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PROJECT DOCUMENT

Solomon Islands

Project Title: Integrated Approach to Disaster Risk Management in Solomon Islands

Project Number: 00127638

Main Partner: Ministry of Environment Climate Change Disaster Management and Meteorology

Start Date: 12/08/2021 **End Date:** 30/06/2023 **LPAC Meeting date:** 29/07/ 2021

Brief Description

The Integrated Approach to Disaster Risk Management (IDRM) Project has been formulated based on the needs and priorities identified by the Ministry of Environment Climate Change Disaster Management and Meteorology (MECDM) in particularly those of the National Disaster Management Office (NDMO) under MECDM; which is also the Secretariat of National Disaster Council (NDC) and the main partner. Lessons from past UNDP projects involving NDMO and other division of MECDM including the impacts of recent disasters and COVID-19 global pandemic were also considered in defining project.

Funded by the Australian Government (Department of Foreign Affairs and Trade – DFAT), and implemented by UNDP, the IDRM Project directly supports the Solomon Islands National Development Strategy’s (NDS) objective no. 4 which calls for resilient and environmentally sustainable development with effective disaster risk management, response, and recovery.

The project impact will be “Solomon Islands communities are more resilient to climate and disaster risks due to strengthened and inclusive DRM systems”. The outcome will be “Disaster management Institutions, policies and operations are strengthened at National and Provincial levels to support community resilience”. The project responds and contributes to the 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 structures defined in the National DM Plan 2018 will be the main vehicle for delivering the project outputs with technical inputs from all divisions of MECDM.

To achieve the outcome, the project will support i) strengthening Government institutions’ capacity with improved policy and governance frameworks for gender responsive DRM; ii) strengthened sub- national institutional arrangements to coordinate and implement gender responsive DRM programs and promote community resilience; and iii) improved national and local level early warning systems, information, and knowledge management systems for DRM. Proposed interventions build on past, ongoing and planned initiatives and contribute to various policy frameworks listed in section 1.3. Legal, Policy and Institutional Arrangements for DRM. It will also establish synergies with the UNDP portfolio as well as COVID response and related recovery support.

Risk and mitigation strategies are outlined in Section 3.4 and Annex 10.3, Risk Analysis / Offline Risk Log. The Monitoring, Evaluation and Learning will be an important tool to help steer changes in the Project and results and advice will be provided to the Project Board to further guide the Project.

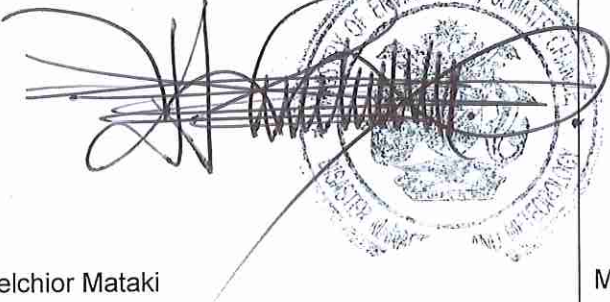
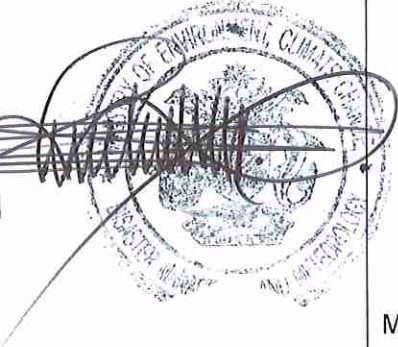


The Initiation Plan that led to this project commenced in July 2020, with a specific focus on COVID-19 preparedness and DRM strengthening. In June 2021 the project was developed, expanded on, and renamed Integrated Approach to Disaster Risk Management in the Solomon Islands.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
UNDP Regional Programme document 2018-2021 Outcome 3: Strengthen resilience to shocks and crises.
 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.

Gender Marker: GEN2 (Gender equality as a significant objective)

Total resources required:	USD 2,640,467	
Total resources allocated:	Donor: DFAT	USD 2,640, 467
	Government:	0
	In-Kind:	0
Unfunded:	0	

Agreed by:

Government	UNDP
  <p>Dr. Melchior Mataka Permanent Secretary Ministry of Environment Climate Change Disaster Management and Meteorology, Solomon Islands</p>	  <p>Mr. Berdi Berdiyev Country Manager UNDP, Solomon Islands</p>
Date: 12/08/2021	Date: 12/08/2021

ACRONYMS

AHMS	Automatic Hydrometric Station
AWS	Automatic Weather Station
CCD	Climate Change Division
CBDRM	Community-based Disaster Risk Management
CCDRR	Climate Change and Disaster Risk Reduction
COVID-19	Coronavirus Disease 2019
CSOs	Community Based Organizations
DIM	Direct Implementation Modality
DM	Disaster Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DSS	Decision Support System
ECD	Environment Conservation Division
EGM	Effective Gender Mainstreaming
EOC	Emergency Operations Centre
FDRP	Framework for Resilient Development in the Pacific
GRAF	Global Risk Assessment Framework
IDRM	Integrated Disaster Risk Management
IVA	Integrated Vulnerability Assessment
MECDM	Ministry of Environment Climate Change Disaster Management and Meteorology
NDC	National Disaster Council
NDM	National Disaster Management
NDMO	National Disaster Management Office
N-DOC	National Disaster Operations Committee
NDS	National Development Strategy
NEOC	National Emergency Operations Centre
NERT	National Emergency Response Team
NGOs	Non-Government Organizations
PDC	Provincial Disaster Committee
PDMO	Provincial Disaster Management Office
PEOC	Provincial Emergency Operations Centre
PICT	Pacific Island Countries and Territories
RCC	Recovery Coordination Committee
SADD	Sex and Age Disaggregated Data
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SIMS	Solomon Islands Meteorological Service
SOP	Standard Operating Procedures
TC	Tropical Cyclone
UN	United Nations
UNDP	United Nations Development Programme
UNITAR	United Nations Training and Research Institute

TERMINOLOGY

COVID-19	An infectious corona virus disease caused by the coronavirus SARS-CoV-2 in 2019. For the purposes of this Report, the terms COVID-19 and COVID-19 Pandemic are used and relate to the impact.
Disaster Risk Governance	The system of institutions, mechanisms, policy and legal frameworks and other arrangements to guide, coordinate and oversee disaster risk reduction and related areas of policy.
Disaster Management	The organization, planning and application of measures preparing for, responding to and recovering from disasters.
Disaster Risk Management	The application of policies, strategies and other measures to prevent new disaster risk, reduce existing disaster risk and manage residual risk (through disaster preparedness, response and recovery), contributing to the strengthening of resilience and reduction of disaster losses. DRM is usually interpreted as including DM and in this document references to, for example, DRM frameworks should be read as references to DRM and/or DM frameworks.
Disaster Risk Reduction	Actions aimed at preventing new and reducing existing disaster risk and managing residual risk all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.
Early Warning	An integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.
Hazards	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.
Humanitarian Action	Assistance, protection, and advocacy actions undertaken on an impartial basis in response to human needs resulting from impact of slow and sudden onset hazards (Humanitarian Terms 2008).
Resilience	Ability of a system, community or society commonly exposed to disaster exposed to hazard and/or climate change to resist, absorb, accommodate, or recover from consequences of a hazard event or climate change in a timely and efficient manner. This includes through preservation and restoration of its essential and basic structures and functions.
Risk	A combination of probability of an event and negative consequences (UNISDR 2009).
Vulnerable groups	This could include men, women, boys and girls; people with disabilities; the poor and the near poor; ethnic or religious minorities; indigenous communities; the elderly; the sick or infirm; those with low levels of education; as well as cross-sections of these groups (e.g., women with disabilities).

I. Development Challenge

1.1. Disaster Risk Profile

Located along a segment of “Pacific Ring of Fire”, Solomon Islands is prone to geological hazards such as earthquakes, landslides, tsunamis and volcanic eruptions. Solomon Islands is also located within an area known for its frequent occurrence of hydro-meteorological hazards such as tropical cyclones with damaging winds, rains and storm surges between the months of November and May. Solomon Islands has experienced numerous disaster events including recurrent small-scale flooding and landslides triggered by heavy rain and destructive large-scale events such as Gizo tsunami (2007), Santa Cruz earthquake and tsunami (2013) and the Honiara flash floods (2014). Extreme weather events caused by the El Niño – Southern Oscillation phenomenon impacts both weather and climate and exacerbates the frequency and intensity of hazard events across the country.

Solomon Islands’ population in 2020 is estimated to be around 686,878 (49% female and 51% male) and about 75% of them residing in rural areas.¹ Rural communities generally live in small settlements, dispersed along the coastal areas and are dependent on subsistence agriculture and fishing. While the annual rural population growth has been in decline, urban areas are experiencing faster growth of about 5.2 % annually. Urban population is concentrated in seven urban and peri-urban areas and about one-third live in informal settlements.² Urban sprawl is evident in outskirts of Honiara contributing to land, and land-use issues, including the consequently forcing of people to live in areas exposed to hazardous conditions.³

Disaster events affect women and girls disproportionately due to gender inequality, systemic disadvantages and discrimination.⁴ As a least developed country, with a narrow economic base, Solomon Islands depends largely on natural resources such as forestry, mining, agriculture and fisheries which are highly sensitive to climate change and disaster risks. Among other issues, fragility, post-conflict issues (ethnic tensions between 1998 and 2003) and violence during political transitions remains a development challenge.⁵ It is estimated that on average, annual loss due to earthquakes and cyclones is about USD 20 million. Global INFORM Risk index has ranked Solomon Islands as a medium risk country globally for the past three consecutive years and 5th highest country in the Oceania region⁶ and ranked number 2 on the World Risk Report 2021 (by Bündnis Entwicklung Hilft, ISBN 978-3-946785-12-5).

Solomon Islands is vulnerable to the impacts of climate change as the majority of the population lives within 1.5 km of the coastline.⁷ Climate projections for all emission scenarios indicate that Solomon Islands will continue to experience increase in annual air and sea surface temperatures resulting in more hot days with more extreme rainfall days. Ocean acidification is predicted to increase, thereby affecting the health of coral ecosystem coupled with storm damage and overfishing. For the Solomon Islands, modelling shows a decrease in the frequency of cyclones and an increase in proportion of more intense storms. Sea level rise will further inundate low lying areas and this is expected to deteriorate faster due to by increased frequency and intensity of storm surges and coastal flooding.⁸

An increasing population growth trend, economic development being dependent on natural resources and eco-systems coupled with climate change are key drivers that create pressure on the environment in Solomon Islands.⁹ In the recent past, Solomon Islands also experienced

1 <https://data.worldbank.org/country/SB>

2 <https://www.adb.org/sites/default/files/project-documents/51271/51271-001-rrp-en.pdf>

3 https://reliefweb.int/sites/reliefweb.int/files/resources/HURCAP_final_Endorsed.pdf

4 <https://asiapacific.unwomen.org/en/news-and-events/stories/2021/06/strengthening-gender-focus-during-humanitarian-action-in-solomon-islands>

5 <https://www.internationalaffairs.org.au/australianoutlook/riots-solomon-islands-day-after/>

6 <https://dmkc.jrc.ec.europa.eu/InformIndex/Portals/0/InfoRM/CountryProfiles/SLB.pdf>

7 <https://climateknowledgeportal.worldbank.org/country/solomon-islands>

8 https://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/13_PCCSP_Solomon_Islands_8pp.pdf

9 <https://solomonislands-data.sprep.org/system/files/Sols%20SOE%20Final.pdf>

environmental disaster events, two most notable cases are the overtopping of toxic wastes from Gold Ridge Mine Tailing Storage Facility during the 2014 Honiara Flash Floods and the grounding of MV Solomon Trader resulting in oil spill on Rennell Island in 2019. Both the events and the resulting cascading impacts were triggered by hazards indicating a severe risk for similar events in future. Solomon Islands also faced double impact events, when Tropical Cyclone (TC) Lucas in January 2021 impacted many communities that were recovering from the impact of TC Harold in 2020. Further restrictions posed by COVID-19 between March and July 2020 also compounded the risks and slowed down the recovery process of the affected communities. MV Quebec oil spill occurrence in remote Temotu province in February 2021 also highlights the potential for technological disasters, for which there is limited appropriate capability to contain or mitigate such events but lessons were learned and new measures have been put in place.

