM) has been insufficient to enable

sound decision-making. Data should be age and gender disaggregated at atoll and island level across sectors and baseline data-sets are currently limited at best. In addition, there are only limited visualisation options available in RMI, both in terms of hardware and software. This continues to hamper recovery actions after disasters.

The Marshall Islands Weather Service Office (WSO) is tasked with providing weather forecasts, early warnings on hazardous weather likely inundation forecasts and other weather-related products as well as Tsunamis or other sea swell inundation to the government and the public. This is done through: Delivery of scientific assessment and analytical services; Undertaking of manual surface aviation, synoptic and upper-air observations, transmitting data to the Global Telecommunication System/Integrated World Meteorological Organization (WMO) Information System; Receipt of data from outer island focal points (mayors, disaster committees, etc); Receipt and interpretation of daily data from partner scientific agencies (especially NOAA); Advice to the NDMO and Chief Secretary on key threats to inform and for consideration of further action (e.g. activation of the National Disaster Committee (NDC) or other actions); Equipment for the collection of information and the communication systems are in need of upgrades and replacements to function according to WMO, International Civil Aviation Organization (ICAO), NOAA and other international standards.

Pacific tropical cyclones or typhoons, as they are called in the Northern Pacific, generally develop around the Marshall Islands with mere storms affecting the atolls, yet with an occasional hit on the islands. Storms occasionally impact on the atolls, including Ebeye and Majuro, with a strong correlation between typhoons frequency and the El Niño Southern Oscillation (ENSO) effects (Wright, 2004). Years with a pronounced El Niño event have a larger probability of a typhoon.

The 16 December 2016 Deltaris Report commissioned by the World Bank states that most of the tsunami waves that have been recorded from the past large events from mega thrust earthquakes (e.g. 2011 Tohoku tsunami) resulted in minor impact (i.e. inundation) at the RMI. For example, offshore tsunamis waves generated by the Tokoku event in 2011 were estimated at less than 1 m in the RMI and occurred at low tide therefore not causing remarkable damages (Hess et al., 2015; Robertson and Hwang, 2015).

Strengthening the physical resilience of atoll islands using options such as coastal defence structures and ecosystem-based approaches, is a recognized priority as per Systematic Country Diagnostic, Priorities for Ending Poverty and Boosting Shared Prosperity January 20, 2016 (World Bank). Lack of detailed knowledge of the coastlines and depths of lagoons, channels and reefs prevents coastal erosion modelling and hence make design of coastal defences ineffective, and inefficient use of funding. Detailed survey data is required to better protect people and land. This will be provided through the RMI Pacific Resilience Program (PREP) Phase 2, a GCF/World Bank Project and this proposal intends to work very closely with the PREP project implementation unit.

The project aims to improve the capacity for preparedness and mitigation of the RMI to geo-physical and climate related hazards and enhancing resilience to climate change impact, guided by the overarching RMI Disaster Risk Management National Action Plan (DRM NAP), 2008-2018, the Joint National Action Plan for Climate Change Adaptation & Disaster Risk Management, the 2014 - 2018 The National Disaster Management Plan (NDMP), and the Standard Hazard Mitigation Plan and the National Climate Change Policy Framework (NCCPF).

The project supports goal 1 (strengthened integrated adaptation and risk reduction to enhance resilience to climate change and disasters) and goal 3 (strengthened disaster preparedness, response, and recovery). The project also supports the implementation of the Sendai Framework particularly focusing on addressing disaster risk reduction and the building of resilience to disasters with a renewed sense of urgency within the context of sustainable development and poverty eradication, and to

integrate, as appropriate, both disaster risk reduction and the building of resilience into policies, plans, programmes and budgets at all levels and to consider both within relevant frameworks.

The project is also consistent with the thrust of the UNDP Strategic Plan 2018-2021 of Building resilience to crises and shocks, to safeguard development gain. It contributes to UN Pacific Strategy Outcome 1 where by 2022, people and ecosystems in the Pacific are more resilient to the impact of climate change, climate variability and disasters; and environmental protection is strengthened with specific intervention on Output 1.1 of the Sub regional programme document on Scale up action on climate change adaptation and mitigation across sectors which is funded and implemented in the Pacific. The 17th Micronesian Presidents' Summit, May 3rd, 2017 in Guam, where the Leaders requested the United Nations to expand and strengthen their presence in the North Pacific is herewith also supported.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

To support RMI's capacity to address their challenges, a Theory of Change (ToC) was mapped out specifically demonstrating the key development challenge for PIC of reactive, ineffective disaster preparedness, response and recovery and solution pathways chosen by this project to address the challenge resulting in improved community resilience. In addressing this, the UNDP Human Development Report 2014 makes the case that "sustained enhancement of individual and societies' capabilities is necessary to reduce persistent vulnerabilities whereby progress should be about fostering resilient human development, emphasising on the role that institutions and structures can play in enhancing people and communities' ability to cope and adjust to adverse events".

To address the increasing vulnerability of the people, the environment and the economy, UNDP therefore proposes a focused range of activities with the support of Japan. This range of interventions will increase disaster resilience by structurally and sustainably reducing damages and losses, loss of lives; maintain economic stability and enhance the disaster preparedness, warning and response capacity of RMI.

This document complies with and seeks to support the implementation of several national, regional and international agreements including frameworks, strategies, and plans regarding climate and disaster resilient development in SIDS (Please see Annex 6) – and is aligned with the pursuit of various SDGs – including,

SDG 1 (No poverty), given the livelihood-centered interventions

SDG 2 (Zero Hunger) – through better food security;

SDG 3 (Gender Equality) – through a focus on interventions that deliberately address women's needs and promote their economic/social empowerment and resilience to external shocks;

SDG 6 (Clean Water and Sanitation), by seeking to build resilience in the management of water resources;

SDG 13 (Climate Action), through relevant adaptation measures

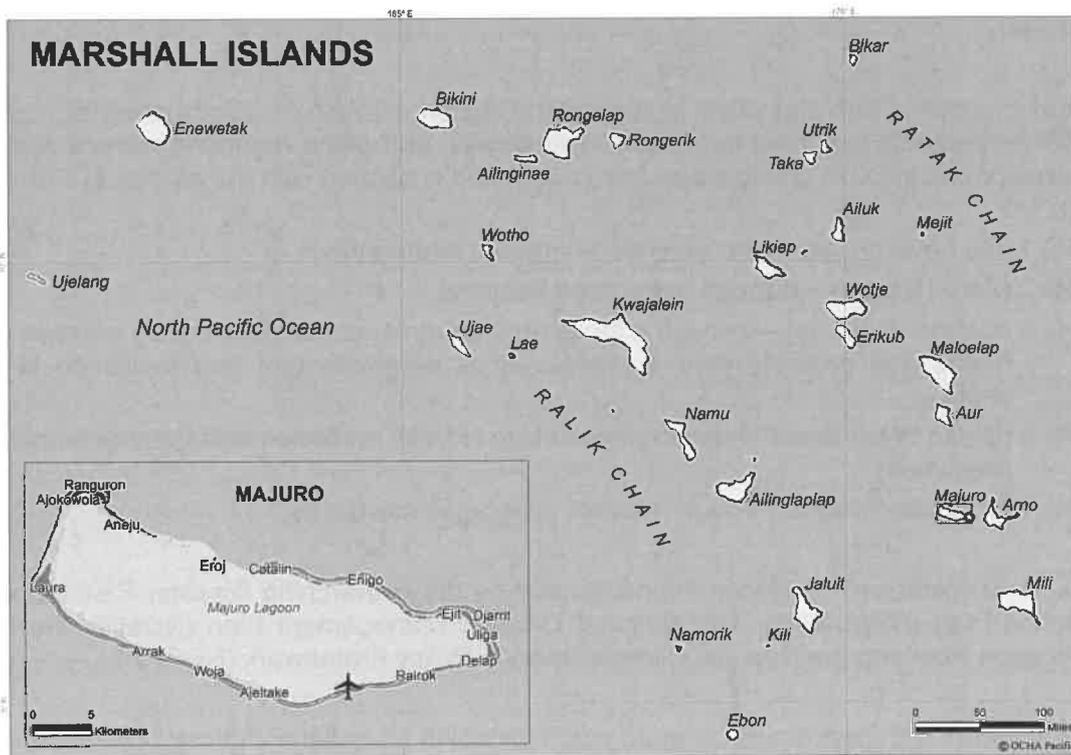
The RMI is, in its increased resilience efforts, guided by the overarching Disaster Risk Management National Action Plan (DRM NAP), The National Disaster Management Plan (NDMP), the Standard Hazard Mitigation Plan and the National Climate Change Policy Framework (NCCPF).

The project will work with partners to be more cost efficient in potential combined procurement and be complementary in nature.

Other recommendations from the PDNA, 2017 are valid today in addressing the challenges of the Marshallese such as enhancing weather observations for forecasts and improved geographic coverage to strengthen the data collection and damage and loss assessment capacity for the multidisciplinary teams of the outer island disaster committees, facilities improvements in the Emergency Operations Centre, provision of safety equipment, outer island radio and other communication equipment and office hardware (computer, printers, etc.) . Many of these recommendations have been awaiting funding and human resources to be able to action these lifesaving measures and will now be addressed.

A “business as usual” stance - which focuses on reactive and short-term disaster response - is unlikely to reduce the economic, human and ecosystem losses associated with a changing climate. A more proactive approach which aims to improve climate monitoring, early warning systems, disaster preparedness pre-disaster response and, recovery planning and risk management is needed and proposed in the interventions in this proposal. Gender equality and social inclusion interventions need to be an integral part of the solution, in order to reduce vulnerability of minority or socially excluded groups such as women and girls, persons with disability and ethnic minorities.

In line with the Government initiative, the project plans to better equip the NDMO with a dedicated office, warehouse and equipment in one site. This is crucial for their longer-term national plan to strengthen NDMO towards a stand-alone entity and to mainstream the disaster risk and climate change adaptation in RMI. To improve the NDMO facility beyond what is currently possible in the Chief Secretaries Office location is already discussed to be the Government’s priority. In fact, they have already completed the design for such infrastructure and land acquisition is in its final stages but there may be a need to re-design to cater for prepositioning and equipment and boat storage. To ensure RMI and its fully functional NDMO to be ready for the next decades and by utilizing their plans, this project will support an equipment storage facility with warehouse and NDMO, together with an Emergency Operation Center (EOC) with offices, a communication room and meeting rooms on the second floor. An implementation team in country comprising of a structural engineer, a procurement specialist, administration support and backup from UNDP Pacific Office in Suva will ensure that this will be realised with 18 months.



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

The 18-month Japan funded (March 2019 – September 2020) “Enhancing Disaster and Climate Resilience in the Republic of the Marshall Islands through improved Disaster Preparedness and Infrastructure” project is implemented by the UNDP Pacific Office in Fiji in collaboration with the other UN agencies, regional development partners and the governments and people of RMI.