1.2. Gender and Disasters in Solomon Islands

Natural hazards are gender neutral; but the impacts are not.¹⁰ Disaster affects different members of a community differently, often women and girls are affected disproportionately due to existing gender inequalities, systemic disadvantages, and discrimination. Women and girls in Solomon Islands are at a disadvantage due to existing socio-economic conditions, cultural and religious beliefs, and traditional practices resulting in discrimination, thus increasing their vulnerability to disasters. Women also face secondary impacts after a disaster, including gender based and sexual violence, unequal access to humanitarian assistance and loss of economic opportunities. During 2014 Honiara flash floods, 96% of the casualties were women and children.¹¹ Due to the lack of reporting gender disaggregated data, gender and protection issues have often been overlooked during past disaster events.¹² Despite gender-differentiated vulnerabilities and inadequate data, there has been a growing recognition for gender-responsive approach where women and girls do contribute positively and can be powerful agents for change in building resilience to climate and disaster risks. Overlooking gender differences in Disaster Risk Management (DRM) can further reinforce gender inequalities and undermine resilience building efforts.

1.3. Legal, Policy and Institutional Arrangements for Disaster Risk Management

The National Disaster Council (NDC) Act of 1989 provides the overarching legal framework for disaster management in Solomon Islands. Based on the NDC Act, institutional and operational arrangements have evolved over time. In line with the global and regional frameworks. The National Development Strategy (NDS) 2016-2035 recognizes the need for resilient and environmentally sustainable development with effective disaster risk management, response and recovery, including build back better concepts (Strategic Objective four) and improved disaster and climate risk management including prevention, risk reduction, preparedness, response and recovery as well as adaptation as part of resilient development (Medium Term Strategy #10).

The National Disaster Council (NDC) provides the strategic institutional, policy and funding support for DRM and it reports to the Cabinet. The NDC is chaired by Permanent Secretary, Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM). The National Disaster Management Office (NDMO) under MECDM acts as the secretariat to the NDC. The NDMO is responsible for coordination of all disasters, except pandemics and epidemics, pest, animal and plant diseases which are coordinated by Ministry of Health and Medical Services and Ministry of Agriculture and Livestock respectively. The revised Solomon Islands National Disaster Management Plan, 2018 (NDMP 2018) provides the institutional and operational framework for managing disasters (and includes all hazard preparedness, and disaster response and recovery). The Plan outlines the coordination and management arrangements at the national, sub- national and

¹⁰ <https://openknowledge.worldbank.org/bitstream/handle/10986/35202/Gender-Dimensions-of-Disaster-Risk-and-Resilience-Existing-Evidence.pdf?sequence=1&isAllowed=y>

¹¹ Gender and Disaster Profile Solomon Islands- UNWomen, IFRC and UNDRR

¹² <https://asiapacific.unwomen.org/en/news-and-events/stories/2021/06/strengthening-gender-focus-during-humanitarian-action-in-solomon-islands>

community levels and recognizes the need for women's involvement at all levels for effective disaster management. The NDC through the National Disaster Operations Committee (N-DOC) chaired by NDMO Director coordinates preparedness, response and related operational arrangements during a disaster. The Recovery Coordination Committee (RCC) led by Ministry of Development Planning and Aid Coordination coordinates the recovery and rehabilitation planning and implementation after a disaster event.

At sub-national level Provincial Disaster Committees (PDCs) are responsible for strategic oversight of DRM at the provincial and local levels. The PDCs are also responsible for managing non-declared disaster events that does not require national government support. The role of Provincial Disaster Management Offices (PDMOs) mirrors the national level setup where they are required to support the PDCs, Provincial Disaster Operations Committee (P-DOC) and sector committees. In collaboration with the P-DOC sector committee, PDMOs are required to extend their support to the ward and village level. The NDM Plan 2018, calls for a major initiative from Provincial Governments to establish provincial and local level arrangements for disaster risk management.

Gender Equality and Women's Development policy 2016-2020 provides the overarching policy framework for achieving gender equality and women's rights and works in tandem with the National Policy to Eliminate Violence Against Women and Girls 2016-2020 in Solomon Islands. In order to protect women and girls from violence during disasters, the national policy calls for development of capacities of organizations involved in disaster response and recovery for the protection of women, children, people with disabilities and other vulnerable groups before a disaster strikes by inclusion of gender in DRR programs, improved disaggregated data collection in disaster assessment and provision of "elimination of violence against women and girls" services in disaster management planning, response and recovery.¹³

1.4. COVID-19 Pandemic Impacts and Response

Globally, the COVID-19 pandemic has caused widespread public health impacts, as well as economic and social disruption. Solomon Islands Government swiftly responded to COVID-19 by declaring a State of Public Emergency in March 2020 along with various preparedness and response measures. As of July 2021, a total of 20 cases have been reported in Solomon Islands with no community transmission.¹⁴ However, due to the border closures and disruptions caused by the pandemic, all development sectors have been impacted, and Solomon Islands has experienced severe declines in trade and remittances.¹⁵ In 2020, Solomon Islands economy contracted by 4.9%, slowing down the country's economic growth and thus having a knock-on effect across communities. To manage the negative economic impacts, the government has reprioritized its budget to ensure continuation of critical services with the possibility of scaling down its workforce. Mass repatriation of expertise coupled with closure of border has brought out serious capacity gaps in key institutions. Socioeconomic data presented in March 2021 by the government showed a decline in employment by 7-11% while poverty rate has detrimentally increased from 12.4% to 18.4% with widespread food insecurity.¹⁶ Non-communicable diseases and other public health concerns are likely to escalate with diversion of limited health resources to cater for COVID-19 response. Schooling has been shortened due to funds being diverted to the health budget for COVID-19 preparedness and response. Surveys conducted by various stakeholders during COVID-19 lockdown in 2020 as well as at various points during the State of Public Emergency Declaration indicate increases in gender-based violence and violence against children.

¹³<http://www.mwycfa.gov.sb/resources-2/strategic-plans-policies/gender-equality-women-s-development/12-national-policy-to-eliminate-violence-against-women-and-girls-2016-2020/file.html>

¹⁴ <https://go.ifrc.org/reports/14484>

¹⁵ https://www.un.org/ohrlls/sites/www.un.org.ohrlls/files/solomon_islands_initiatives_experiences_and_responses_to_covid-19.pdf

¹⁶ Key Socioeconomic Impacts of the COVID-19 and Responses, PowerPoint Presentation by Ministry of National Planning and Development Coordination, 10th March 2021

The government has established the Joint Oversight Committee on COVID-19 in early 2020 to provide policy guidance to COVID-19 operations. The Oversight Committee is chaired by the Secretary to Cabinet and comprises of all heads of Government Ministries. In response to COVID-19, the Government activated the NDC arrangement through N-DOC and P-DOC to coordinate the whole of Government approach to COVID-19 preparedness and response efforts at National and Provincial level. The NDM Plan 2018 provides the overarching framework for COVID-19 operations on preparedness and response programs through the N-DOC Sector Committees arrangements. A consolidated National Preparedness and Response Plan for COVID-19 was issued on March 12, 2020, and the updated Phase 2 plan was issued on August 27, 2020.¹⁷ The N-DOC Health Sector Committee is leading the health aspect of COVID 19 in coordination with N-DOC and the Camp Management Sector Committee manages the Government approved quarantine stations. The N-DOC Sector Committees' operations are guided by a Consolidated COVID-19 Preparedness and Response Plan based on graded response scenarios.¹⁸ In addition, a National Health Emergency Operations Center (NHEOC) which was established to oversee all operations and activities relating to COVID-19 related health response. While the Ministry of Health and Medical Services (MHMS) is the lead agency for health interventions, the NDMO remains the main coordinating body for the N-DOC arrangements with the NDOC being the main engine room for common services. Supporting plans have been developed to manage various COVID-19 scenarios and their responses, including curfews and lockdowns of targeted locations.

In April 2020, TC Harold left a trail of destruction in Solomon Islands. Tragedy struck when a ferry evacuating people from Honiara due to COVID-19 restrictions capsized and 27 people lost their lives.¹⁹ TC Harold also posed a significant challenge for response and recovery with COVID-19 related restrictions in place. While the above-mentioned DRM arrangements have worked well so far in managing the multi- faceted responses and recovery, significant concurrent risk exists if outbreak of COVID-19 would occur. Currently there are still challenges in monitoring and reporting and especially the crucial information sharing, between different N-DOC Sector Committees. The COVID-19 pandemic response and recovery continue to pose a complex and unique set of challenges for advancing disaster risk management in Solomon Islands, hence the project directly supports an effective COVID-19 response through targeted support to the N-DOC Sector when and where needed.

1.5. Challenges and barriers for building resilience

Existing legal, policy and governance frameworks related to disasters in Solomon Island are heavily focused on managing disasters (disaster management) at the national and sub-national level, however limited progress has been made towards managing climate and disaster risks (disaster risk management). While the NDM Plan 2018 has delineated the governance arrangements for disaster preparedness, response and recovery, there is a need to strengthen capacities for DRM, thus including prevention, mitigation and longer-term adaptation to climate change through a proactive whole of society approach that is inclusive and gender responsive at all levels. The NDC as the main policy making body has developed the draft Framework for Resilient Development in line with the Framework for Resilient Development in the Pacific (FDRP) along with a positioning paper for the framework. The Resilient Development Council established by NDM Plan 2018 is not yet operational to promote and support climate and disaster risk informed development. Currently, incorporation of risk and resilience measures is impeded by the lack of prioritization by Government ministries and scarcity of human and financial resources. Few sector ministries have incorporated resilience measures in their annual plans. To date, operational arrangements have been primarily focused on preparing for and responding to disasters and the linkage between response and recovery requires strengthening that is envisaged to be guided by a dedicated policy that would prescribe the role of

17 <https://documents1.worldbank.org/curated/en/461691608279327212/pdf/Project-Information-Document-Solomon-Islands-COVID-19-Emergency-Response-Project-P173933.pdf>

18 https://solomons.gov.sb/wp-content/uploads/2021/04/SLB_NEOC_SIG-CONSOLIDATED-SITREP-04_COVID-19-RESPONSE_20200416.pdf

19 https://reliefweb.int/sites/reliefweb.int/files/resources/Solomon-Islands-Gender-Disability-Inclusion-Analysis-COVID-19_Report_FINAL-January-2021.pdf

Recovery Coordination Committee (RCC), its processes, assessment methodologies, data gathering and management, recovery planning and decision-making. Due to absence of a national strategy for DRM, there has been limited progress on efforts to prioritize and implement DRM interventions in support of NDS and across sectors strategies in a holistic manner.