The project aims to improve RMI’s resilience and response to man-made, geo-physical and climate-related hazards. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

Majuro and Kwajalein and the most densely populated areas in RMI, Majuro, 27,797 residents, 2,860/km², and Ebeye (Kwajalein) 9,614 people at 31,013/km² as per National Census, 2011. These extreme densities warrant coherent protection from the sea and this proposal will have a major impact of the safety of the 37,411 permanent inhabitants and equals to 74% of the countries’ population as per 2011 Census.

An updated estimate from the National Statistics office in July 2015 shows the following:

Population Breakdown for RMI

- 0–14 years: 36.02% (male 13,256/female 12,749)
- 15–24 years: 17.4% (male 6,391/female 6,171)
- 25–54 years: 37.25% (male 13,681/female 13,210)
- 55–64 years: 5.73% (male 2,120/female 2,017)
- 65 years and over: 3.6% (male 1,276/female 1,320)

- Total Population: 72,191

(Source: CIA World Factbook, 2019)

72,191 people will benefit from the project overall directly or indirectly through enhanced Climate and other hazard early warning systems and related dissemination systems.

Population Breakdown for Ebeye

While the population of Majuro is 27,797 or 52.3% of the total population, the population of Kwajalein is 11,408 or 21.5% of the total population as per 2011 Census. Ebeye has a high population density of 66,750 ppl/square mile (25,782 ppl/km²) and all residents are direct beneficiaries and will be better protected in terms of life, property and public infrastructure through the completion of the seawall.

Ebeye site description

The area of interest is located and consists Ebeye is built on a small islet on the south eastern side of Kwajalein Atoll (8.78°N 167.74°E), and is part of a group of atolls that form the RMI in the Western Pacific Ocean. The part of the islet above sea level stretches about 2km from north to south and is approximately 250 m wide bordering a large lagoon to the east and the open ocean to the west. The lagoon is shallow with an average depth (d) of approximately 40m. On the eastern ocean side, the islet

is fronted by a reef flat. This reef flat varies slightly in width between 100-130m. From there on, the depth quickly increases, reaching depths of ~6000m just a few kilometres of the coast. The islet is covered entirely with buildings and infrastructure and hence densely populated. About 12,000 inhabitants live in an area of merely 0.36 km², i.e. approx. 1 person per 30 m².

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards. The outcome will be achieved through 2 expected outputs:

1. Strengthened Disaster Communication and Climate and Inundation Monitoring Systems,
2. Enhanced National Disaster Responders readiness capacity & better resourced to minimise loss of lives and damages

The overall objective of the project is to enhance RMI's resilience to effectively cope with the shocks and insecurities resulting from extreme climate-related and geophysical disasters. The specific objective is to strengthen the implementation of a sustainable, multi sectoral, multi-hazard and multi stakeholder approach to readiness for future disaster events.

In order to achieve these project results the following outputs and activities will be implemented as follows:

Output 1

Strengthened Disaster Communication and Climate and Inundation Monitoring Systems

This output will work to strengthen and improve RMI weather, climate and inundation monitoring institutions ability to monitor, measure, and disseminate weather, climate and geophysical early warning and disaster information to the public at large at various locations in the county. The project activities will focus on improving capacity for the Marshall Islands Weather Service Office (RMI WSO)), Ministry of, Transport and Communication, Ministry of Health, NDMO, and Ministry of Education/public school system (PSS) and community (including outer and lagoon islands). This is expected to result in the provision of near real time early warning information and mid- to long-term climate data collection, analysis and dissemination. This output is particularly targeted at building the capacity of the RMI WSO, National Emergency Management Office, and vulnerable schools.

The following specific activities will help in achieving this output:

1.1 Install inundation and tsunami and multi-hazard warning redundancy and climate data conduit through Chatty Beetles in 9 locations with 3 spares.

1.2 Provide 3 Wave-Riders that will support wave modelling and Realtime inundation forecasting and warning for coastal communities and long-term oceanographic measurements in strategic and vulnerable locations.

1.3 Link the Northern Meteorological Offices with HF radio as per Pacific Island Communication and Infrastructure (PICI) Panel Workplan 2019.

1.4 Provide appropriate and improved disaster preparedness and response communication and other equipment to GOB/EOC to ensure a fully equipped and functional Centre linking to the main communication media used in RMI by the main Ministries for baseline disaster data collection and

transmission to NDMO and line Ministries and vice versa for dissemination of warnings, with software and training

Output 2

Enhanced National Disaster Responders readiness capacity & better resourced to minimise loss of lives and damages

The project under Output 2 will work to enhance national and state disaster preparedness capacity through the provision of appropriate and improved disaster preparedness equipment/infrastructures and related restoration of emergency communications.

The following specific activities will support achieving this output:

2.1 Construct NDMO centre (including NEOC and a disaster warehouse) facility in Majuro that meets disaster preparedness, international and functional standards.

2.2 Support construction of one GOB/EOC in Ebeye including feasibility option, design and technical file preparation, and finalize construction subject to availability of funds and Government of Japan approval

Partnerships

This project will extend synergies and build on past and current disaster risk reduction and climate change adaptation projects implemented by the UN and various other partners and other development agencies in RMI. The project will utilise the technical expertise that these partner agencies possess in the area of gender equality and social inclusion, food and water security, disaster risk management, communications and early warning systems for disaster, climate risk and geophysical monitoring to implement various project activities which the UNDP lacks expertise or capacity in. This will facilitate the timely, effective and quality delivery of the project activities. The partnership of UNDP with other UN Agencies will contribute to the UNDP Strategic Plan 2018 – 2022 and its One UN Approach which helps in streamlining project delivery processes.

Humanitarian-Development-Peace Nexus (New Way of Working):

The UNDP is mandated under the International Humanitarian cluster system to lead in collectively addressing and coordinating early recovery efforts during disasters. The UNDP Early Recovery principles incorporate disaster risk reduction measures and risk informed development initiatives and durable solutions for displaced people. This is expected to lead to an enabling environment to allow UNDP to work with other humanitarian and development partners in collectively addressing the Humanitarian-Development-Peace Initiative divide.

The project will collaborate with the national and regional humanitarian and development partners in efforts to reduce the impacts of disaster, climate change and conflict on the most vulnerable population and fragile systems of RMI. The project collaborated with the RMI government, SPC, IOM, WFP and UNWOMEN to design many of the project activities. This project will further partner with Pacific based development agencies including the Japan International Cooperation Agency (JICA), Japan International Research Centre for Agricultural Science (JIRCAS), Pacific Community (SPC), Marshall Islands Red Cross Society and IFRC, Secretariat of the Pacific Regional Environmental Programme (SPREP), Pacific Meteorological Council, Pacific Humanitarian Team and UN Agencies.

Additional to the above-mentioned UN Agencies will include in particular FAO, UNISDR, UNOCHA, WHO and WMO. At the country level the project will partner with Ministry of Resource and Development, local government, national planning offices, national meteorological services, selected line ministries, National Disaster Management Office, Council of Iroj, landowners, WUTMI, Environmental Protection Agency, Ministry of Public Works (MPW), MWSC², KAJUR³, Office of the Chief Secretary, Legislative Agency/Department, Ministry of Health, Weather Service Office (WSO), Bureau of Meteorology (Australia), NIWA (New Zealand) and NOAA (US).

Human Security (HS) approach:

This project works to address the root causes of vulnerabilities to disaster. In RMI these include poverty, inequality, lack of education, access to assets and resources, limited resources and opportunities, economic instability, isolation, smallness and exposure to high risk environments and lack of capacity to absorb, respond to and recover from disasters. This will require a concerted and comprehensive intervention or responses from various stakeholders that address the multidimensional causes and consequences of these complex challenges.

Prevention is the core objective of human security. It addresses the root causes of vulnerabilities, focuses on emerging risks and emphasizes early action. It strengthens local capacities to build resilience and promote solutions that enhance social cohesions and advance respect for human rights and dignity. The project addresses human security issues through disaster readiness and resilience targeted activities. This includes building community awareness about disaster risk reduction and gender equality and social inclusion and diversifying livelihoods. This will include the targeted participation of vulnerable and special needs groups at the state and community level. Other project activity includes prevention measures such as water and food security activities.

Japanese Partnership

The project will work with Japan International Cooperation Agency (JICA) drawing on the wealth of experience and resources they have in climate and disaster resilience work. This will include technical advice and accessing the best technology available to help achieve the activities of this project. The project will also work with the Japan International Research Centre for Agricultural Science (JIRCAS) and the Embassy of Japan in RMI, UNDP NY, UNDP Japan Unit/BERA to advise on and progress the successful implementation of the project activities.

Knowledge and lessons learnt

To capture best practises and lessons learnt, all efforts will be taken to draw synergies and complementarities on the implementation of the RMI IOM Country Strategy⁴ 2017-2020 particularly on Outcome 1.5: Vulnerable communities in the RMI are resilient to climate change, land degradation and resource constraints due to urbanization.

The Drought Post Disaster Needs Assessment Report (2017) provided a wealth of information with respect to enhanced resilience for the Government as well as communities.

In addition, GEF Ridge to Reef RMI inception report, 2018 highlighted various DRM related lessons learned and potential areas of interventions during its extended consultations.

² Majuro Water and Sewer Company

³ Kwajalein Atoll Joint Utility Resources

⁴ The objective of the IOM RMI Country Strategy 2017–2020 is to provide a programmatic framework for addressing emerging issues and identifying priorities for action that will guide IOM's response to the needs of the Government of RMI, migrants and other stakeholders. This country strategy aligns with the IOM Pacific Strategy, the IOM Regional Strategy for Asia and the Pacific, the IOM Migration Governance Framework (MiGOF) and the United Nations Pacific Strategy.

Project communications and visibility is of great importance to maintain and strengthen positive profile for UNDP and the Government of Japan, for all aid activities implemented. Project milestones, achievements and sharing of best lessons will be captured in various communications products and shared to all stakeholders. The communications officer, following consultations with project team will develop a communications and visibility strategy capturing key milestones for the project; and will design and develop Information Educational Communication Materials (IEC) including but not limited to, project pull – up banners, stickers, project brochures, videos, blogs, quick fact sheets, tweeter, Instagram, Facebook, videos and GESI related materials.

Overall the communications strategy will capture project communications principles, goals and objectives, highlight communications channels and strategies, discuss various types of communication products (including media advisory and press releases) and resources, incorporate a monitoring and evaluation component and importantly outline key messages that will help guide project communication visibility. Communications around this project will also highlight the role and collaboration of all key stakeholders.

Sustainability

Ownership has been key in the design/conceptualisation phase of the project, particularly focusing on a participatory approach involving Government officials, Embassy of Japan, RMI, SPC, UNDP Pacific Office and the UN Co-ordination Office. The process ensured certainty and commitment to avoid unintended surprises given its bearing on project implementation outcomes.