Operationally the NDMO faces inadequate finance, human resources and capacity to deliver on its mandate. Similarly, the N-DOC and the six sector committees are also held back by lack of funding and dedicated capacity within each lead ministry to actively coordinate their functions. The NDMO's mandate cuts across disaster management, disaster risk reduction and humanitarian action and plays a critical role in bridging the humanitarian and development divide, its ability to coordinate directly or via the established committees depends on availability of financial and human resources as well as the buy-in of sector committees and key ministries that are defined under the National DM Plan 2018.

Currently, risk data and information are fragmented and not captured or consolidated in a manner easily accessible for planning and decision making. To track progress in DRM, the NDMO is challenged by lack of capacity to develop a systematic mechanism for capturing contributions of a wide range of stakeholders in the DRM space. Monitoring and reporting mechanisms do not adequately track progress against NDS strategic goal number four of the Sendai Framework for DRR (SFDRR) and the FRDP, thus allowing undetected duplication and gaps in DRM and Climate Change adaptation programs.

Implementing the NDMO's mandate at the provincial level through PDMO is also constrained due to dedicated funding and staff capacity. Six out of the 10 provinces do not have office buildings and logistical capacities i.e., to house the provincial disaster management officers which constrains the coordination of DRM programs at sub-national and community levels. Most of the provinces don't have dedicated funding set aside to access readily for prevention and preparedness programs let alone during times of emergencies. On a broader scale, lack of ownership of, and limited prioritization for, DRM initiatives is a challenge to resilience building in Solomon Islands. This project will seek to provide sustained support to the NDMO, NDC Committees and PDMOs to strengthen institutional capacity to prepare for and manage future crises.

1.6. Comparative advantage of UNDP support for building resilience in Solomon Islands

The UN in Solomon Islands has supported disaster management and DRR through sector specific interventions as well as in humanitarian coordination over many years. UNDP has a long history of working with the Solomon Islands Government in Disaster Management and Climate and Disaster Risk Reduction with projects driven from both by the country office in Solomon Islands as well as from regional offices. Within the UN System, UNDP plays an important role in crisis prevention and recovery. It has a comparative advantage in leading development coordination, technical advisory services, implementation capacity in community-based programs, information management, finance, procurement, human resources and infrastructure development support that makes it a well-rounded and reliable partner in DRM programs in Solomon Islands.

II. Strategy

To address the above-mentioned development challenges, the IDRM project will address policy reform and, institutional and operational strengthening at national, provincial and community levels through targeted activities. The DRM project will utilize the structures established under the NDM Plan 2018 to deliver project results while enhancing government and community capacity and efficiency. The Project will strengthen the linkages between disaster management, climate adaptation, disaster risk reduction and environmentally sustainable development by working with and across all four divisions of MECDM.

The project addresses the development challenges through:

- i) Strengthened Government institutions' capacity with improved policy and governance frameworks for inclusive DRM;
- ii) Strengthened sub- national institutional arrangements to coordinate and implement inclusive DRM programs and promote community resilience; and
- iii) Improved national and local level early warning systems, information, and knowledge management systems for DRM.

Proposed interventions build on past, ongoing and planned initiatives and contribute to various policy frameworks listed in section 1.3. Legal, Policy and Institutional Arrangements for DRM. It will also establish synergies with the UNDP portfolio as well as COVID response and recovery support. Given that COVID-19 forms the backdrop of this strategy, the project is designed to be flexible and can reprogram its activities to cater for emerging needs and priorities. Strategic interventions to ensure continuation of response and recovery operations such as a potentially forced NEOC or NDMO relocation or otherwise reorganizing of the workforce to be able to continue tasks required in extreme events may be possible. In addition, the project responds and contribute to the 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.

2.1. Target area

The project will support policy reform, institutional strengthening and infrastructure support at the National level and in five Provinces (i.e., Choiseul, Guadalcanal, Isabel, Western and Makira Province). Community level interventions will be delivered in nine villages across three Provinces.

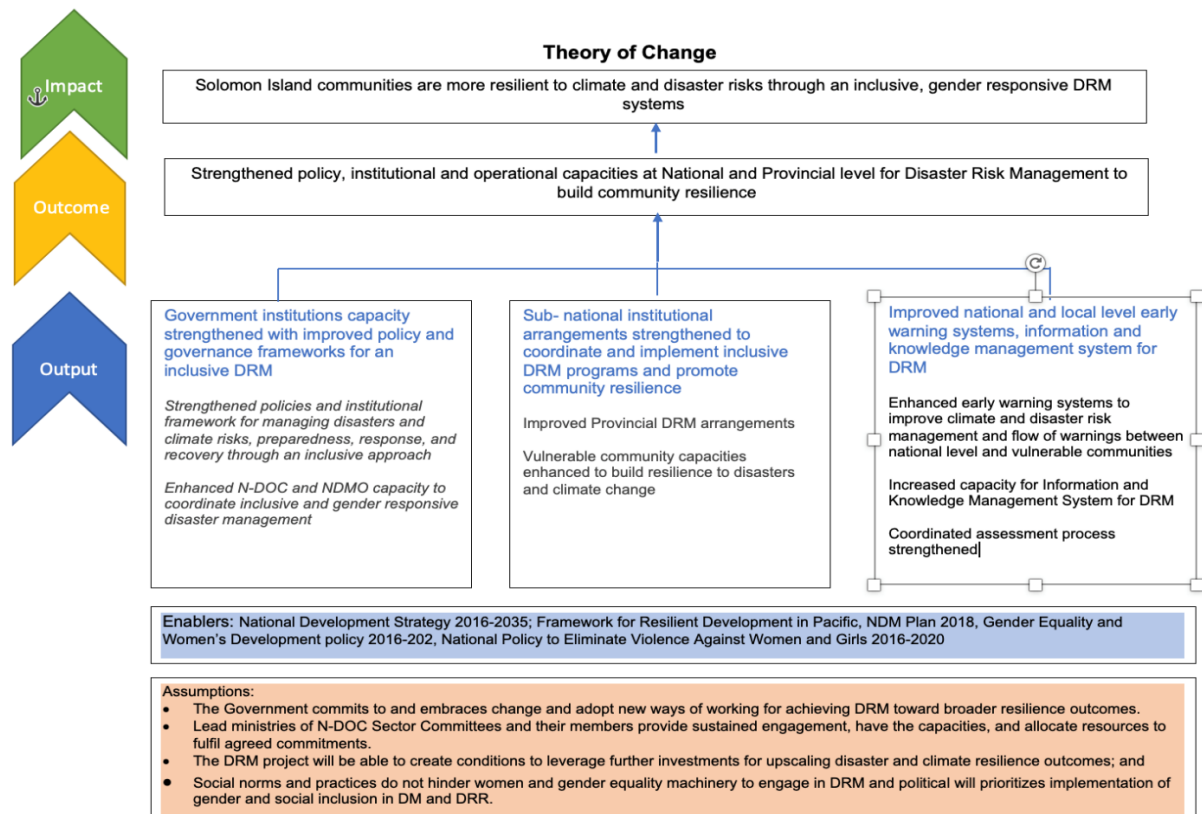
Activity	Location	Beneficiary
Prefabricated Building	Taro, Choiseul Province Buala, Isabel Province	NDMO / PDMOs
Upgrade of Office Premises	Gizo, Western Province Kirakira, Makira Province	NDMO / PDMOs
EOC Support	Choiseul and Isabel	NDMO / PDMOs
Prefabricated/Masonry Building	Honiara	SIMS
Automatic Weather Station (AWS) Installation	Henderson Airport, Guadalcanal Province Garanga, Isabel Province Ringi, Western Province Kirakira, Makira Province	SIMS
Provincial Disaster Management Plans	Guadalcanal, Choiseul, Rennell and Bellona	NDMO/ PDMOs
Basic Office Supplies for PDMO's	All 10 PDMOs	PDMOs

CBDRM in 3 villages / Province	Rennell Island and 2 more Provinces based on IVAs	Ward- TBC
Integrated Assessment	Vulnerability	Three communities in Malaita and Temotu Provinces
		CCD

2.2. Theory of Change

Solomon Islands communities will be more resilient to climate and disaster risks due to strengthened and inclusive DRM systems. The theory of change is based on i) current context, gaps and needs of the Solomon Islands' Disaster Management Risk Management systems, structures and processes as defined in National DM Plan 2018, and ii) aligning as well as contributing towards the implementation of NDS, FRDP, SFDRR and the SDGs. The Theory of Change is based on the assumptions that:

- **If** the existing DRM capacities including preparedness, response and recovery at all levels are strengthened with an improved, inclusive, gender responsive policy and governance frameworks while embracing build back better approaches, **then** it will enable the Solomon Islands to be better prepared to manage both disaster risks and disaster events.
- **If** the communities, with participation of vulnerable and marginalized groups, are able to develop, implement and sustain inclusive, gender responsive resilience building measures and strategies **then** the communities are more resilient to shocks and stresses. Vulnerable groups could include men, women, boys and girls; people with disabilities; the poor and the near poor; ethnic or religious minorities; indigenous communities; the elderly; the sick or infirm; those with low levels of education; as well as cross-sections of these groups (e.g., women with disabilities).
- **If** the climate and disaster risk data and information including early warning are improved and easily accessible by all stakeholders, **then** it will enable institutions and communities to better understand risks and undertake informed decisions to manage climate and disaster risks as well as anticipate, prepare for and respond to disaster events.



2.3. Key Cross-cutting Issues

Gender and Social Inclusion

Gender equality is crucial when managing climate and disaster risk in an inclusive manner. The project recognizes the need to ensure DRM interventions are gender-responsive and socially inclusive at all levels. Through Effective Gender Mainstreaming (EGM), the project will promote gender equality and the empowerment of women and girls in all committees, working groups and teams to improve the overall results and outcomes. In addition, the project will increase awareness on gender issues through advocacy and knowledge products; mainstream gender in all the intended products and specify explicitly gender related concerns including gender-based violence while reviewing and updating legal and institutional frameworks, related guidance, plans and SOPs; promote collection and use of sex and age disaggregated data (SADD); ensure adequate representation and participation of people that are part of vulnerable groups such as women and people with disabilities; and provision of disability and women-friendly spaces. To achieve this the project intends to analyse available data together with special interest groups (e.g., disability advocacy, minority groups) to inform and develop a practical gender action plan to further guide all project activities and its implementation.

Digitalization:

Information and Communication Technologies (ICTs) can play a pivotal role in managing climate and disaster risks. Such technologies facilitate real-time and near real-time flow of information that can support all phases of disaster risk management. A key component of this project involves the use of digital technology to create an interface where provincial disaster management offices, the N-DOC Sector Committees and relevant agencies can access disaster and climate risk information to support decision-making and planning. This includes strengthening the capacity of N-DOC Sectors and the NDMO in the use of digital tools to collect, analyse, store, retrieve and share relevant data and information to support coordination, preparedness, response and recovery, including risk informed development, in line with government's ICT strategy.

III. Results and Partnerships

3.1. *Expected Results*

The DRM project responds to the key priorities and needs identified by the Government and its stakeholders to support a whole of government approach for an inclusive, gender responsive disaster risk management system at national and local level.

The Project will achieve the impact, outcomes and outputs identified in the Theory of Change (Section 2.2) by implementing following activities.

Output 1: Strengthened Government institutions' capacity with improved policy and governance frameworks for inclusive DRM.

There is a need to strengthen systems for disaster risk management by reviewing and updating the legal and policy frameworks to promote and mainstream disaster risk management. This approach will be sensitive to the COVID-19 pandemic and future health related emergencies as well as complex environment and technological disasters.

Activities under this output will also strengthen the governance and planning arrangements for recovery through the build back better approach.

This output will strengthen the role of the NDC to provide policy directions in disaster management, climate and disaster risk management and strengthen linkages to sustainable development practices in close collaboration with stakeholders. This involves working across the four divisions of MECDM and in line its with new corporate plan.