Risks and Assumptions

Below are key risks that are identified in the Risk Log (Annex 3):

a) Natural Disasters in the North Pacific

An impact of a natural disaster in RMI may result in delayed and perhaps no delivery of some project activities. RMI may be required to reprioritize these development activities to facilitate response and recovery. This reprioritization may not necessarily be in sync with the project outputs.

b) Engagement and coordination within RMI and Development Partners

Overall results and long-term sustainability of the Project will be affected if the project does not successfully communicate with stakeholders and build on existing strengths, best practises and mindful of RMI government protocols.

c) Availability of Equipment from Suppliers.

The unavailability of specialized equipment as required in this project from suppliers in the region may affect the project timeline. It is important to note that the limited availability of suppliers will likely to contribute to the delay in project implementation.

d) Procurement delays

Any unnecessary delays in the procurement process will affect the timeline of delivery from suppliers and in turn impact on the implementation timelines given the tight deadline for implementation of 1 year.

e) Staff Turn-over

There is a high chance of trained staff leaving current employment for better opportunities.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project contemplates a two-prong approach, staging interventions at a) regional and b) national levels to engage national and regional institutions in the achievement of results. The project will build on the existing institutional strengths and contribute approaches, mechanisms and tools to further their development. The project will take advantage of UNDP's presence at the global, regional, as well as at a national level, to provide a strong working relationships with key stakeholders across the Pacific. The project will utilize UNDP's technical expertise to ensure coherent design, high quality and timely delivery, improved communications and information flow, and regional coordination. UNDP will explore enhanced partnerships with agencies such as JICA, IFRC, SPC, SPREP, WMO, GFDRR, UNWOMEN, IOM, UNISDR and OCHA to enable project implementation that builds on respective regional strengths and initiatives.

The project will draw from its strong partnership with the pool of reputable regional development partners including JICA, SPC, World Bank, SPREP, WFP, IOM, UNWOMEN, IFRC, UNISDR, UNOCHA, and others to find synergies and complementary strengths and comparative advantage in the area of disaster and climate risk reduction, food and water security, livelihood diversification creation, gender equality and social inclusion, community resilience development, disaster preparedness and response to help in delivering project activities that lie within these partners comparative advantage.

Due to time limitation the project will use the Direct Implementation Modality (DIM) to deliver on the project activities. This approach will leverage on UNDP's comparative advantage given its UNDP global resources, tools and methodologies on disaster risk governance, risk information, early warning preparedness, local risk management and recovery which will be made available to the project including to national agencies, and regional development partners, to assist in their risk informed development efforts. It will also ensure streamlining procurement processes and reporting to donors. The DIM modality will also be able to mitigate the risk of inappropriate use of funds by the primary beneficiaries.

The project will also work with current Disaster resilience project working in RMI including UNDP and other development partner projects. The project will draw on the existing UNDP in house resources including existing staff expertise and experiences and in-house general management services support including IRMU, Finance, Human resources, Procurement, Communications and Administration. This will minimise time to acquire these resources including hiring of a new project support team and minimise cost.

In consultation with development partners and in the true spirit of partnership the project will help identify and fund project activities related to the project focus area that are pre-prepared and designed by other regional and national development partners which are awaiting implementation due to funding limitations or are at risk of not being implemented on time. This will also improve delivery time of project activities and reduce project costs.

Project Management

The project will have office presence in two locations. This will include an in-country office in RMI and UNDP Pacific Office in Fiji. The project team will work closely with the UNDP country development manager based at the RMI UN Joint presence office who will also be kept abreast on project implementation. The UNDP Pacific Office in Fiji will be the main operations hub for the project responsible for providing day-to-day project coordination, management, administration, procurement

and financial support and reporting. It will provide support to the in-country office team regarding guidance, and resource provision. The project team at the UNDP Pacific Office in Fiji will include a Project Manager, Deputy Project Manager, Procurement Specialist, Communications Officer, Finance Officer and Project Assistant. The RESPAC project team will provide technical and advisory support. The project in-country support will be responsible for on the ground project activity monitoring, coordination, guidance, and reporting to both the line ministries and the project management unit in UNDP Fiji office. The project in-country team will include 3 staff hired under UNDP contract. This will include a Country Project Coordinator, Procurement Analyst and Administrative Associate.

Reporting: The project will produce two final reports. This includes a final narrative report and a final financial report.

Monitoring: To ensure timely project implementation and interventions, the project will produce a detailed and realistic project monitoring plan. Please refer to Annex X for detailed monitoring plan.

Visibility and communication: The project will contract a designated communication(s) officer to develop and/or map out a strategy to strengthen the visibility of the project.

V. RESULTS FRAMEWORK⁵

<p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: RBAP Regional Programme Document- Outcome 3. Countries are able to reduce the likelihood of conflict, and lower the risks of natural disasters, including from climate change</p> <p>Intended SDG the project will support: Goal 1: No poverty, Goal 2: zero hunger, Goal 5: gender equality, Goal 6: clean water and sanitation, Goal 13: climate action.</p> <p>Regional priority: Pacific people, societies, economies, cultures and natural environments are resilient to changing conditions and extreme events resulting from climate change, climate variability and geological processes, to enhance the well-being of the people and to promote their sustainable development (Framework for Resilient Development in the Pacific (FRDP))</p> <p>Applicable Output(s) from the UNDP Strategic Plan: Output 3.2. Preparedness systems in place to effectively address the consequences of and response to natural hazards (geophysical and climate related) and man-made crisis at all levels of government and community.</p> <p>Project title and Atlas Project Number: "Enhancing Disaster and Climate Resilience in the Republic of the Marshall Islands through improved Disaster Preparedness and Infrastructure"</p>											
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL
<p>Output 1 Strengthened Disaster Communication and Climate and Inundation Monitoring Systems GEN 1</p>	<p>1.1 % of disaster communication, climate and storm surge early warning systems upgraded & operational</p>	<p>Quarterly progress Reports</p>	<p>No upgrade and not operational</p>	<p>2019</p>	<p>100% upgrade and fully operational</p>					<p>100% upgrade and fully operational</p>	<p>Monitoring and Tracking Tool. Risk: Political influence</p>
	<p>1.2 % of government departments expressing satisfaction with the upgraded disaster communications, climate and inundation and tsunami early warning systems</p>	<p>Quarterly progress Reports</p>	<p>0%</p>	<p>2019</p>	<p>100%</p>					<p>100%</p>	<p>Monitoring and Tracking Tool. Risk: Political influence</p>
<p>Output 2 Enhanced National and State Disaster Responders readiness capacity & better resourced to minimise loss of lives and damages GEN 1</p>	<p>2.1 % of national and state disaster responders' agencies representatives show an increase in knowledge on disaster response (disaggregated by gender)</p>	<p>Quarterly progress Reports</p>	<p>No capacity and resources improved</p>	<p>2019</p>	<p>100% of trainees show an increase in knowledge on disaster response</p>					<p>100% of trainees show an increase in knowledge on disaster response</p>	<p>Monitoring and Tracking Tool. Risk: Political influence, and interference during land acquiring for temporary use</p>

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Monthly (as the project has a short life)	Slower than expected progress will be addressed by project management.	RMI ministries, SPC, UNWOMEN, UNDP Pacific Office	Staff Time, Country monitoring inspections (Travel Cost)
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	RMI ministries, SPC, UNWOMEN, UNDP Pacific Office	TBC
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	six months	Relevant lessons are captured by the project team and used to inform management decisions.	RMI ministries, SPC, UNWOMEN, UNDP Pacific Office	TBC
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	twice during project life	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP Pacific Office in Fiji, UNDP Asia-Pacific, RMI Line ministries	TBC
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		TBC
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved	Annually, and at the end of the project (final report)			TBC

	against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.					
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	RMI Line ministries, SPC, UNWOMEN, UNDP Pacific Office	TBC	

Evaluation Plan⁷

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final completion Evaluation ⁸	n/a	Output 1.2 (SRPD 2018-2022) Output 3.1 & 3.2 (UNDP Pacific 2013-2017)	Outcome 1 (SRPD 2018-2022)	November 2020	Government Line Ministries of the three (3) countries	Project cost \$14,000

⁷ Optional, if needed

⁸ Since project timeline is 1 year, evaluation to be completed after the 1 year.

VII. ANNUAL WORK PLAN ⁹¹⁰

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

Expected Outputs	Planned Activities	Planned Budget by Quarter						Responsible Party	Planned Budget		
		2019			2020				Funding Source	Budget Description	Amount (Indicative)
		Q2	Q3	Q4	Q1	Q2	Q3				
Output 1: Strengthened Disaster Communication and Climate and Inundation Monitoring Systems Gender marker: <u>GEN 1</u>	1.1 Install inundation and tsunami and multi-hazard warning redundancy and climate data conduit through Chatty Beetles in 9 locations with 3 spares. 1.2 Provide 3 Wave-Riders to that will support wave modelling and Realtime inundation forecasting and warning for coastal communities and long-term oceanographic measurements in strategic and vulnerable locations. 1.3 Link the Northern Meteorological Offices with HF radio as per Pacific Island Communication and Infrastructure (PICI) Panel Workplan 2019.	x	x					UNDP	Japan	- Equipments - Travel - Transportation - Training	USD 42,000
		x	x					UNDP	Japan	- Equipments - Travel - Transportation - Training	USD 275,000
			x	x				UNDP	Japan	- Equipments - Travel - Contractors fees - Training	USD 5,000

⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directly implemented (DIM) by the UNDP Pacific Office and managed by the UNDP Pacific Office Resilience and Sustainable Development team, located in Fiji. The project will be further supported by UN Joint Presence Office in the Republic of Marshall Islands.

a. Project Board

The project will receive strategic guidance from a Project Board; which will provide oversight and be responsible for providing high level strategic directions for the project, such as ensuring that the project is focused on achieving its stated objectives throughout its life cycle, delivering quality outputs that will contribute to higher level outcomes. The Board makes management decisions for a project when guidance is required by the Project Manager and when project tolerances have been exceeded.

Based on the approved annual work plan (AWP), the Project Board reviews and approves project stage plans and authorizes any major deviation from these agreed stage plans. It is the authority that signs off on the completion of each stage plan as well as authorizes the start of the next stage plan. It ensures that required resources are committed and arbitrates any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

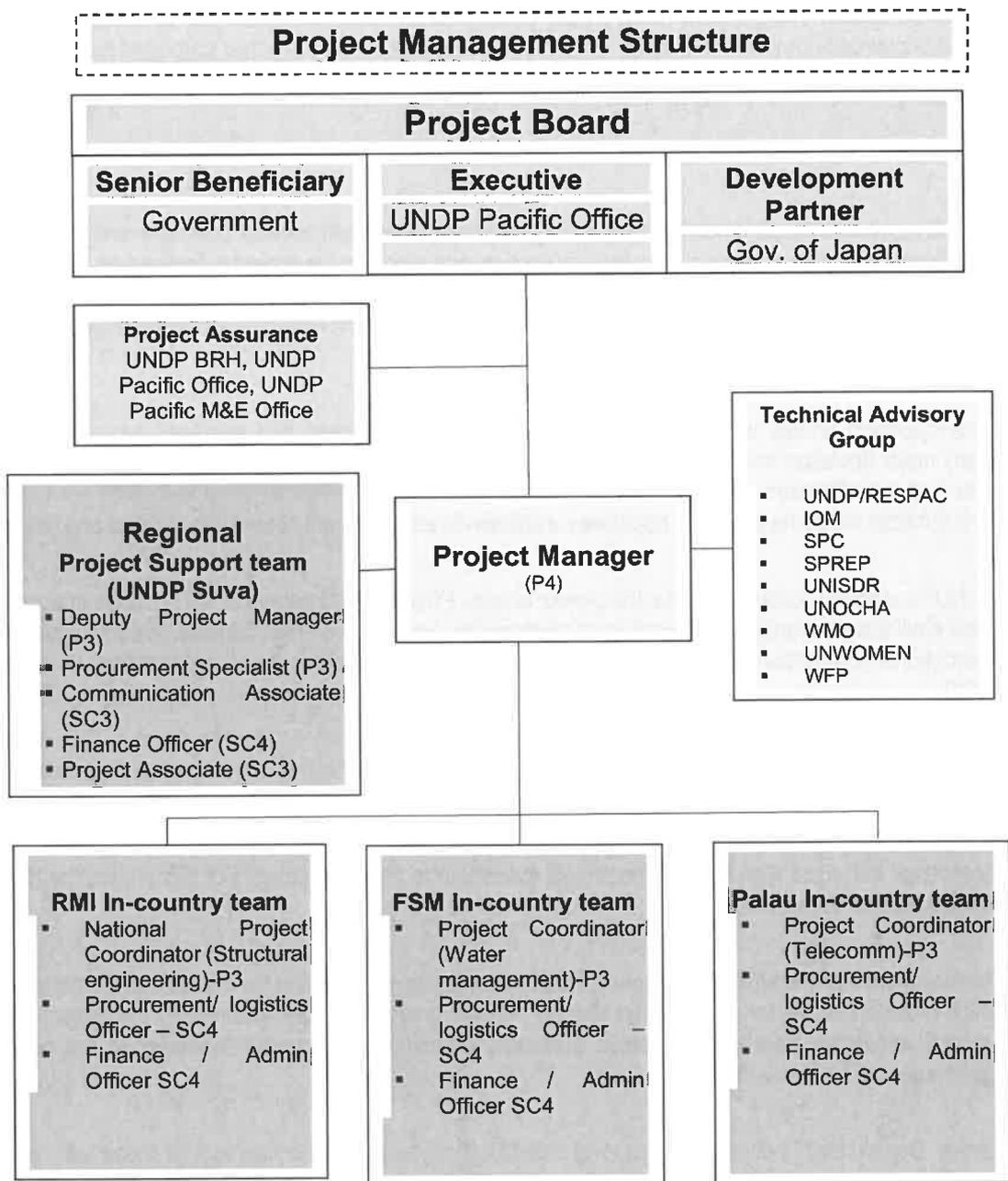
To ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP.

The members of the Project Board are identified in Figure 1 below. Representatives of other stakeholders can be included in the Board as appropriate. The Board contains four distinct roles:

- **Executive:** individual representing the project ownership to chair the group. For this project the UNDP Pacific Office will assume this role.
- **Development Partners/Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. Japan Government will assume this role.
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. Nominated representatives of the beneficiary countries will serve on the Project Board in this capacity. In the case of RMI the beneficiaries will be represented by the NDMO, Chief Secretary and the WSO.
- **Project Assurance:** this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Manager, ensuring appropriate project management milestones are managed and completed. UNDP Pacific Office or designate, will provide quality assurance oversight. The UNDP DRR units within the UNDP Regional Hub may be requested to provide technical, policy advisory or operational support. The UNDP Pacific Monitoring and Evaluation Office will monitor project activities and provide quality assurance.

The Project Board will meet at least every three months to review the project progress, approve quarterly work plans and address any issue deemed of importance

Figure 1 Project management structure



b. Project Implementation Team

This project will be implemented by the UNDP Pacific Office under the UNDP Direct Implementation Modality (DIM). UNDP Pacific Office will be responsible for the overall management of the project and the teams. UNDP Pacific Office will be the entity responsible and accountable for day-to-day management of the project, including monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of resources.

The Project will include a Regional Support Team, based in Fiji, and an RMI in-country team. This support team will be composed by a full-time international Project Manager, a Deputy Project Manager, a Communications Officer, a Procurement Specialist, a Finance Officer and a Project Associate. The project team will support all three countries at the national and state level (where applicable), providing technical assistance, training, and capacity development through regional activity implementation and coordination in addition to direct support to the target countries.

The RMI in-country team will include a National Project Coordinator, a procurement officer and an administrative associate. The location of project staff will be determined by thematic and national implementation technical assistance requirements. The project will also benefit from the technical support of international staff at the UNDP BRH.

Project Manager: UNDP will appoint a full-time Project Manager based at the UNDP Pacific Office to oversee and administer day-to-day project implementation for all three countries (i.e. RMI, Palau, and FSM). The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. An important task for the project manager will be to work closely with other agencies aiding the PICs to determine the priority needs and gaps to be addressed in PIC and how best to utilise project funds to achieve maximum impact.

The Project Manager will ensure the liaison and coordination with the Project Board, UNDP Pacific Office, and UNDP Focal points in the three countries (i.e. FSM, RMI, Palau), the regional agencies, national governments, other UN agencies and the donor. The Project Manager will be responsible for communication and public relations and will engage directly with the representatives of regional agencies and UNDP Senior Management. The Project Manager will ensure communication offices and public relations staff of regional and national institutions are informed about project advances and relevant issues. To ensure that project implementation is adequately informed and contextualized, the project management will be supported by the CCDRM Specialists based in the Pacific Office, UNDP Bangkok Regional Hub and BPPS in NY.

The Project Manager will formulate the Annual Work Plan (AWP), review the quarterly, annual and final reports, project revisions and requests donor fund transfers, for the approval of the UNDP Pacific Office. At the end of the project he/she will prepare a proposal for the transfer of goods acquired with the Project resources.

S/he will be responsible for the overall technical supervision, management, implementation, and monitoring of the Project outputs. S/he will be responsible for the formulation of quarterly and annual work plans and reports and will review and comment on the technical reports by consultants and companies or institutions. S/he will participate in the contracting panels and tender committees for the procurement of goods and services, ensuring the compliance of documentation with the technical specifications and Project objectives. S/he will also be responsible for the development and implementation of the project monitoring and evaluation strategy and plan, ensuring quality of performance indicators and their timely collection. S/he will supervise and evaluate the work of consultants, coordinate activities with UNDP Regional Bangkok, UNDP Country Offices, and regional agencies and manage technical, logistical and administrative processes to ensure the achievement of Project Outputs. S/he will oversee the formulation of terms of reference for persons and/or commercial enterprises to be contracted by the project and will prepare technical specifications for the goods/services to be acquired. The Project Manager will need to have extensive project and staff management experience, and experience in disaster risk management.

The **Deputy Project Manager** will support the Project Manager in project planning, implementation, monitoring and reporting. The Deputy Project manager as a DRR specialist will provide technical advice to connect this initiative with on-going disaster risk management processes, both at country and regional level.

The technical specialist will monitor the project implementation ensuring that DRR principles are considered and contribute to the achievement of related Sendai Framework objectives and goals. The technical specialist will support the preparation of technical specifications for service provision and goods purchasing, and will monitor project activities for quality assurance. Moreover, the technical specialist will support training of project staff and governments in DRR with emphasis in gender and social protection.

The **Project Procurement Officer** roles will lead procurement processes, prepare and implement the procurement plan, manage tendering processes, support monitoring of services and goods provision, and support the transfer of goods acquired by the project. The officer will report directly to the Project Manager and in coordination with the UNDP Pacific Procurement Office.

The **Project Finance Officer** roles will assist the Project Manager with financial planning and implementation, monitoring and evaluation, financial reporting, and project administration. The officer will report directly to the Project Manager and in coordination with the UNDP Pacific Finance Office.

The **Communications Officer** will be responsible for (but not limited to) developing a project communication strategy, develop visibility and communications products, prepare media and press releases, promote project visibility on various media platforms, liaise with media organizations and set up media interviews and talk back shows with media organizations. The officer will report directly to the Project Manager and will work closely with the Country Project Coordinators in developing project communication and visibility products and strategies.

The **Project Associate** role will assist the Project Manager and the whole project management team with administrative support. Key functions include the provision of effective administrative and logistics support; scheduling of meeting appointments and draft minutes of meetings; assistance with financial management tasks; assistance with project procurement processes; support to project reporting, and data and records management tasks; and assistance with the production of knowledge products.

b. RMI In-country team

The **Country project coordinator** will oversee coordinating, implementing and reporting on the project activities in RMI. The activities include consultations, meetings, coordination, contract management and supervision, liaison, reporting (narrative and financial), communications, and monitoring and evaluation. Provide any required assistance to Department of Transportation, Communication and Infrastructure, National Disaster Management Office, and other relevant ministries and partners ensuring robust briefings, participating in relevant capacity building and training activities.

The secondary responsibility of the National coordinator is to provide any required assistance to various key sectors directly involved in the implementation of the project activities including the Ministry of Infrastructure and Water, National Disaster Management Office, and other relevant ministries and partners. The National/State Coordinator will be the focal/contact point for any in country communications, coordination and liaison activities related to the project.

The **Country Procurement Analyst** will be responsible for providing support to the implementation of all procurement processes to be developed in the assigned country, prepare and implement procurement plan, assist the tendering processes, support monitoring of services and goods provision and ensure the transfer of all goods acquired by the project

The **Country Project Administrative Associate** will assist the Country Project Coordinator and the Country procurement officer with administrative and logistics support; scheduling of meeting appointments and draft minutes of meetings; assistance with financial management tasks; assistance with project procurement processes; support to project reporting, and data and records management tasks.

e. Technical Advisory Group

A Technical Advisory Group is proposed to provide strategic technical oversight to the Project Manager for effective implementation, including building synergies with ongoing activities in the region and ensuring alignment with regional objectives. This would be inclusive of the UN Joint Presence Office, the UNDP/RESPAC team, and several technical agencies such as JICA, SPC, SPREP, PMC; and UN Agencies

such as IOM, UNWOMEN, WMO, UNISDR and OCHA. Membership may be determined to best provide guidance in relation to the specific project activities. Meetings of the Group may be once or twice a year, or as otherwise determined.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

1. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹¹ [UNDP funds received pursuant to the Project Document]¹² 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/sc/committees/1267/aa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.