Support to the NDMO will focus on strengthening its planning, monitoring and reporting mechanisms to capture plans and activities of all stakeholders in DRM. It will provide direct technical, advisory and procurement support to the NDMO to ensure it delivers on its mandate to 13coordinate preparedness, response and recovery. This includes capacity building for N-DOC sector committees, NEOC functional teams and trainings for new and existing NERT members. It also focuses on strengthening of the NDMO monitoring capacity of risks through the establishment of national damage and loss reporting and related data bases, the implementation of the NDM Plan 2018 as well as its corporate responsibilities to MECDM.

Activity 1.1: Strengthened inclusive policies and institutional framework for managing disasters and climate risks, preparedness, response, and.

Support will be provided to update / strengthen the legal, policy and institutional frameworks at National level for managing climate and disaster risks through an inclusive, gender responsive approach while being sensitive to the COVID-19 risks and future compounding / concurrent crisis. This includes support towards reviewing the NDC Act and development of national strategy / action plan for DRM in line with the global and regional frameworks. Critically, support will be provided to strengthen institutional arrangements, capacity to mainstream and monitor DRM interventions and knowledge sharing. The following activities are supported.

Activity 1.1.1 Legal and policy frameworks enhanced for inclusive and gender responsive DRM.

- Take stock of existing policies, strategies and plans within key sectors to identify gaps and constraints and provide recommendations to promote an inclusive, gender responsive DRM system.
- Based on the review and lessons learned, support an inclusive review and revision of the current NDC Act (1989) in consultation with stakeholders at national and provincial level.

Activity 1.1.2 Enhance capacity of NDMO for effective coordination and partnership for DRM.

- Strengthen NDC's role in DRM through strengthening of NDMO's role as the secretariat.
- Support the NDMO in the development of National Strategic Plan for DRM, the implementation of the National DM Plan and the Framework for Resilient Development in the Pacific.
- Strengthen the role of N-DOC and its sector committees in operational planning while ensuring gender concerns are integrated in their program cycle.
- Strengthen NDMOs role in coordination and partnership with faith-based organizations and NGOs in DRM.

Activity 1.1.3 Improve capacities to mainstream and monitor DRM interventions.

- Develop sector indicators to benchmark achievements, monitor the implementation of activities contributing towards NDS Objective four, related to disaster risk management, response and recovery.

Support the Environment Conservation Division (ECD) to integrate DRR into the Environment Impact Assessment guidelines and strengthen capacity for enforcement and compliance.

Activity 1.2: Enhanced N-DOC and NDMO capacity to undertake inclusive and gender responsive disaster management.

In line with the NDM Plan 2018, NDMO will develop and set standards for N-DOC Sector Committees while also linking them with the NEOC and its functional teams and the National Emergency Response Team (NERT). The government has in place plans to build a joint warning centre that will bring together agencies dealing with different hazards under one roof. However, this initiative has been outstanding for the past five years due to funding constraints. In the absence of such, the DRM project will continue to strengthen the seven functional teams of the NEOC by linking up the hazard and impact information with preparedness and response planning and further enhance NERT capacities. The following activities are supported.

Activity 1.2.1 Improve infrastructure facilities for effective functioning of the NDMO

- Provide infrastructure and equipment support to the NDMO and NEOC.

Activity 1.2.2. Enhance capacities of NEOC Management Team under N-DOC for gender responsive disaster management.

- Review of the Standard Operating Procedures (SOPs) and available tools of NEOC and the seven functional teams namely i) Assessment and Information Management; ii) Operations; iii) Public Information Management; iv) Logistics; v) Admin / Support; vi) Hazard Advisors; and vii) Planning.
- Setting standards for other sector EOCs and strengthening linkages to the NEOC.
- Establish internal planning, monitoring, and reporting mechanism for the NDMO.

Activity 1.2.3. Enhance capacities of NERT under N-DOC for effective response.

- Support to NERT through development of secretariat, management arrangements, curriculum and engagement with a tertiary institution.
- Organize refresher training for the first batch of NERT including specialized training and train second batch of NERT professionals.

Output 2: Strengthened sub- national institutional arrangements to coordinate and implement inclusive DRM programs and promote community resilience.

The PDCs are responsible for strategic oversight of disaster management arrangements as well as managing disaster and climate risks at the provincial and local levels and for managing non-declared disaster events. Provinces are also required to operate Provincial EOCs with adequate infrastructure, systems, structures, and processes to assist provincial and community level preparedness, response, and recovery. This has been challenging due to lack of resources at the provincial level for DRM as well as governance arrangements at the ward level. Currently, four provinces have developed provincial disaster management plans. At local level, communities are the first responders when disasters strike and their capacity to respond varies considerably. Women, girls and other vulnerable and marginalized communities are impacted disproportionately. Community Based Disaster Risk Management (CBDRM) approaches have been promoted to enhance awareness and to empower these groups to take action and build resilience. The NDMO has developed a CBDRM manual that has been widely used by many organizations. Currently the NDMO does not have any financial resources to support such initiatives.²⁰ Moreover there is realization to make CBDRM programs more inclusive and gender responsive. To further build community capacities there is a need for strong commitment to sustain CBDRM initiatives through PDMOs.

This output plans to address capacity gaps at PDMOs as well as strengthening DRM governance at Provincial and local level. It focuses on support to provincial disaster management offices to enable them to deliver their responsibilities and perform their role as secretariat to the provincial disaster operations committees (P-DOC) and support ward and local level risk management initiatives and strengthen community resilience.

Activity 2.1: Improved Provincial DRM arrangements.

The Project will assist with the finalization of provincial disaster plans in three provinces (Choiseul, Renbel and Temotu) and provide additional human resources to PDMOs to support specific activities. Based on the Provincial plan and needs, the project will support strengthening of PDCs, P-DOCs, Provincial EOC operations and functions. In addition, the project will provide infrastructure support for PDMOs and support establish Provincial EOCs. The following activities are supported.

Activity 2.1.1. Strengthen PDC and P-DOC Arrangements capacities to coordinate gender responsive DRM programs.

- Review and/or develop three provincial disaster management plans (Choiseul, Renbel and Temotu) through an inclusive and gender responsive approach and clearly define role of provincial stakeholders at policy and operational levels.
- Strengthen PDC, P-DOC and PEOC to perform their roles and functions.

Activity 2.1.2. Improve infrastructure facilities and human resources for effective functioning of PDMO.

- Establish and/or upgrade infrastructure for four PDMOs (Choiseul, Isabel, Temotu and Western), including where there is no physical presence.
- Support establishment of two Provincial EOCs (Choiseul and Isabel).
- Provision of additional human resources and supplies to provinces to support provincial disaster management offices in specific tasks to be determined by NDMO and PDMOs.

Activity 2.2: Vulnerable community capacities enhanced to build resilience to disasters and climate change.

²⁰ https://www2.jica.go.jp/en/evaluation/pdf/2019_0800430_4_f.pdf

This project supports PDMOs conduct inclusive community-based climate change and DRM approaches in three locations where IVAs will have been conducted where we rely on CCD, ideally Renbel and Temotu, and build on local knowledge and systems. Activities will be implemented in close collaboration with NDMO, CCD, Red Cross and NGOs. The approach taken will strengthen the linkages between Vulnerability Capacity Assessments and the Integrated Vulnerability Assessments for targeted DRM sites. The focus on ward disaster committees will empower communities to access support for preparedness and response through funding mechanisms at the provincial level. It will also work with NGOs and PDMOs to provide assessment tools to enable ward disaster committees to develop simple funding proposals based on developed templates for relief assistance.

Activity 2.2.1. Support PDMOs to implement inclusive, gender responsive community-based approaches to identifying climate vulnerabilities.

- Review of SI-IVA methodology based on past lessons.
- Build capacity of ministries and PDMOs to undertake Integrated Vulnerability Assessment IVA in targeted locations.
- In collaboration with CCD and PDMOs undertake Integrated Vulnerability Assessment in three locations.
- Support PDMO in developing ward climate/ disaster risks profiles that are gender sensitive.

Activity 2.2.2. Enhance community capacities to manage climate and disaster risk and build resilience.

- Organize awareness and capacity development events to promote community resilience with a focus on inclusion and gender empowerment in DRM.
- Support ward disaster management committees to explore funding access through existing mechanisms.
- Build capacities of ward disaster committees in conducting inclusive, gender responsive community-based disaster risk management programs in targeted communities in close collaboration with PDMOs.
- Support the PDMO in establishing ward disaster committees in targeted communities.

Output 3: Improved national and local level early warning systems, information, and knowledge management systems for DRM.

Effective, timely and appropriate information is key for wide range of actions in all phases of disaster risk management. This includes early warning data and information for preparedness and response and information related to hazards, exposures and vulnerabilities for managing risks. Monitoring of geohazards is challenged by lack of data to provide timely warning. Improved observation and monitoring of weather will result in better understanding on climate, occurrences of hazard and provision of timely and understandable warnings to communities. Currently, four out of ten existing Automatic Weather Stations (AWS) operated by Solomon Islands Meteorological Services (SIMS) are not functional. Through UNDP's RESPAC Project, SIMS has procured new Automated Weather Stations (AWSs) and Automatic Hydrometric Stations (AHMSs). However, due to financial constraints, SIMS has been unable to install the AWS stations.

Data and information encompassing hazards, exposure, and vulnerability as well as past disaster impacts, anticipatory actions, humanitarian responses and recovery projects is critical for effective disaster risk management and coordination. Such information is also paramount for informing community-based programs for targeted awareness and planning. Currently, access to available information is a challenge as data and information are stored in various electronic formats in individual computers across various sector departments and are not easily accessible. Moreover, there is no agreed system for storing and retrieving information required for operational planning or for strategic level decision-making for N-DOC sector committees and PDMOs. In alignment with goal number three of Five Year ICT Strategic Plan 2019- 2023 this project will build on the ongoing

initiative of UNITAR on use of Geographic Information Technology for DRR to support decision making. This includes establishment of capacity on coordinated assessments and reporting. A component of this will build on the Decision Support System (DSS) hosted by UNITAR on behalf of MECDM on disaster and climate risks and complements the Global Risk Assessment Framework (GRAF) that is being rolled out by UN Office for Disaster Risk Reduction (UNDRR).

To improve information and knowledge management systems, this output aims to improve early warning systems and improve information management in partnership with and across relevant government ministries, UN agencies, INGOs and development partners.

As per above, there is no standardised system or database for storing and retrieving information required for operational planning or for strategic level decision-making for N-DOC sector committees and PDMOs. Risk information for community-based programs, awareness for prioritization of target locations a planning is challenging to access with ad-hoc approaches to gathering and compilation of relevant data and information. Building on the current initiatives, the project will partner with relevant UN agencies and Government Ministries to develop an information and knowledge management system. Where required, early warning equipment for generation of raw data, storage systems and use of data in forecasting and development of risk information will be supported.

Activity 3.1: Enhanced early warning systems to improve climate and disaster risk management and flow of warnings between national level and vulnerable communities.

The activity will support early warning of geological and meteorological hazards and will complement past and present initiatives of UNDP. The project will collaborate with the Asia Pacific tsunami project to strengthen the school and broader community tsunami early warning preparedness. The project will also support SIMS observation and forecasting capacity and enhance warning dissemination including other climate services. It leverages and builds on the efforts of RESPAC project and India-UN Development Fund Climate Early Warning Systems (ICLEWS) to widen the coverage of credible data for early warning preparedness through procurement and installation of relevant technology coupled with WMO's impact-based forecast and warning systems tools to improve understandable warning dissemination at community level. The project will support the installation of a prefabricated building for the Forecasting section of SIMS which plays an important role in early warning formulation. Activities will include the undertaking of community drills and development of evacuation plans linked to Activity 2.2. The project undertakes the following activities.

Activity 3.1.1. Enhance SIMS observation capacity and forecasting.

- Support the installation of AWS and AHMS in four identified locations and train the caretakers for equipment maintenance and safekeeping.
- Support the construction of an office for the meteorological forecasting unit and improve IT infrastructure for weather and climate data capture and storage.
- Enhance capacity of SIMS with respect to impact-based forecasting and pilot in one province, ready to scale up thereafter.

Activity 3.1.2. Improve warning formulation and dissemination.

- Review and update dissemination and communication protocols to ensure that warnings are understood and reach all potentially affected communities.
- Tailor warnings according to particular needs, to trigger appropriate reactions from sector entities and communities.
- Organize a training for users from key stakeholders (intermediary institutions) on warning dissemination and a training in the use of climate data for selected sectoral applications including hazards mapping for community-based disaster risk management projects (linked to Activity 2.2.1).

- Develop relevant information, education and communication materials for key sectors that have a specified role to play in geological, climate and weather events and undertake community awareness for improved risk knowledge (linked to Activity 2.2.1).
- Organize training for communities on early warning dissemination and strengthen their capacities to respond to this information (linked to Activity 2.2.1).

Activity 3.2: Increased capacity of NDMO to manage a DRM Information and Knowledge Management System.

To address the challenge of accessing relevant information for decision-making and planning of N-DOC sector committees, PDMOs and stakeholders, the project will support improving information and knowledge management. It aims to achieve it by enhancing the skills and capacities as well as provide relevant equipment and process development to systematically collect and analyse data and information for building resilience. The project will collaborate with UNITAR's Common-Sensing project on development of a decision support system (DSS), training of government counterparts on operational application for geospatial information technology and develop a digital platform to support data and information storage for NDMO and N-DOC Sectors. The project will work closely with UNDRR on the rollout of the Global Risk Assessment Framework and contextualize it to local settings. It is anticipated that this initiative will lead to future development of a system that can be accessible by stakeholders to inform resilience building of Solomon Island communities and institutions as well as identify opportunities for real-time / near real-time information management systems and support digital transformation in line with government's ICT strategy (2019-2023). The project proposes to undertake following activities.

Activity 3.2.1. Technical support for review of information and knowledge management systems for DRM in collaboration with UNDRR and UNITAR.

- Map existing data for climate/ disaster risk, impact and vulnerability data, its storage and accessibility to support the DSS and verify feasibility for a real-time platform for decision making.
- Conduct information and communication needs assessments for DRM based on GRAF and other relevant frameworks.
- Identify policy, legislation and institutional challenges for collecting age, sex and disability data, exchanging data and information management. Recommend ways to address them by establishing principles, key concepts and foster an enabling environment. Including identifying opportunities for digital transformation in line with government strategies.

Activity 3.2.2. Strengthen disaster information and knowledge management systems for DRM.

- Based on the recommendation of Activity 3.2.1, support key elements including data gathering, technology and software, compilation of information and knowledge management systems.
- Training on the use of geographic information technology for DRR for the N-DOC/ P-DOC Sector Committees including those involved in hazards monitoring.
- Support PDMOs on minimum datasets (both baseline and events data) for provincial disaster offices and other resource materials for operational planning and community awareness.
- Develop information and knowledge management products and support its dissemination through appropriate means.

Activity 3.3. Coordinated assessment process strengthened

Building on the data, information and the system established in Activity 3.2, this project will support NDMO and the N-DOC Sector Committees to review existing damage and needs assessment methodologies and tools, enhance capacities for collection of Sex and Age Disaggregated Data (SADD), analysis and build preparedness for recovery capacities. The support will not only improve

data collection, management and sharing but also ensure gender and protection issues and related information are adequately captured.

Activity 3.3.1. Review of existing damage, loss and needs assessment tools and development of coordinated assessment process.

- Review of existing guidelines for Initial Damage Assessment, post disaster needs assessment, detailed sector assessments and provide recommendations for SADD data collection and its institutionalization across all sectors.
- Contextualize the globally available tools to strengthen anticipatory actions and coordinated assessments.

Activity 3.3.2. Enhance capacities for damage assessment and information management.

- Develop and consolidate minimum datasets (baseline and post-disaster data) for PDMOs and N-DOC Sector Committees.
- Training N-DOC Sectors on coordinated assessments and information management.
- Strengthen capacities of Assessment and Information Management working group.
- Training on disaster impact data collection, analysis, and reporting.
- Review of the PDNA methodology.

3.2. Resources Required to Achieve the Expected Results

The project requires financial, human, technical, and managerial resources for successful implementation.

Financial resources: UNDP Solomon Islands has mobilized USD2.7 million to deliver this project over a period of three years. Mobilized resources will be used to procure relevant goods and technical and managerial services. Services will be procured in the form of technical expertise at national and international levels across the Activities. Most of the activities for 2021 are already covered under the current budget from the Initiation Plan which will end on 31 December 2021 and have, as such, not been costed in this Project Document.

Human resources: The project will consist of a project management team, mostly based in the UNDP Solomon Islands Office, supported by consultants (on personnel services agreement basis), as and when required.

Technical resources: Specific technical assistance and corporate resources from UNDP Pacific and Regional Bureau for Asia Pacific will be sought as and when required. The project will be implemented by UNDP under the Direct Implementation Modality (DIM) where capacity on administration, communication, monitoring and evaluation will be the responsibility of the project management core team. In addition, corporate services such as Results Based Management, Finance, Procurement, Human Resources and oversight are utilized to assist the project moving forward. Where required, funds will be transferred to grantees to implement specific activities through relevant funding mechanisms as per UNDP guidelines.

Managerial resources: The management structure and positions are further detailed in Section VIII, Governance and Management Arrangements.

3.3. Partnerships

UNDP is a trusted partner for the Government and has a long-standing partnership with MCEDM and NDMO. It will build on its ongoing partnership at the National level and work with Provincial Governments to promote disaster resilience. Partnerships will be forged and/or deepened with

relevant government ministries and regional and global UNDP offices, UN agencies, Pacific Community, IFIs, private sector and NGOs to leverage support and achieve the project results.

Joint Programming Partnerships: Australian Government's planned Pacific Prepare Programme has committed AUD50 million over the next five years in Pacific Prepare target countries which also includes Solomon Islands. The DRM represents institutional strengthening component of the programme which focuses specifically on the NDMOs and PDMOs. The lessons learned from this project may also guide future use of funds under the Pacific Prepare Programme in Solomon Islands or surrounding countries and other projects with a similar intent in the Pacific.

Partnership for Technical Expertise: One of the three main components for NERT includes forging partnerships with specialized partners to help deliver training. Based on the experience of first NERT training, strategic partnership will be further strengthened with OCHA's UNDAC Section in Geneva (as the provider of UNDAC curriculum from which NERT was developed) and SPC's PIEMA project (as the main focal point under Boe Declaration to establish a similar mechanism at the regional level). Partnership will also be forged with RedR Australia, Emergency Management Australia, New South Wales Fire Service of Australia and other relevant disaster management stakeholders to provide support to NERT.

The development of information and knowledge management systems requires technical input from government ministries with relevant data. Where appropriate, memorandum of understanding will be forged with these ministries to access data. An important partner in maintaining the Decision Support System (DSS) is UNITAR through its Common-Sensing project and UNDRR through its work on GRAF. Partnership will be established with OCHA, UNDRR and UNITAR to support the front end of the project with MECDM. Partnership with UNICEF and UNWomen will support the gender and inclusivity embedded throughout this project.

Partnership for Project Delivery: NGOs in Solomon Islands have a well-established network in Solomon Islands to conduct various CBDRM and disaster management initiatives at the provincial level. Partnerships will be formed with members of the Solomon Islands Network of Humanitarian NGOs to support PDMOs in selected provinces. Solomon Islands Red Cross has a tried and tested model for CBDRM which will be employed by the project in locations with Solomon Islands Red Cross branches and a network of volunteers.

Another partnership for both project delivery and specific technical expertise is envisaged with UNDP's Governance for Resilience (Gov4Res) project, especially in the DRM cross-cutting aspects Gov4Res has similar interest to leverage the intended results and aligns with all efforts within the scope of this project document. Partnering with the Ministry of Provincial Government and Institutional Strengthening (MPGIS) will be forged to move provincial DRM activities forward to further strengthen sub-national DRM arrangements. With many organisations (NGOs, CSOs and faith-based organizations) working with the Government and UNDP in DRM, a list of Potential Partners has been added as Annex 10.6.

Partnership with the Private Sector: Partnerships will be established with the private sector on DRM initiatives and NERT. At local level the involvement of individual and associated producers, commerce and service providers will be encouraged to join the ward/village committees and will also find a responsive partner at the National level.

3.4. Risks and Assumptions

Risk Management will be taken as a regular part of Project Management. It is developed based on lessons learned from previous projects and in particular the project on Strengthening Disaster Risk Management in Solomon Islands. The project assumptions provide a good basis for identifying and developing risk management strategies. The detailed risk log (Annex 10.3) will be entered into project management systems at the start of the project and will be monitored and updated, on- and

off-line, on a six-monthly basis. Risk to the successful delivery of the project fall into following broad categories:

Environmental risks- Disaster events may cause delays in the implementation of the project. To minimize this, activities that involve construction, installations in remote areas and capacity building at provincial level should be conducted outside of tropical cyclone season and early in the project. To the extent possible, all construction and installations will limit exposure to hazardous conditions. The implementation schedule is flexible as to minimize the exposure of project staff and government counterparts to hazardous conditions including diseases. Moreover, the ongoing COVID-19 pandemic and State of Emergency declaration can pose significant challenges for the functioning of government offices, public consultations, and for travel and logistics.

Operational Risks- Community level organizations and individuals may not have the required credentials and resources to meet UNDP's financial and procurement standards. This may cause delay in implementation. To avoid such issues, planning of community level engagements must be done well ahead of the activities. Where possible, this project will assist in building capacity of community organizations to ease future engagements in DRM.

Organization Risks- Staff turnover of key partners may affect project delivery and quality of outputs. Careful and pragmatic prioritization, planning and sequencing of project activities will be undertaken. Seeking additional staff from partners and experts will be considered by the project.

Limited traction from partners: The DRM project will maintain consultations and build relationships with key partners, especially Government. Where required, advocacy and capacity building will be provided to ensure sustainability of project activities.

Crowded DRM Space: The DRM project is also mindful of duplication of activities especially by non- resident agencies and organizations. The DRM project through UNDP will continue to engage in outcome groups, government, and development partners coordination meetings to monitor potential areas of duplication and will ask NDMO to continue to monitor all actors in this space.

3.5. Stakeholder Engagement

The key stakeholders and the main beneficiaries for the DRM project include NDC, MECDM, NDMO, ECD, SIMS, PDMOs, relevant government Ministries and departments that are part of various committees at National and Provincial level, private sectors, the targeted communities and the Australian Government. In addition, UN Agencies, CSOs, NGOs, members of Australian Humanitarian Partnership will be closely engaged in key activities to work towards achieving the relevant SDGs, inclusivity, all advocacy work, and collectively ensuring that we leave no one behind. With a focus on an integrated approach to DRM the project will undertake an inclusive and consultative process with its stakeholders to ensure ownership of activities, avoid duplication of efforts and be able to make informed decisions to steer the project. The project will adapt gender-responsive strategies that address the specific needs of both women and other vulnerable groups to promote and build resilience. Target communities will be selected transparently based on criteria and in consultation with Provincial Governments. At the community level, it will work closely with NGOs and CSOs for awareness and resilience building measures.