¹¹ To be used where UNDP is the Implementing Partner

¹² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

2. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
3. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
4. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

4. Project Board Terms of Reference and TORs of key management positions

5. Theory of Change

Annex [1]. Project Quality Assurance Report

Project QA Assessment: Design and Appraisal				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. 			3	2
			1	
<p>Evidence A rating of '3' is selected. Theory of change is attached with clearly elaboration on the selected pathway with assumptions describing the contribution of the project to the</p>				

<p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>outcome level change as specified in the UNPS and CPD. (refer to page4- 5 & 49 on the TOC illustration)</p>
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹³ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁴; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (<i>all must be true to select this option</i>) • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (<i>both must be true to select this option</i>) • 1: While the project may respond to one of the three areas of development work² as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	<p>3 2</p> <p>1</p> <p>Evidence</p> <p>A rating of 2 is selected. Page 3-5 clearly articulate the contribution of the project to the 3 areas of development work specified in the UNDP strategic plan. The RRF includes the SRPD Output Indicator 1.1.2 page 18</p>
<p>IS RELEVANT</p>	
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable). The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>) 	<p>3 2</p> <p>1</p> <p>Evidence</p> <p>A rating of 2 is selected. Refer to Strategy and Stakeholder engagement</p>

¹³ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁴ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<ul style="list-style-type: none"> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>) • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1, or select not applicable.</p>	<table border="1"> <tr> <td data-bbox="145 371 373 448"></td> <td data-bbox="145 448 373 524">3</td> <td data-bbox="145 524 373 591">2</td> </tr> </table>		3	2
	3	2		
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td data-bbox="373 371 754 448"></td> <td data-bbox="373 448 754 524">3</td> <td data-bbox="373 524 754 591">2</td> </tr> </table> <p>Evidence A rating of 2 is selected. Refer to Development Challenge</p>		3	2
	3	2		
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>) • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>) • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td data-bbox="754 371 1398 448"></td> <td data-bbox="754 448 1398 524">3</td> <td data-bbox="754 524 1398 591">2</td> </tr> </table> <p>Evidence Rating of 1 as gender analysis has yet to be undertaken. However, it is planned as an activity during the project implementation. This gender analysis will inform the DRM gender sensitive training and community awareness. It is also important to note that the project indicators under the RRF</p>		3	2
	3	2		

<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (<i>all must be true to select this option</i>) • <u>2</u>: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • <u>1</u>: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>page is disaggregated.</p> <p>3 2</p> <p>1</p> <p>Evidence</p> <p>A rating of 2. Refer Strategy</p>
<p>SOCIAL & ENVIRONMENTAL STANDARDS</p>	
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • <u>2</u>: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • <u>1</u>: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>3 2</p> <p>1</p> <p>Evidence</p> <p>A rating of 2 – refer to the attached SESP</p>
	<p>3 2</p> <p>1</p>

<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p>Evidence A rating of 3 Refer pages 1-3</p>								
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>Refer to page 38</td> <td></td> </tr> <tr> <td colspan="2">SESP Not Required</td> </tr> </table>	Yes	No	Refer to page 38		SESP Not Required			
Yes	No								
Refer to page 38									
SESP Not Required									
MANAGEMENT & MONITORING									
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td>1</td> <td></td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">A rating of 3 Refer to page 17-18</td> </tr> </table>	3	2	1		Evidence		A rating of 3 Refer to page 17-18	
3	2								
1									
Evidence									
A rating of 3 Refer to page 17-18									

	Yes (3) Refer to page 19-20	No (1)
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p> <p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p> <p>1</p> <p>Evidence</p> <p>A rating of 2 – refer to page 28-29</p>	<p>2</p>
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p> <p>1</p> <p>Evidence</p> <p>Rating of 2 – refer to page 13 & 36</p>	<p>2</p>
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p>Yes (3) Refer to pages 14</p>	<p>No (1)</p>

	Yes (3)	No (1)
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	3	2
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	Evidence	Refer to workplan
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><small>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</small></p>	3	2
	1	
	Evidence	Refer to workplan
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (Capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. 	3	2
	1	
	Evidence	3. Refer to RESPAC capacity. It is noted that this project is

EFFECTIVE

	a DIM modality	
	3	2
<p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • <u>3:</u> Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • <u>2:</u> Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • <u>1:</u> No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	Evidence	2
	3	2
	2. Refer to Stakeholder Engagement	
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	Yes (3)	No (1)
	Refer to monitoring plan	
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	No (1)
	Evidence Gender analysis will be conducted in the earlier stages of implementation	
	3	2
	1	
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3:</u> The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources. • <u>2:</u> The project has a work plan & budget covering the duration of the project at the output level. • <u>1:</u> The project does not yet have a work plan & budget covering the duration of the project. 	Evidence	2
	3	2
	N/A Refer to annual workplan	
SUSTAINABILITY & NATIONAL OWNERSHIP		
	3	2
	1	

<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p>Evidence Rating of 3 – Refer to Project Document chapter 2 and 3</p>
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<p>3 2 1</p> <p>Evidence 3. Refer to Project Document chapter 4</p>
<p>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible? DIM modality</p>	<p>Yes (3)</p>
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p>No (1)</p>

Annex [2]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1.	Project Title
2.	Project Number
3.	Location (Global/Region/Country)

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project integrates the SES overarching principle of the human rights-based approach to development programming, and includes gender equality and mainstreaming and vulnerable group participation in project activities. Project activities such as assisting governments to develop pre-disaster recovery frameworks, and ensuring the protection of communities and vulnerable groups reflect this principle. The project responds to the community needs for health and food security, through better climate services in these sectors, and aims to assess user (community and sector) application of climate information. In the climate services area, the project recognizes that climate and weather data need to be shaped in order to reach communities, women and all vulnerable groups.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

All project outputs assume gender mainstreaming through: 1) inclusion of women at all levels of project decision-making, implementation and monitoring 2) undergoing sound gender analysis as an input to regional/national policy and programming 3) building capacity of regional and national partners to understand and reflect the differing needs of women, men, girls and boys at a policy and programming level 4) establishing gender targets and indicators as key component of project design and monitoring 5) ensuring that modification/adaptation processes contemplate and respond to different gender realities in the other region. Specifically, the project focuses on a) strengthening gender analysis in sector climate early warning systems, taking into account needs identification and delivery of climate services b) highlight gender perspective into met/climate services training and capacity development programming c) the inclusion of collection and analysis of sex-disaggregated data for post-disaster recovery processes d) ensuring national-level situation analysis and design of recovery plans take gender into account. The project will contribute to building national and regional gender mainstreaming capacities to analyse and integrate gender-sensitive data into disaster recovery capacity building, policy and planning, and will promote a gender sensitive capacity development and training strategy,

curriculum and instruction, as well as female participation in the geo-sciences. The project aims to improve the understanding of gender-specific needs in the provision, access and use of weather and climate services for resilience. Monitoring of the gender mainstreaming efforts will be conducted through the quarterly progress reports.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project addresses the need to develop a stronger climate and disaster risk management in the Pacific. Environmental sustainability, conceived as the way of meeting human needs without undermining the capacity of the planet's ability to support life, is mainstreamed into the project. One of its main components include strengthening environmental management capacities of selected PICs, specifically through Output 1 "Strengthen early warning and climate monitoring capacity in selected PICs". This output's desired result in the increased capacity of regional and national meteorological services to produce and disseminate user-relevant information on climate risks; relevant information is key to informed decision-making and environmental sustainability. The project addresses environment-development linkages, and address adaptation and environmental dimension of recovery.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.</i></p> <p>Risk Description</p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p> <p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk 1: The potential outcome of the Project could be sensitive or vulnerable to potential impacts of climate change</p>	<p>I = 3 P = 5</p>	<p>Moderate</p>	<p>A multiple impact of a natural disaster on several of the participating countries may result in delayed and perhaps none delivery of some project activities. Countries may be required to reprioritize these development activities to facilitate response and recovery. This reprioritization may not necessarily be in sync with the project outputs.</p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p> <p>Allocation of resources and prioritization of activity results may need to respond to situational context of a country(ies).</p>

Risk 2: Indigenous peoples are present in the Project area	I = 3 P = 1	Low	The project envisions a participatory approach, and can include the integration of traditional knowledge in project activities.	The participatory approach ensures indigenous inclusion in project activities.
Risk 3: It is likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples	I = 3 P = 1	Low	Population would be considered indigenous people and are the project beneficiaries.	Knowledge of specific country context/legislation will be needed.
Risk 4:	I = P =			
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				
Select one (see <u>SESP</u> for guidance)			Comments	
Low Risk				
Moderate Risk			X	
High Risk			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input type="checkbox"/>	
1. <i>Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>	
2. <i>Climate Change Mitigation and Adaptation</i>			X	
3. <i>Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	
4. <i>Cultural Heritage</i>			X	
5. <i>Displacement and Resettlement</i>			<input type="checkbox"/>	
6. <i>Indigenous Peoples</i>			X	
7. <i>Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women’s Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	<i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex [3]. Offline Risk Log

Project Title: Enhancing Disaster and Climate Resilience in the North Pacific through Improved Disaster Preparedness and Infrastructure	Award ID:	Project #:	Date:
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#	Description	Type	Impact & Probability	Countermeasures / Management response
1	Construction of GOB/EOC/Warehouse will be delayed due to local hurdles in acquiring permits and approvals	Operational (Delivery)	It affects timelines of implementation	Strong existing and new partnerships with organisations that are on the ground and have the experience and connections
2	Funds to support the construction of one GOB/EOC in Ebeye are insufficient	Financial	It affects timelines of implementation and risk of spreading of material	Additional funds will be searched to complete the construction of the GOB/EOC facility
3	Natural Disasters in the North Pacific	Environmental Disasters	Frequency and regular occurrence of natural hazards has been a cause of concern over the years.	Preparedness activities will need to be activated and cease project implementation in the event of warnings issued by the National Disaster Management Office (NDMO). The intention is to avoid loss of life, damage to project assets and residual unforeseen circumstances.
4	Engagement and coordination within RMI and Development Partners	Strategic Relations	It affects timelines of implementation and ownership	Consultation space need to be very open, frank and accommodative being mindful of the parameters of the funding modality, contingencies and allow room for flexibility.
5	Availability of Equipment from Suppliers.	Operational (Delivery)	It will delay installation and affect timeline of project delivery	Mapping of preferred suppliers and/or existing suppliers and internal arrangements can still be made based on best practises consistent with UNDP Procurement guidelines.
6	Procurement Delays	Operational (Procurement)	It will affect timeline of project delivery	Mapping of preferred suppliers and/or existing suppliers and internal arrangements can be made based on best practises consistent with UNDP Procurement guidelines and the in-country team will be supported by a Procurement Specialist from UNDP Pacific Office in Suva.
7	Staff Turnover	Other	Project focal point(s) leaving for attractive job opportunities and not sharing institutional knowledge on the project design details and value - intervention issues.	Need to ensure at least three or four personnel from the relevant government line Ministries are part of the project design, conceptualisation and implementation for ownership and sustainability purposes.

Annex [4]. Project Board Terms of Reference and TORs of key management positions

4.1 Project Manager

Job Title:	Project Manager “Enhancing Disaster and Climate Resilience in three South Pacific countries” Japanese funded 22.3 Million USD
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team
Type of Contract:	TA
Post Level:	P4
Languages Required:	English
Duration of Initial Contract:	12 months

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

1. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
2. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
3. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team.

B. DUTIES AND RESPONSIBILITIES:

Support Efficient and effective planning, management, coordination, implementation and monitoring of project results and activities

- Prepare a detailed work plan, schedule and budget, for approval by the Project Board, and update it on a quarterly basis;
- Provide pro-active follow-up and support on the day-to-day coordination and implementation of the project activities following result-based management;
- Coordinate technical inputs in support to planned project activities in consultation regional project advisors and country project coordinators, as well as the respective Government entities;
- Draft terms of reference for persons and/or commercial enterprises to be contracted by the project and will prepare technical specifications for the goods/services to be acquired;
- Coordinate activities with UNDP Regional Bangkok, UNDP Country Offices, and regional agencies and manage technical, logistical and administrative processes to ensure the achievement of Project Outputs;
- Support the preparation of the contracting panels and tender committees for the procurement of goods and services, ensuring the compliance of documentation with the technical specifications and Project objectives;
- Supervise finance, logistical, administrative arrangements, and project related procurement and HR procedures;
- Provide technical advice to regional and country project teams to perform tasks related to project activities efficiently and effectively;
- Provide advice and direction on strategic and policy issues to strengthen gender and social inclusion (GESI) initiatives in the project/work plans and project implementation strategy; facilitate to create an environment to address GESI issues through the project's activities;
- Manage communications and ensure stakeholders are aware of project activities, progress, and are in a position to accept handover products;
- Prepare a proposal for the transfer of goods acquired with the Project resources (including issues of sustainability and post project requirements such as maintenance);
- Ensuring adherence of project activities to the existing financial, procurement and administrative processes that are in line with prevailing UNDP rules and regulations and, at the same time, observing the project timelines.

Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder

- Management and monitoring of the project team (regional project advisors, technical specialists, country project coordinators and procurement and financial/administrative assistants, and consultants) and ensure timely implementation, results –orientation and accountability for project results that incorporates creativity, innovation and responsiveness to emerging needs
- Prepare or provide, appropriate, technical project management inputs to regular reports (monthly, quarterly, and annually), propose activities to be implemented in the next reporting period and ensure timely submission of the reports to the relevant instances, such as the project boards and development partner(s);
- Monitor and report the progress on agreed results framework and performance indicators and take action/decision and/or provide timely support to project staff;
- Advise the Project Board of any possible deviations from the plan and possible corrective action.
- With the support of the country project coordinators, monitor and evaluate performance of service providers.
- Oversee the logistical arrangements for project management and quality assurance meetings with implementing partners and relevant stakeholders;
- Make field visits, collaborate with local counterparts and/or facilitate arrangements for joint monitoring visits to project sites as per the requirement of the project;
- Monitor project risks and support the development of mitigation measures thereof.

Align project activities with UNDP priorities, by:

- Ensure the principles of gender equality, social inclusion and disaster resilience are effectively reflected in all project activities;

- Ensure that gender equality is pursued in all project activities and reflected in work plans, budgets, reports, researches, analyses and, where specifically relevant, analysed in detail;
- Ensure that accessibility for persons with disabilities is reflected, as appropriate;
- Consult regularly with other UNDP projects and programs on related activities where synergies are possible;
- Strive to engage groups and communities in project activities that affect them;
- Communicate project goals and activities clearly to both stakeholders and the wider public.

Support implementation of project visibility and knowledge management activities:

- Contributes to the systematic capacity building of the project management team and counterparts through introduction of innovation and best practices, access to knowledge and expertise and promotion of their application to project implementation;
- Capture and disseminations of lessons learnt during project implementation;
- Actively engage and promote teamwork, information sharing and collaboration within the project team and between project partners;
- Provide substantive inputs to presentations, visibility activities, advocacy, and other project-related materials, etc.

C. Competencies

Core Competencies:

- Commitment to UNDP's mission, vision and values;
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Job Knowledge/ Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates good knowledge of information technology and applies it in work assignments;
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- Ability to work with a wide cross-section of partners including Government, donors, I/NGOs and community-based organizations;
- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Mature judgment combined with a proactive, resourceful and energetic approach to problem solving;
- Excellent interpersonal and communication skills; and strong organizational and time management skills.

Development and Operational Effectiveness

- Ability to advocate effectively;
- Communicates sensitively and effectively across different constituencies;
- Demonstrates excellent ability to write and communicate orally with accuracy and professionalism;
- Ability to conceptualize issues and analyse data;
- Demonstrates excellent facilitation and presentation skills;
- Demonstrates excellent organizational and planning skills.

Client Orientation

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;
- Actively supports the interests of the client by making choices and setting priorities to meet their needs;
- Anticipates client needs and addresses them promptly.
- Capacity to work under pressure and to meet strict deadlines;
- Willingness to undertake regular field visits and interact with different stakeholders, especially with primary stakeholders.

Promoting Organizational Learning and Knowledge Sharing

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;
- Documents and analyses innovative strategies and new approaches;
- Identifies and communicates opportunities to promote learning and knowledge sharing;
- Develops awareness of the various internal/external learning and knowledge-sharing resources.

D. Required Skills and Experience

Education

- Master's Degree in Development Studies, Economics, Social Sciences, Environmental Management or other similar fields.

Experience

- At least 7 years of progressive working experience in project or programme planning and implementation of technical assistance activities, preferably including experience establishing relationships among international organization and local institutions/communities;
- At least 7 years of experience in disaster risk management, including disaster risk reduction, disaster preparedness and post-disaster interventions;
- Experience related to Results-Based Management, including support to design, planning and implementation of the programme, managing data and reporting;
- Experience in an international setting with the UN or with international organisations an asset;
- Experience working with government counterparts building national capacities is an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds;
- Knowledge of UN rules and regulations is an asset.

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems.

4.2 Deputy Project Manager

Job Title:	Deputy Project Manager - Project “Enhancing Disaster and Climate Resilience in three South Pacific countries” Japanese funded 22.3 Million USD
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team
Type of Contract:	TA
Post Level:	P3
Languages Required:	English
Duration of Initial Contract:	12 months

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

4. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
5. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
6. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team.

B. DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Manager the Deputy Project Manager will perform the following duties:

Support Efficient and effective planning, management, coordination, implementation and monitoring of project results and activities

- Provide technical inputs in support to planned project activities in consultation with project manager, regional project advisors and country project coordinators, as well as the respective Government entities;
- Support the preparation of terms of reference for persons and/or commercial enterprises to be contracted by the project and will prepare technical specifications for the goods/services to be acquired;
- Provide technical advice to regional and country project teams to perform tasks related to project activities efficiently and effectively;
- Provide advice and direction on strategic and policy issues to strengthen DRR and gender and social inclusion (GESI) initiatives in the project/work plans and project implementation strategy; facilitate to create an environment to address GESI issues through the project's activities.

Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder

- Provide technical inputs to regular reports (monthly, quarterly, and annually), propose activities to be implemented in the next reporting period and ensure timely submission of the reports to the relevant instances, such as the project boards and development partner(s);
- As delegated by the Project manager, support the monitoring and performance evaluation of service providers in the country;
- Advise the Project Manager of any possible deviations from the plan and possible corrective action;
- Support monitoring and reporting the progress on agreed results framework and performance indicators;
- Make field visits, collaborate with local counterparts and/or facilitate arrangements for joint monitoring visits to project sites as per the requirement of the project.

Align project activities with UNDP priorities, by:

- Provide technical advice for ensuring that principles of gender equality, social inclusion and disaster resilience are effectively reflected in all project activities;
- Provide technical advice to ensure that accessibility for persons with disabilities is reflected, as appropriate.

Support implementation of project visibility and knowledge management activities:

- Contributes to the systematic capacity building of the project management team and counterparts through introduction of innovation and best practices, access to knowledge and expertise and promotion of their application to project implementation;
- Support the project manager in capturing and disseminations of lessons learnt during project implementation;
- Provide substantive inputs to presentations, visibility activities, advocacy, and other project-related materials, etc.

C. Competencies

Core Competencies:

- Commitment to UNDP's mission, vision and values;
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Job Knowledge/ Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates good knowledge of information technology and applies it in work assignments;
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- Ability to work with a wide cross-section of partners including Government, donors, I/NGOs and community-based organizations;
- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Mature judgment combined with a proactive, resourceful and energetic approach to problem solving;
- Excellent interpersonal and communication skills; and strong organizational and time management skills.

Development and Operational Effectiveness

- Ability to advocate effectively;
- Communicates sensitively and effectively across different constituencies;
- Demonstrates excellent ability to write and communicate orally with accuracy and professionalism;
- Ability to conceptualize issues and analyse data;
- Demonstrates excellent facilitation and presentation skills;
- Demonstrates excellent organizational and planning skills.

Client Orientation

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;

- Actively supports the interests of the client by making choices and setting priorities to meet their needs;
- Anticipates client needs and addresses them promptly.
- Capacity to work under pressure and to meet strict deadlines;
- Willingness to undertake regular field visits and interact with different stakeholders, especially with primary stakeholders.

Promoting Organizational Learning and Knowledge Sharing

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;
- Documents and analyses innovative strategies and new approaches;
- Identifies and communicates opportunities to promote learning and knowledge sharing;
- Develops awareness of the various internal/external learning and knowledge-sharing resources.

D. Required Skills and Experience

Education

- Master’s Degree in Development Studies, Economics, Social Sciences, Environmental Management or other similar fields, or;
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience

- At least 5 years of experience in disaster risk management, including disaster risk reduction, disaster preparedness and post-disaster interventions;
- Experience related to Results-Based Management, including support to design, planning and implementation of the programme, managing data and reporting;
- Experience in an international setting with the UN or with international organisations an asset;
- Experience working with government counterparts building national capacities is an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds;
- Knowledge of UN rules and regulations is an asset.

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems;

4.3 Project Procurement Specialist:

Job Title:	Project Procurement Specialist
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team
Type of Contract:	TA

Post Level:	P3
Languages Required:	English
Duration of Initial Contract:	12 months

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

7. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
8. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
9. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team.

B. DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Manager and the UNDP Pacific Office Procurement Manager, the Project Procurement Specialist will perform the following duties:

1. Ensures elaboration and implementation of operational strategies of the assigned project focusing on achievement of the following results:
 - Development of work and procurement plan, with detailed schedule for project implementation and delivery of procurement components.
 - Field/site visits, collection of land titles, lease agreements, legal and background documents to assess the most suitable procurement strategy.
 - Full compliance of procurement activities with UN/UNDP rules, regulations, policies and strategies; elaboration of the effective internal control, proper design and functioning of a client-oriented procurement management system.
 - Elaboration and implementation of cost saving and reduction strategies.
 - Conceptualization, elaboration and implementation of contract strategy including tendering processes and evaluation, contractor appraisal, evaluation and negotiation of offers, management of the contract and contractor, legal considerations and payment conditions, risk assessment.

- Conceptualization, elaboration and implementation of strategic procurement including sourcing strategy, pre-procurement meetings and communication to bidders, supplier selection and evaluation, quality management, customer relationship management, e-procurement introduction and promotion, performance measurement.

2. *Ensures efficient management of procurement processes of the assigned project focusing on achievement of the following results:*

- Timely and proper preparation of project procurement plan, establishment of the deadlines and monitoring of their implementation.
- Analysis of requirements and synthesis of proposals for cost saving and reduction strategies, and identify the proper procurement method and potential suppliers.
- Support the Project Manager, Project Advisors and Country Project Coordinators, in the preparation of the TORs for the goods/services to be acquired by the Project.
- Establishment and implementation of proper monitoring system and control of procurement processes including organization of RFQ, ITB or RFP, receipt and evaluation of quotations, bids or proposals, negotiation of certain conditions of contracts, legal considerations and payment conditions, and risk assessment in full compliance with UNDP rules and regulation.
- Synthesis of proposals and implementation of contract strategy including tendering processes and evaluation/desk review, contractor performance appraisal, managing the contract and contractor (including evaluation and negotiation to award of contract and contract management stages), legal considerations and payment conditions, and risk assessment.
- Certification of submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP) and RACP, as applicable.
- Management of procurement contracts and, upon delegation of responsibility, performance of the functions of Manager Level 2 in Atlas for Purchase orders approval.
- Elaboration and implementation of the internal control system which ensures that Purchase Orders (PO) are duly prepared and dispatched. Timely corrective actions on POs with budget check errors and other problems.
- Management of the implementation of the procurement processes monitoring system and mechanisms to eliminate deficiencies in procurement.
- Development and management of the rosters of suppliers, elaboration of supplier selection and evaluation, quality and performance measurement mechanisms.
- Support the transfer of goods acquired with the Project resources;
- Drafting and maintaining procurement templates including notices, bidding documents, evaluation documents, and supply contracts.
- Coordination with UNDP Pacific Operations Office to ensure integrated internal controls, timely payment of vendors and full, auditable support documentation.

3. *Ensures facilitation of knowledge building and knowledge sharing focusing on achievement of the following results:*

- Organization of training for the projects staff on Procurement, as needed.
- Synthesis of lessons learned and best practices in Procurement.

C. Competencies

Competencies

Functional Competencies:

Job Knowledge/Technical Expertise

Fundamental knowledge of own discipline

- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position;
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks;
- Analyses the requirements and synthesizes proposals
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.
- Design and Implementation of Management Systems.

Research and analysis and making recommendations on management systems

- Maintains information/databases on system design features;
- Develops simple system components;
- Client Orientation.

Establishing effective client relationships

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;
- Actively supports the interests of the client by making choices and setting priorities to meet their needs;
- Anticipates client needs and addresses them promptly.
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating team work;
- Managing conflict.

D. Required Skills and Experience

Education

- Master's Degree in business administration, Public Administration, Finance, Economics or related field;
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience

- Minimum of 5 years of experience in Operations, Procurement, (IC management is preferable).

- Experience in planning, developing and managing procurement and contractual aspects of projects of significant complexity related to worldwide procurement of diverse services and commodities
- Experience in an international setting with the UN or with international organisations an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds;
- Knowledge of UN rules and regulations is an asset.

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems.

4.4 Country Project Coordinator (Palau)

Job Title:	Country Project Coordinator “Enhancing Disaster and Climate Resilience in the Republic of Palau through improved Disaster Preparedness and Infrastructure” Japanese funded USD 7.5 Million
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team
Supervisor:	Project Manager
Type of Contract:	TA
Post Level:	P3
Languages Required:	English
Duration of Initial Contract:	12 months

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

10. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
11. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
12. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team. The Country Project Coordinators will be responsible of the activities to be implemented in the respective country. Moreover, the Palau Country Coordinator may have an expertise in emergency communication systems (i.e.; installation of VHF and HF radio systems, tsunami early warning equipment, and Chatty Beetles, among others).

B. DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Manager, the Country Project Coordinator will be responsible of the activities to be implemented in Palau and to provide technical assistance in emergency telecommunications to FSM and RMI. In Palau the Country Project Coordinator will directly supervise the performance of the procurement/logistics officer and the finance/admin officer.

Support Efficient and effective planning, management, coordination, implementation and monitoring of country project results and activities

- Support the preparation of a detailed country project work plan, schedule and budget, for approval by the Project Board, and update it on a quarterly basis;
- Provide pro-active follow-up and support on the day-to-day coordination and implementation of the country project activities following result-based management;
- Lead and provide guidance to the country management team and the technical support provided by the regional team, technical specialists and consultants;
- Coordinate technical inputs in support to planned project activities in consultation with project manager, and associate project advisors, as well as the respective Government entities;
- Provide any required assistance to the National Emergency Management Office, Ministry of Communication, Transport and Infrastructure, Palau National and state(s) Weather Services, and other relevant ministries and partners ensuring robust briefings, participating in relevant capacity building and training activities.
- Working with authorities to obtain necessary licenses, clearances, approvals etc.;
- Early identification of challenges & bottlenecks, and proactively address those by seeking necessary support internally and partnering with local stakeholders;
- Manage communications and ensure stakeholders are aware of country project activities, progress, and are in a position to accept handover products;
- Prepare a proposal for the transfer of goods acquired with the Project resources (including issues of sustainability and post project requirements such as maintenance);
- Undertake other duties as assigned by the Project Manager or as a proactive necessary contribution to the success of the project.

Provide technical advice to the project team (at regional level and the three countries) to perform tasks related to emergency telecommunications

- Support the preparation of terms of reference for persons and/or commercial enterprises to be contracted by the project, with special emphasis on emergency communication systems;
- Participation in the contracting panels and tender committees for the procurement of telecommunication goods and services, ensuring the compliance of documentation with the technical specifications and Project objectives;

- Supervise the installation of VHF and HF Radio Communications in Government entities and other emergency response institutions;
- Support the preparation of practical procedures to ensure the programming and maintenance of VHF and HF Radio Communication equipment;
- Facilitate the preparation of standard operating procedures for telecommunication services for responding to disasters in each country;
- Monitor service provision and construction processes in the three countries and advise the respective country project coordinator and project manager in case of any challenge or raising problem.

Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder

- Manage and monitor the country project team activities and ensure timely implementation, results –orientation and accountability for project results that incorporates creativity, innovation and responsiveness to emerging needs;
- Prepare or provide, appropriate, technical project management inputs to regular reports (monthly, quarterly, and annually), propose activities to be implemented in the next reporting period and ensure timely submission of the reports to the relevant instances, such as the project boards and development partner(s);
- As delegated by the Project manager, monitor and evaluate performance of service providers in the country;
- Advise the Project Manager of any possible deviations from the plan and possible corrective action;
- Monitor project risks and support the development of mitigation measures thereof, relaying information to Project Manager.

Align project activities with UNDP priorities, by:

- Ensure the principles of gender equality, social inclusion and disaster resilience are effectively reflected in all project activities;
- Ensure that gender equality is pursued in all project activities and reflected in work plans, budgets, reports, researches, analyses and, where specifically relevant, analysed in detail;
- Ensure that accessibility for persons with disabilities is reflected, as appropriate;
- Consult regularly with other UNDP projects and programs on related activities where synergies are possible;
- Strive to engage groups and communities in project activities that affect them;
- Communicate project goals and activities clearly to both stakeholders and the wider public.

Support implementation of project visibility and knowledge management activities:

- Support the project manager in capturing and disseminations of lessons learnt during project implementation;
- Actively engage and promote teamwork, information sharing and collaboration within the project team and between project partners;
- Provide substantive inputs to presentations, visibility activities, advocacy, and other project-related materials, etc.

C. Competencies

Core Competencies:

- Commitment to UNDP’s mission, vision and values;
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;

- Self-development, initiative-taking;
- Acting as a team player and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Job Knowledge/ Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates good knowledge of information technology and applies it in work assignments;
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- Ability to work with a wide cross-section of partners including Government, donors, I/NGOs and community-based organizations;
- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Mature judgment combined with a proactive, resourceful and energetic approach to problem solving;
- Excellent interpersonal and communication skills; and strong organizational and time management skills.

Development and Operational Effectiveness

- Ability to advocate effectively;
- Communicates sensitively and effectively across different constituencies;
- Demonstrates excellent ability to write and communicate orally with accuracy and professionalism;
- Ability to conceptualize issues and analyse data;
- Demonstrates excellent facilitation and presentation skills;
- Demonstrates excellent organizational and planning skills.

Client Orientation

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;
- Actively supports the interests of the client by making choices and setting priorities to meet their needs;
- Anticipates client needs and addresses them promptly.
- Capacity to work under pressure and to meet strict deadlines;
- Willingness to undertake regular field visits and interact with different stakeholders, especially with primary stakeholders.

Promoting Organizational Learning and Knowledge Sharing

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;

- Documents and analyses innovative strategies and new approaches;
- Identifies and communicates opportunities to promote learning and knowledge sharing;
- Develops awareness of the various internal/external learning and knowledge-sharing resources.

D. Required Skills and Experience

Education

- Master’s Degree in Telecommunications, Engineering, Natural Resources Management or other similar fields.
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience

- At least 5 years of progressive working experience in project or programme planning and implementation of technical assistance activities, preferably including experience establishing relationships among international organization and local institutions/communities;
- At least 3 years of experience in emergency communication systems;
- Working experience in the Pacific region is an asset;
- Experience in an international setting with the UN or with international organisations an asset;
- Experience working with government counterparts building national capacities is an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds;

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems.

4.5 Country Project Coordinator (FSM) –

Job Title:	Country Project Coordinator “Enhancing Disaster and Climate Resilience in the Federated States of Micronesia through improved Disaster Preparedness and Infrastructure” Japanese funded USD 7.4 Million
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team
Supervisor:	Project Manager
Type of Contract:	TA
Post Level:	P3
Languages Required:	English
Duration of Initial Contract:	12 months

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

13. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
14. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
15. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team. The Country Project Coordinators will be responsible of the activities to be implemented in the respective country.

B. DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Manager, the Country Project Coordinator will be responsible of the activities to be implemented in FSM and to provide technical assistance in emergency water management to Palau and RMI. In FSM the Country Project Coordinator will directly supervise the performance of the procurement/logistics officer and the finance/admin officer.

Support Efficient and effective planning, management, coordination, implementation and monitoring of country project results and activities

- Support the preparation of a detailed country project work plan, schedule and budget, for approval by the Project Board, and update it on a quarterly basis;
- Provide pro-active follow-up and support on the day-to-day coordination and implementation of the country project activities following result-based management;
- Lead and provide guidance to the country management team and the technical support provided by the regional team, technical specialists and consultants;
- Coordinate technical inputs in support to planned project activities in consultation with project manager, and associate project advisors, as well as the respective Government entities;
- Provide any required assistance to the National Disaster Management Office, Ministry of Infrastructure and Water, Department of Transportation, Communication and Infrastructure, and other relevant ministries and partners ensuring robust briefings, participating in relevant capacity building and training activities.
- Manage communications and ensure stakeholders are aware of country project activities, progress, and are in a position to accept handover products;
- Working with authorities to obtain necessary licenses, clearances, approvals etc.;
- Early identification of challenges & bottlenecks, and proactively address those by seeking necessary support internally and partnering with local stakeholders;

- Prepare a proposal for the transfer of goods acquired with the Project resources (including issues of sustainability and post project requirements such as maintenance);
- Undertake other duties as assigned by the Project Manager or as a proactive necessary contribution to the success of the project.

Provide technical advice to the project team (at regional level and the three countries) to perform tasks related to emergency water management

- Support the preparation of terms of reference for persons and/or commercial enterprises to be contracted by the project, with special emphasis on emergency water management (e.g.; emergency water systems and provision of drilling rigs, in Palau; and provision of water tanks and filters, rehabilitation of deep water wells and storage tanks, in FSM).
- Participation in the contracting panels and tender committees for the contracting of construction services, ensuring the compliance of documentation with the technical specifications and Project objectives;
- Monitor service provision and construction processes in the three countries and advise the respective country project coordinator and project manager in case of any challenge or raising problem.

Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder

- Manage and monitor the country project team activities and ensure timely implementation, results –orientation and accountability for project results that incorporates creativity, innovation and responsiveness to emerging needs;
- Prepare or provide, appropriate, technical project management inputs to regular reports (monthly, quarterly, and annually), propose activities to be implemented in the next reporting period and ensure timely submission of the reports to the relevant instances, such as the project boards and development partner(s);
- As delegated by the Project manager, monitor and evaluate performance of service providers in the country;
- Advise the Project Manager of any possible deviations from the plan and possible corrective action;
- Monitor project risks and support the development of mitigation measures thereof, relaying information to Project Manager.

Align project activities with UNDP priorities, by:

- Ensure the principles of gender equality, social inclusion and disaster resilience are effectively reflected in all project activities;
- Ensure that gender equality is pursued in all project activities and reflected in work plans, budgets, reports, researches, analyses and, where specifically relevant, analysed in detail;
- Ensure that accessibility for persons with disabilities is reflected, as appropriate;
- Consult regularly with other UNDP projects and programs on related activities where synergies are possible;
- Strive to engage groups and communities in project activities that affect them;
- Communicate project goals and activities clearly to both stakeholders and the wider public.

Support implementation of project visibility and knowledge management activities:

- Support the project manager in capturing and disseminations of lessons learnt during project implementation;
- Actively engage and promote teamwork, information sharing and collaboration within the project team and between project partners;

- Provide substantive inputs to presentations, visibility activities, advocacy, and other project-related materials, etc.

C. Competencies

Core Competencies:

- Commitment to UNDP's mission, vision and values;
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Job Knowledge/ Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates good knowledge of information technology and applies it in work assignments;
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- Ability to work with a wide cross-section of partners including Government, donors, I/NGOs and community-based organizations;
- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Mature judgment combined with a proactive, resourceful and energetic approach to problem solving;
- Excellent interpersonal and communication skills; and strong organizational and time management skills.

Development and Operational Effectiveness

- Ability to advocate effectively;
- Communicates sensitively and effectively across different constituencies;
- Demonstrates excellent ability to write and communicate orally with accuracy and professionalism;
- Ability to conceptualize issues and analyse data;
- Demonstrates excellent facilitation and presentation skills;
- Demonstrates excellent organizational and planning skills.

Client Orientation

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines;
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients;

- Actively supports the interests of the client by making choices and setting priorities to meet their needs;
- Anticipates client needs and addresses them promptly.
- Capacity to work under pressure and to meet strict deadlines;
- Willingness to undertake regular field visits and interact with different stakeholders, especially with primary stakeholders.

Promoting Organizational Learning and Knowledge Sharing

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;
- Documents and analyses innovative strategies and new approaches;
- Identifies and communicates opportunities to promote learning and knowledge sharing;
- Develops awareness of the various internal/external learning and knowledge-sharing resources.

D. Required Skills and Experience

Education

- Master’s Degree in Engineering, Water management, Natural Resources Management or other similar fields.
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience

- At least 5 years of progressive working experience in project or programme planning and implementation of technical assistance activities, preferably including experience establishing relationships among international organization and local institutions/communities;
- At least 5 years of experience in construction of rural water systems and emergency water systems;
- Working experience in the Pacific region is an asset;
- Experience in an international setting with the UN or with international organisations an asset;
- Experience working with government counterparts building national capacities is an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds;

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems.

4.6 Country Project Coordinator (RMI)

Job Title:	Country Project Coordinator “Enhancing Disaster and Climate Resilience in the Republic of Marshall Islands through improved Disaster Preparedness and Infrastructure” Japanese funded USD 7.4 Million
Application Deadline:	19-April-19 (Midnight New York, USA)
Additional Category:	Resilience and Sustainable Development Team

Supervisor:	Project Manager
Type of Contract:	TA
Post Level:	P3
Languages Required:	English
Duration of Initial Contract:	12 months with potential 6 months extension

A. BACKGROUND

The project aims to improve the capacity for preparedness and mitigation to man-made, geo-physical and climate-related hazards and to climate change impact. This initiative will be implemented in three countries: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau. The project will respond to Outcome 1 of the UN Pacific Strategy 2018 – 2022: *By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.* The cooperation with the Government of Japan will contribute to achieving the goals of the Sendai Framework for Disaster Risk Reduction, elimination of threat to human security and protect gains of sustainable development. It is in line with the Japan Country Assistance Policy in these three countries and the priority areas: 1) Overcoming Vulnerability and 2) Environment and Climate Change.

In line with the overall outcome, the overall project goal is to effectively address the consequences of, and responses to, geo-physical and climate-related hazards to protect lives, sustain livelihoods, preserve the environment and safeguard the economy. The outcome will be achieved through 3 expected outputs:

16. Strengthened Disaster Communication and Climate and Tsunami Monitoring Systems, to be implemented in FSM, RMI and Palau.
17. Enhanced National and State Disaster preparedness capacity, to be implemented in FSM, RMI and Palau.
18. Enhanced Community Disaster and Climate Resilience through improved water and food resource management and inclusive livelihood diversification, to be implemented in FSM and Palau.

The project will be implemented by the UNDP Pacific Office in Fiji under the UNDP Direct Implementation Modality (DIM) and will be part of the Resilient and Sustainable Development team.

B. DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Manager, the Country Project Coordinator will be responsible of the activities to be implemented in RMI and to provide technical assistance in structural engineering to Palau and FSM. In RMI the Country Project Coordinator will directly supervise the performance of the procurement/logistics officer and the finance/admin officer.

Support Efficient and effective planning, management, coordination, implementation and monitoring of country project results and activities

- Support the preparation of a detailed country project work plan, schedule and budget, for approval by the Project Board, and update it on a quarterly basis;
- Provide pro-active follow-up and support on the day-to-day coordination and implementation of the country project activities following result-based management;
- Lead and provide guidance to the country management team and the technical support provided by the regional team, technical specialists and consultants;
- Coordinate technical inputs in support to planned project activities in consultation with project manager, and associate project advisors, as well as the respective Government entities;

- Provide any required assistance to the Marshall Islands Weather Service Office (RMI WSO), Ministry of Transport and Communication, Ministry of Health, National Disaster Management Office, and Ministry of Education/public school system (PSS), and other relevant ministries and partners ensuring robust briefings, participating in relevant capacity building and training activities.
- Manage communications and ensure stakeholders are aware of country project activities, progress, and are in a position to accept handover products;
- Working with authorities to obtain necessary licenses, clearances, approvals etc.;
- Early identification of challenges & bottlenecks, and proactively address those by seeking necessary support internally and partnering with local stakeholders;
- Prepare a proposal for the transfer of goods acquired with the Project resources (including issues of sustainability and post project requirements such as maintenance);
- Undertake other duties as assigned by the Project Manager or as a proactive necessary contribution to the success of the project.

Provide technical advice to the project team (at regional and country level) to perform tasks related to structural engineering

- Support the preparation of terms of reference for persons and/or commercial enterprises to be contracted by the project, with special emphasis on structural engineering (e.g.. construction/rehabilitation/retrofitting of National emergency management centres, emergency operational centres, evacuation centres, and emergency warehouses, among others).
- Participation in the contracting panels and tender committees for the contracting of construction services, ensuring the compliance of documentation with the technical specifications and Project objectives;
- Monitor construction processes in the three countries and advise the respective country project coordinator and project manager in case of any challenge or raising problem.

Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder

- Manage and monitor the country project team activities and ensure timely implementation, results –orientation and accountability for project results that incorporates creativity, innovation and responsiveness to emerging needs;
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- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
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- Continues to seek new and improved methods and systems for accomplishing the work of the unit
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- Ability to work with a wide cross-section of partners including Government, donors, I/NGOs and community-based organizations;
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- Documents and analyses innovative strategies and new approaches;
- Identifies and communicates opportunities to promote learning and knowledge sharing;
- Develops awareness of the various internal/external learning and knowledge-sharing resources.

D. Required Skills and Experience

Education

- Master's Degree in structural engineering, architecture or other similar fields.
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience

- At least 5 years of experience in structural engineering, with emphasis on disaster management infrastructure;
- At least 3 years of progressive working experience in project or programme planning and implementation of technical assistance activities, preferably including experience establishing relationships among international organization and local institutions/communities;
- Working experience in the Pacific region is an asset;
- Experience in an international setting with the UN or with international organisations an asset;
- Experience working with government counterparts building national capacities is an asset;
- Ability to work effectively and harmoniously with other colleagues from various cultures and professional backgrounds.

Language requirements

- Fluency in written and spoken English is required

Other requirements

- Solid experience in the usage of computers and office software packages (MS Office incl. Word, Excel, PowerPoint) as well as experience in handling of web-based management systems.

Annex [5]. Theory of Change