3.6. South-South and Triangular Cooperation (SSC/TrC)

The project will facilitate South-South and Triangular Cooperation to enhance knowledge and skills while also sharing the experiences and lessons learned from Solomon Islands with the Pacific Island countries and other countries of similar settings. The DRM Project has a huge potential for contributing through its National Emergency Response Team (NERT) to support disaster response and recovery in other Pacific Island countries. Precedence has already been set by deployment of personnel to Vanuatu during TC Winston in 2015 and to Tonga during TC Gita in 2018 to support governments of both countries. With the development of Pacific Regional Deployment mechanism

through SPC's PIEMA project, valuable lessons from the NERT training can also contribute to establishing the regional team. UNDP is in a unique position to leverage and facilitate sharing of experiences and best practices in the region.

3.7. Knowledge Management

Project communication and visibility will be important to sustain the positive profile of UNDP and the Australian Government on DRM in Solomon Islands. A significant component of the DRM project involves development of knowledge products for different target audiences. Knowledge products will include but not limited to development of a national strategy for DRM, a NERT training curriculum, provincial disaster management plans, DSS tools, information and knowledge management systems and IEC materials. The project will increase visibility through, articles, blogs and news releases published on the website of UNDP and MECDM /NDMO and through other (social) media. After-action review reports, best practices including gender, results and lessons of the project will be consolidated and disseminated as part of the project implementation strategy. Moreover, the products will be made available through proposed knowledge management platform of the NDMO and UNDP platforms. The Terminal Evaluation will be the final knowledge management document that will be shared.

3.8. Sustainability and Scaling Up

The project aims to strengthen the legal, policy and institutional framework, coordination mechanisms for DRM, and the proposed interventions were developed in response to the gaps and needs identified by MECDM, NDMO, SIMS, ECD, CCD and other key stakeholders. Through extensive consultations, activities were further prioritized and validated to ensure alignment with the Government priorities and ownership. Proposed activities focus on building existing national and local capacities for effective and timely service delivery and sustainability. The project support for NERT through the development of secretariat, the curriculum development and the engagement with a tertiary institution aims at sustaining such initiatives. Similarly, the support for the formulation of provisional disaster management plans and community-based initiatives at sub-national level has potential for scaling up. The information and knowledge management system is an area that government can lead and sustain as a risk information service for Solomon Islands Government.

IV. Project Management

4.1. Cost Efficiency and Effectiveness

To achieve the intended outputs, the project will use the Direct Implementation Modality (DIM) to deliver the activities and use resources efficiently and appropriately throughout its duration. The project will ensure that activities are specific and closely linked to expected outputs and a clear logical pathway is established towards achieving the results with a solid monitoring framework. Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP). The project will leverage UNDP's technical expertise to ensure it is kept abreast with the latest knowledge in disaster management, climate and disaster risk reduction and broader resilience and ensure delivery of timely, high-quality outputs in line with international standards. The project will be supported by UNDP's corporate establishment and Operations support will be provided by UNDP Solomon Islands to ensure compliance with the internal control framework of the organization.

4.2. Project Management

The project team will be located under the Resilience and Sustainable Development Team in Solomon Islands sub-office and will be implemented directly. Technical expertise for specific project activities will be engaged on a need's basis. The core project team is composed of a Project Manager, Deputy Project Manager, a Project Engineer, and Finance Associate. All project costs including associated management expenses for the project duration are provided for in the multi-year work plan. The multi-year annual work plan also includes the General Management Support charge that covers the cost for UNDP and is not directly related to the project activities but are necessary as part of the corporate structure, management and oversight costs of the organisation.

Equipment supplies and other property: Ownership of equipment's and other property financed from the project shall be vested in UNDP. Matters related to transfer of ownership by UNDP shall be determined in accordance with applicable policies and procedures of the UNDP.

Reporting: The project will produce quarterly reports for the project period and a final report which includes a narrative and final financial report.

Monitoring: To ensure timely project implementation, the project will produce a project monitoring plan. Refer to Section VI for detailed monitoring plan.

V. Results Framework

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNPS Outcome 1: Climate Change, Disaster Resilience and Environmental Protection: By 2022, people and ecosystems in the Pacific are more resilient to impact of climate change, climate variability and disasters; and environmental protection is strengthened.							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: 1.1 Number of PICTs whose Number of deaths, missing persons and persons affected by disaster per 100,000 people- by age, sex and location has reduced (SG 11.5.1)							
Applicable Output(s) from the UNDP Strategic Plan: 3.3.1 Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender sensitive and risk - informed prevention and preparedness to limit the impacts of natural hazards and pandemics and promote peaceful, just, and inclusive societies.							
Project title and Atlas Project Number: 00127638							
EXPECTED OUTPUTS	OUTPUT INDICATORS ²¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Output 1 Government institutions capacity strengthened with improved policy and governance frameworks for an inclusive DRM	1.1. Number of measures (Law, guidelines, plans and standard operating procedures, tools) developed and /or updated to strengthen gender-responsive DRM <ul style="list-style-type: none"> • DM Law (1989) • National DRM Strategic plan • MECDM corporate plan • SOPs for N-DOC and its Sector Committees • NDMO Change Management 	NDMO, N-DOC Sector Committees, UNDP, other tools and services to measure progress	0	2021	3	2	National gov't surveys, publications, laws gazetted. Risks: Limited coordination among government departments and inability to reach consensus on updated DRM measures within the project timeframe. Such a process takes a long time and can go beyond project timeframe. Covid-19 related disruptions.
	1.2. Number of annual resilience events organized with more than 10% female participation	NDMO, N-DOC Sector Committees, UNDP, other tools and services to measure progress	0	2021	5	10	Event/training reports, Project annual reports, Project progress reports, publications, social and other media Risks: Covid-19 and disaster related disruptions.

²¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.3. NDMO operational capacity strengthened	<i>NDMO, N-DOC Sector Committees, UNDP, other tools and services to measure progress</i>	0	2021	2	4	Number of NDC, N-DOC "Minuted" Meetings and joint events. Risks: Resistance from certain Government departments and agree on the proposed guidance. Covid-19 related disruptions.
	1.4 Number of new or revised measures put in place to strengthen environment compliance and enforcement (guidelines, SOPs, Equipment)	<i>ECD</i>	0	2021	1	2	ECD reports, Project progress reports. Risks: Resistance from stakeholders to agree on the proposed guidelines and processes.
Output 2 Sub-national institutional arrangements strengthened to coordinate and implement gender responsive DRM programs and promote community resilience	2.1 Number of inclusive provincial disaster management plans developed	<i>PDMOs, NDMOs, UNDP</i>	4	2021	6	7	Disaggregated info from NDMO /N-DOC Briefs, media, publications. Risks: No major disaster events occur during the project timeframe. Endorsement of the DM plan by Provincial Government. Covid-19 related disruptions.
	2.2 Number of PDMOs with physical offices	<i>PDMOs, NDMOs, UNDP</i>	1	2021	2	3	Project annual reports, Project progress reports, DM data and publications. Risks: Land availability and cost overrun.
	2.3 Number of CBDRM plans developed	<i>PDMOs, NDMOs, NGOs, UNDP</i>	1	2021	2	3	Project annual reports, Project progress reports. NGO and NDMO reports. Risks: No major disaster events occur during the project timeframe. PDMOs, NGOs and communities are supportive to facilitate the plan development. Covid-19 related disruptions.
	2.4. Number of climate vulnerability Reports / Profiles developed	<i>Climate Change Division, PDMOs, NDMO, UNDP</i>	2	2021	2	3	CCD progress reports, Project annual report, PDMO reports. Risks: Delay in data analysis and reporting of IVA.

	2.5. Number. of total direct beneficiaries from the vulnerable communities with 30% female participation	<i>Climate Change Division, PDMOs, NDMO, UNDP</i>	0	2021	TBC	TBC	Training/event reports, Annual reports, Progress reports. Government publications. Risks: Major disaster events occur during the project timeframe. Covid-19 related disruptions.
Output 3 Improved national and local level early warning systems, information and knowledge management systems for DRM	3.1. Number of AWS /AHMS installed to support improved monitoring of climate hazards	<i>SIMS, UNDP</i>	0	2021	4	0	Project annual reports, Project progress reports. Risks: Land availability, lack of agreement with caretakers and stations damaged due to extreme weather events.
	3.2. Knowledge managements system established and accessible to N-DOC sectors	<i>NDMP, UNDP</i>	0	2021	60%	80%	Technical report, Project annual reports, Project progress reports. Risks: Limited coordination among government departments including data sharing and inability to reach consensus to implement recommendations. Covid-19 related disruptions.
	3.3. Number of MECDM, N-DOC Sector ministries and PDOs trained on accessing knowledge management system. Impact based forecasting training	<i>MECDM, NDMO, UNDP</i>	0	2021	80	20	Training reports, Project Progress reports. Risks: Major disaster events occur during the project timeframe. Covid-19 related disruptions.

VI. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be continuously monitored, guided by the Results Framework (Section V), through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data set against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	NDMO, SIMS, ECD, CCDC	Covered with PMU costs
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.	NDMO, SIMS, ECS, CCDC	Covered with PMU costs
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	NDMO, SIMS, ECD, CCDC	Staff costs
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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	NDMO, SIMS, ECD, CCDC	Covered with M&E costs

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.	MECDM, NDMO, SIMS, ECD, CCDC	Covered with PMU costs
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved 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.	Annually, and at the end of the project (final report)	Potential course correction.	UNDP, MECDM, NDMO, SIMS, ECD, CCDC	Covered with PMU costs
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.	At least every six months	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board	Covered with PMU costs

Evaluation Plan²²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	n/a	3.3.1	UNPS Outcome 1	TBC	UNDP, MECDM, PCDMs	USD 20,000

²² Optional, if needed

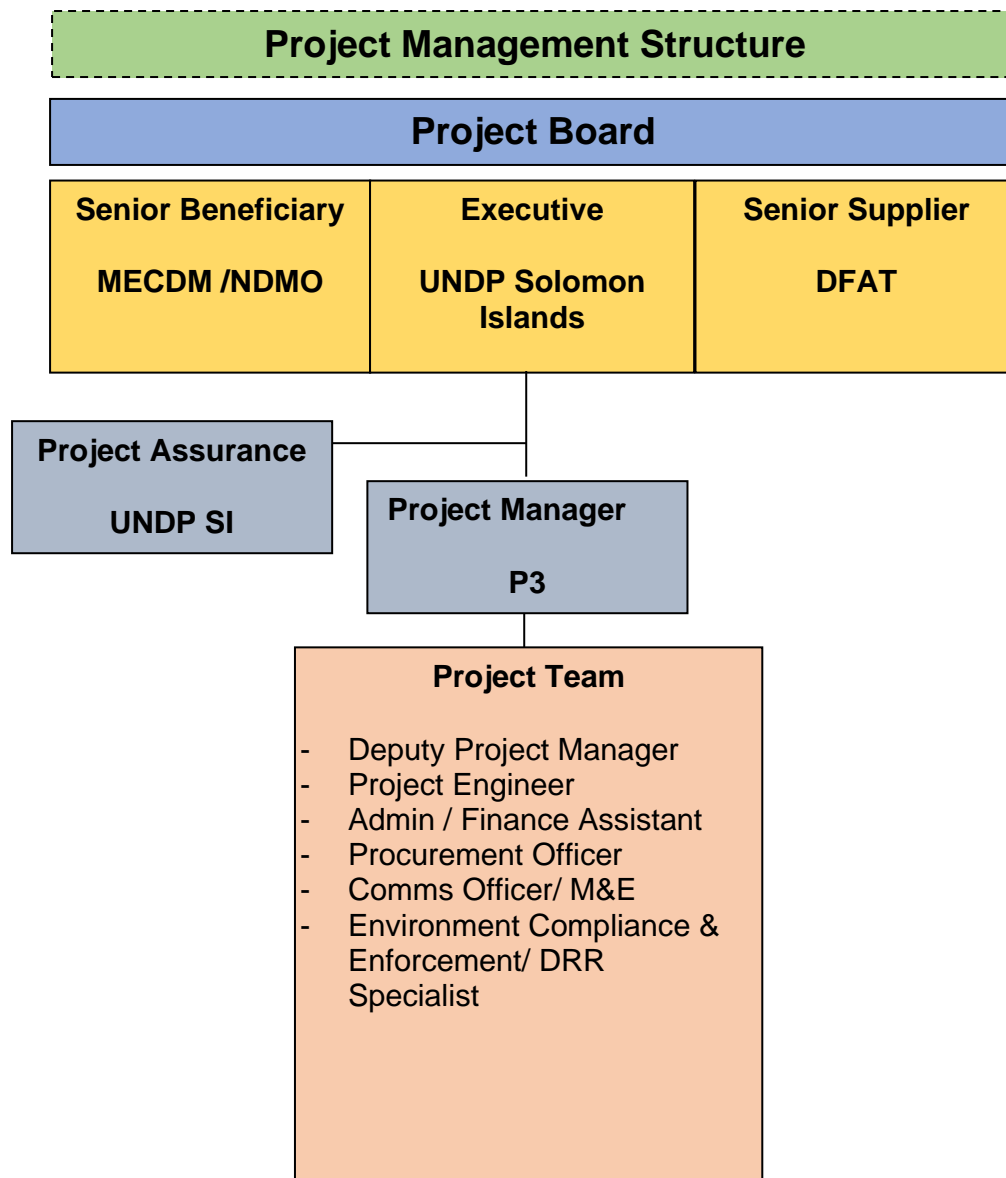
VII. Multi-Year Work Plan 2021 - 2023

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023		Funding Source	Budget Description	Amount
Output 1 Government institutions capacity strengthened with improved policy and governance frameworks for an inclusive DRM	1.1. Strengthened policies and institutional framework for managing disasters and climate risks, preparedness and recovery through an inclusive and gender responsive approach.	0	271,296	92,000	NDMO	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	363,296
	1.2 Enhanced N-DOC and NDMO capacities to undertake inclusive and gender responsive DRM.	55,000	185,000	85,000	NDMO and MECDM	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	325,000
	Sub-Total for Output 1							688,296

	2.1. Improved provincial DRM arrangements to coordinate and implement programs	0	240,000	48,000	NDMO	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	288,000
Output 2								
Sub-national institutional arrangements strengthened to coordinate and implement inclusive DRM programs and promote community resilience	2.2 Vulnerable communities' capacity enhanced to build resilience to disasters and climate change	0	320,000	75,000	NDMO, Climate Change Division	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	395,000
	Sub-Total for Output 2							683,000
Output 3								
Improved national and local level early warning systems, information, and knowledge management systems for DRM	3.1. Enhanced early warning systems to improve climate and disaster risk management and flow of warnings between national level authorities and secondly to the vulnerable communities	40,000	140,000	5,000	NDMO, SIMS, PDMOs, MMERE Geology and Seismology Division	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	185,000

	3.2. Increased capacity of NDMO for information and knowledge management system for DRM	10,000	119,000	47,000	NDMO	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	176,000
	3.3. Coordinated Assessment process strengthened	5,000	181,000	50,000	NDMO	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	236,000
	Sub Total for Output 3							597,000
Output 4								
Project Management Unit established to implement the project and M&E	PMU Operational and resourced	30,000	296,000	150,581	UNDP	Australian Government	25700 - Workshop; Training 61100 - Staff 61300 - Service contractors 71200 - Int'l Consult 71300 - Local Consult 71600 - Travel 72800 - ITC Equip 72200 - Equipment and Machinery 72300 - Goods and Materials 72500 - Office Supplies 72600 - Grants 73100 - Rental/Premises 74200 - AV/Publications 74500 - Misc	476,581
	Sub Total for Output 4							476,581
General Management Support (8%)								195,590
TOTAL								2,640,467

VIII. Governance and Management Arrangements



Project Board: The Project will adopt the Project Board arrangement of the Solomon Islands Technical Support Strengthening Disaster Risk Management project arrangement.²³ The Project Board is responsible for making decisions by consensus, guided and advised by the Project Manager, and recommendation from UNDP and Government Partner. Approval of project plans and revisions are also among the tasks of the Board. In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the Executive. Project reviews by the group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted

²³ <https://www.pacific.undp.org/content/pacific/en/home/projects/strengthening-drm.html>

by the Project Manager for decisions when Project Manager tolerances (normally in terms of time and budget) have been exceeded.

Composition and organization: This group contains three roles:

- **Executive:** The Executive is ultimately responsible for the project, acts as the Chair of the Board, supported by the Senior Beneficiary and Senior Supplier. The Executive’s role is to ensure that the project is focused throughout its cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.
- **Senior Beneficiary:** The Senior Beneficiary is responsible for validating the needs and for monitoring that the solutions will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. The role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.
- **Senior Supplier:** The Senior Supplier represents the interests of the parties which provide funding and or/technical expertise to the project (designing, developing, facilitating, procuring implementing). The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and or donor(s) would be represented under this role.

The Project Board will be composed of following:

Solomon Islands Government	Permanent Secretary, Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)	Board member
	Director, National Disaster Management Office (NDMO)	Board member
	Director, Climate Change Division (CCD)	Observer
	Director, Solomon Islands Meteorological Service (SIMS)	Observer
	Director, Environment Conservation Division (ECD)	Observer
	Deputy Secretary Corporate, MECDM	Observer
	MECDM PMU	Observer
UNDP	Country Manager	Chairman
	Team Leader, Resilience Sustainable Development Unit	Observer
	Integrated Approach to Disaster Risk Management in Solomon Islands, Project Manager	Observer
	Integrated Approach to Disaster Risk Management in Solomon Islands, DRM, Deputy Project Manager	Observer
	Field Support Specialist / Project Engineer	Observer
	Monitoring and Evaluation Specialist(s)	Observer
Australian High Commission	Deputy Head of Mission	Board member
	First Secretary	Observer
	Program Manager	Observer
Advisory Board	Agencies/NGO’s representatives, TBC	Observer(s)

Project Board Terms of Reference and TORs of key management positions are detailed in Annex V.

Project Assurance: The UNDP Country Office provides an oversight and quality assurance role. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensure appropriate management milestones are managed and completed. Project Assurance must be independent of the project manager.

The project oversight and quality assurance will include: 1) financial and audit services to the project, including budget release and budget revisions; 2) oversee financial expenditures against project budgets; 3) ensure that all activities including procurement and financial services are carried out in strict compliance with UNDP guidelines and procedures; 4) ensure that donor reporting is undertaken in line with its requirements and procedures; 6) ensure project objectives achievement and timeliness; 8) contract the end- project evaluation; and 9) trigger additional reviews and/or evaluations as necessary and in consultation with the project counterparts.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. The project will hire a Finance Assistance who will be responsible for ensuring the administrative rules and polices are compiled within the implementation of the project. Since the project will be implemented using the Direct Implementation Modality used (DIM), the Solomon Islands office will provide the necessary support to the project in terms of HR and recruitment, procurement and financial services and will follow UNDP's audit requirements and procedures.

Project Implementation Team (See Annex for Organigram)

UNDP Solomon Islands Office will be responsible for the overall management of the project and the teams. UNDP Solomon Islands 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 core UNDP Solomon Islands team will include a Project Manager, a Deputy Project Manager, a Project Engineer, an Administrative/Finance Assistant, and a Procurement Officer. The project will also benefit from the technical support of staff at the UNDP BRH and UNDP Pacific Office.

Personnel: The project will consist of a core project management team, a team of technical specialist mostly based in the UNDP Solomon Islands Office, supported by consultants to be engaged as and when required. The core Team consists of the following staff positions mentioned below. The full organigram is presented in the annex.

The Project Manager: An international Project Manager will take the overall responsibility of day-to-day project management, administration, decision making and implementation to ensure that the project procedures the results specified in the project document. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document and has both operations and technical responsibilities. The Project Manager will ensure strategic oversight of the project outputs both technical and financial. This oversight will include ensuring the project practices UNDP policies and procedures as sent out in the UNDP Programme and Operation Policies and Procedures (POPP) and due diligence to UNDPs Social and Environmental Quality Standards and how best to utilise project funds to achieve maximum impact. The Project Manager will formulate the Annual Work Plans (AWPs), 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.

The Project Manager will ensure the liaison and coordination with the Project Board, UNDP Solomon Islands Office, the regional agencies, provincial and national government, UNDP and other UN agencies and the donor. The Project Manager will be responsible for communication and public relations and will engage directly with all stakeholders. The Project Manager will ensure

communication offices and public relations staff of relevant regional and national institutions are informed about project advances and relevant issues, ensuring that DRR principles are considered and contribute to the achievement of related Sendai Framework objectives, the SDGs and the Pacific Strategy. Where required the Project Manager will support training of project staff and government counterparts in DRR with emphasis in gender and social protection.

S/he will be responsible for the overall technical supervision, management, implementation, and monitoring of the Project outputs. S/he will review and comment on the technical reports by consultants, 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 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 Deputy Project Manager will support the Project Manager in project planning, implementation, monitoring and reporting. The Deputy Project manager will oversee and coordinate the operations, administration, finance, human resourcing and other services required for successful implementation of the project. The position will manage, prepare and monitor the project budget to ensure it covers all operations cost including human resources, logistics and financial liabilities. The Deputy Project Manager will assist the project manager in compiling different reports including ROAR. Where required undertake field work and other monitoring visits to project sites with government and NGO counterparts.

The Deputy Project Manager will also assist with communicating with public, donors and the government. The Deputy Project Manager also has the responsibility to deputize the project manager and support other regional projects as and when required.

The Project Engineer has responsibility of supporting all civil works and construction related work of the project. She/ He is responsible for designing preparing, scheduling, coordinating, and monitoring engineering activities and in support of the Project Manager and the Project team by formulating technical descriptions and parameters, related budgets, plans and timelines. The position will develop specifications for the project's needed equipment, materials and services and ensures the project's compliance with the applicable codes, practices, policies, performance standards.

The Admin / Finance Officer role 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 UNDP Solomon Islands Office Operations. Key functions include the provision of effective financial, 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.

The Procurement Officer role 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 procurement officer is also responsible for all travel arrangements for the project team.

Communications and Monitoring and Evaluation 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. This position will be cost- shared with other UNDP projects for cost effectiveness.

The Environment Compliance and Enforcement Advisor/Officer will work closely with Environment and Conservation Division (ECD) of MECDM and the Project Manager in particular in mainstreaming climate and disaster risks into the development consent process. The Advisor/Officer will build the capacity of the division to proactively implement the compliance and enforcement mechanisms provided for under the environmental legislation administered by ECD including mainstreaming of gender and social inclusion. The advisor/ officer will also build synergies on climate and disaster risks mainstreaming across other divisions of MECDM.

The Project Officer(s) and short- term consultants will be required for specific DRM Advice and multiple consultants with local expertise will be required to roll out the activities for specific tasks in parallel in the provinces to allow the core Team to coordinate and oversee all activities from Honiara. A team of consultants include but not limited to the following:

- Change Management Specialist for NDMO
- Gender and Social Inclusion Specialist
- Information and knowledge management specialist
- National Emergency Response Team Secretariat
- Integrated Vulnerability Assessments Coordinator
- GIS and Data Management Officer
- Assistant Provincial Disaster Management Officers (Short term) x 4

IX. Legal Context and Risk Management

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Solomon Islands and UNDP, signed on 4 April 1986. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“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

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²⁴ [UNDP funds received pursuant to the Project Document]²⁵ 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/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. 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>).
4. UNDP as the Implementing Partner will: (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.
5. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.

²⁴ To be used where UNDP is the Implementing Partner

²⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract

execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

- 10.1. Project Quality Assurance Report**
- 10.2. Social and Environmental Screening Template**
- 10.3. Risk Analysis / Offline Risk Log**
- 10.4. HACT Micro Assessment- MCEDM**
- 10.5. Project Board and Key Management Positions, Terms of Reference**
- 10.6. Potential Project Partners / Responsible Parties in DRM**
- 10.7. Project Team Structure and Organigram**

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 Principled 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

- **APPROVE** – the project is of sufficient quality to be approved in its current form. 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

For all questions, select the option that best reflects the project

STRATEGIC

<p>1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?</p> <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2
	1	
	Evidence	
	<p>A rating of 2 is selected. The Theory of Change provided in section 2.2 elaborates on the selected pathway with assumptions and how the project (outputs and activities) contribute to the outcome level change.</p>	
<p>2. Is the project aligned with the UNDP Strategic Plan?</p>	3	2
	1	
	Evidence	
	<p>A rating of 2 is selected. The overarching impact of the project is to build resilience to shocks. It directly responds to Development Setting 3-Build resilience to shock and crises and contributes to following signature solutions c)</p>	

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan²⁶ and adapts at least one Signature Solution²⁷. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	<p>Enhance national prevention and recovery capacities for resilient societies.</p>								
<p>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</p>	<p style="text-align: center;">Yes No</p>								
<p>RELEVANT</p>									
<p>4. Does the project target groups left furthest behind?</p> <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. The project aims to improve the outcome by an inclusive and gender responsive approach. It has identified women, girls, ppl living with disabilities and other vulnerable groups and marginalized communities as the target groups.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. The project aims to improve the outcome by an inclusive and gender responsive approach. It has identified women, girls, ppl living with disabilities and other vulnerable groups and marginalized communities as the target groups.</p>	
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Evidence									
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<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. Section 1, 2 and 3 provides key accounts of knowledge and lessons learned and the justification of proposed interventions to address the gaps.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. Section 1, 2 and 3 provides key accounts of knowledge and lessons learned and the justification of proposed interventions to address the gaps.</p>	
3	2								
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Evidence									
<p>A rating of 2 is selected. Section 1, 2 and 3 provides key accounts of knowledge and lessons learned and the justification of proposed interventions to address the gaps.</p>									
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: 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, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area 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, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. The project builds on the Technical Support Strengthening Disaster Risk Management project and the needs identified by MECDM.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. The project builds on the Technical Support Strengthening Disaster Risk Management project and the needs identified by MECDM.</p>	
3	2								
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²⁶ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

²⁷ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<p>with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>									
<p>PRINCIPLED</p>									
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. 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)</i> 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. 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. <i>(both must be true)</i> 1: No evidence that the project is guided by 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>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. The project seeks to improve the DRM systems through an inclusive approach. Refer to SESP for additional information.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. The project seeks to improve the DRM systems through an inclusive approach. Refer to SESP for additional information.</p>	
3	2								
1									
Evidence									
<p>A rating of 2 is selected. The project seeks to improve the DRM systems through an inclusive approach. Refer to SESP for additional information.</p>									
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</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 gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. The project seeks to mainstream gender equality through a gender responsive approach. Refer to Section 1.2, 2.4 and SESP for additional information.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. The project seeks to mainstream gender equality through a gender responsive approach. Refer to Section 1.2, 2.4 and SESP for additional information.</p>	
3	2								
1									
Evidence									
<p>A rating of 2 is selected. The project seeks to mainstream gender equality through a gender responsive approach. Refer to Section 1.2, 2.4 and SESP for additional information.</p>									
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and 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)</i>. 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>A rating of 2 is selected. The project seeks to enhance sustainability and resilience through an inclusive, gender responsive DRM approach. Refer to Section 1, 2 and 3 for additional information.</p> </td> </tr> </table>	3	2	1		Evidence		<p>A rating of 2 is selected. The project seeks to enhance sustainability and resilience through an inclusive, gender responsive DRM approach. Refer to Section 1, 2 and 3 for additional information.</p>	
3	2								
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Evidence									
<p>A rating of 2 is selected. The project seeks to enhance sustainability and resilience through an inclusive, gender responsive DRM approach. Refer to Section 1, 2 and 3 for additional information.</p>									
<p>10. 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 style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td colspan="2"> <p>Refer to Risk Analysis / Offline Risk Log (Annex 3)</p> </td> </tr> </table>	Yes	No	<p>Refer to Risk Analysis / Offline Risk Log (Annex 3)</p>					
Yes	No								
<p>Refer to Risk Analysis / Offline Risk Log (Annex 3)</p>									
<p>MANAGEMENT & MONITORING</p>									
<p>11. Does the project have a strong results framework?</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	2	1					
3	2								
1									

<ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project's selection of outputs and activities are not at an appropriate level; 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. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p>A rating of 2 is selected. Refer to Results Framework (Section V).</p>	
<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. 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)</i>. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</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 style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</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 programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p>	
	<p style="text-align: center;">Evidence</p> <p>A rating of 2 is selected. Refer to Risk Analysis / Offline Risk Log (Annex 3).</p>	
<p style="text-align: center;">EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: 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; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<p style="text-align: center;">Yes (3), Refer to Strategy, Section II</p>	<p style="text-align: center;">No (1)</p>
	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p>	

<p>15. 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. Realistic resource mobilisation plans are in place to fill unfunded components. 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. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 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, but no funding plan is in place. 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. 	<p>Evidence</p> <p>A rating of 2 is selected. Refer to Multi-Year Work Plan (Section VII).</p>	
<p>16. Is the Country Office/Regional Hub/Global Project 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>*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.</p>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>A rating of 2 is selected. Refer to Multi-Year Work Plan (Section VII).</p>	
<p>EFFECTIVE</p>		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>A rating of 2 is selected. Refer to Stakeholder Engagement (Section 3.5)</p>	
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	<p>Yes</p>	<p>No</p>
<p>19. 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>(3)</p>	<p>(1)</p>
<p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	<p>Yes</p>	<p>No</p>
	<p>(3) (1)</p> <p>Evidence</p> <p>Refer to Stakeholder Engagement (Section 3.5)</p>	
<p>SUSTAINABILITY & NATIONAL OWNERSHIP</p>		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the 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/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>A rating of 3 is selected. The project was developed in close collaboration with</p>	

	MECDM. Refer to Section I, II and III.	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. 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: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	3	2
	1	
	Evidence A rating of 2 is selected. The project capacity building activities have been identified based on consultation with MECDM and based on both the Climate Change and Disaster Risk Finance Assessment, 2018 and the Climate Change and Disaster Risk Finance Assessment was guided by the Pacific Climate Change Finance Assessment Framework (PCCFAF) assessment. Further needs assessment will be carried out for specific intervention. Refer to Section I, II and III.	
22. 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?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)

Annex 10.2 Social and Environmental Screening Template

Social and Environmental Screening Template (2021 SESP Template, Version 1)

Project Information

Project Information	
1. Project Title	Integrated Approach to Disaster Risk Management in Solomon Islands
2. Project Number (i.e. Atlas project ID, PIMS+)	00127638
3. Location (Global/Region/Country)	Solomon Islands
4. Project stage (Design or Implementation)	Implementation
5. Date	01 November 2021

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

QUESTION 1: How Does the Project Integrate the Programming 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 aims to integrate the following key elements of SES Programming principles – leave no one behind, gender equality and women’s empowerment, sustainability and resilience, and accountability. This will be achieved through

- adapting an inclusive and gender responsive approach in key project activities such as review and updation of NDM Act, National DRM Strategy, SOPs for N-DOC and Sector Committees, formulation of Provincial Disaster Management Plans, CBDRM at community level, early warning information and dissemination.
- addressing physical, social and environmental vulnerability and mainstreaming of those in relevant interventions (legal, policy, strategies, plans and community level i).
- ensuring relevant stakeholders are made aware of their responsibilities in the broader institutional arrangements.
- incorporating the key elements as part of the capacity development interventions.

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

The project has recognized the need to ensure DRM interventions are gender responsive at all levels. Based on the available gender related information, following key interventions have been identified to increase gender equality and women’s empowerment through: i) increase awareness on gender issues through advocacy and knowledge products, ii) undertaking gender responsive approach while reviewing and updating legal and institutional frameworks, iii) related guidance and SOPs, promote collection and use of sex and age disaggregated data (SADD), iv) ensuring adequate representation and participation of women in key activities. Results framework have explicit indicators related to gender. Successful implementation will contribute to gender equality and empowerment of women and improve the overall results and outcomes

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project overall aims to strengthen policy, institutional and operational capacities at National and Provincial level for DRM to build community resilience. Proposed interventions specifically address existing gaps and barriers and promotes and mainstreams sustainability and resilience. Activities include review and updating of the NDM Act, development of a National DRM Strategy, integration of DRR into Environment Impact Assessment guidelines, formulation of Provincial Disaster Management Plans, CBDRM, timely early warning information and dissemination, and capacity development.

Briefly describe in the space below how the project strengthens accountability to stakeholders

Through an inclusive feedback approach during and after activity implementation and by addressing the gaps and barriers in the legal and institutional frameworks, improving the enabling environment and clarifying the stakeholder responsibilities, the Project aims to strengthen the accountability mechanism for disaster risk management in Solomon Islands. In addition, through the annual resilience building stakeholder dialogue, it aims to provide recommendations to improve the DRM system.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	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 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood (1-5)	Significance <i>(Low, Moderate, Substantial, High)</i>	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: The project potentially involves areas subject to common hazards such as earthquakes, floods, landslides, tropical cyclones and heavy rainfall, storm surges, tsunami or volcanic eruptions	I = 3 L = 4	Moderate	The project interventions will be implemented at high-risk areas to minimize current and future risks and build resilience to disasters.	The likelihood and impact of vary for different hazards and geographical locations hence investment made in output three of this project helps towards understanding and mitigating the impacts of identified risks.
Risk 2: The project potentially involves outputs and outcomes sensitive or vulnerable to potential	I = 2 L = 3	Low	The project interventions (activities and outputs) aim to increase the	

impacts of climate change or disasters.			resilience to impacts of climate change and disasters.		
Risk 3: the Project or portions of the Project will be located on lands and territories owned by indigenous peoples	I= 1 L= 5	Low	Majority of communities in Solomon Islands are indigenous people that are the beneficiaries of the project. The project will support small infrastructure for Government at SIMS and Provincial level such as automated weather stations that may be on indigenous land.		
QUESTION 4: What is the overall project risk categorization?					
Low Risk <input checked="" type="checkbox"/> Overall risk is low					
Moderate Risk <input type="checkbox"/>					
Substantial Risk <input type="checkbox"/>					
High Risk <input type="checkbox"/>					
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)					
Question only required for Moderate, Substantial and High Risk projects					
<u>Is assessment required? (check if "yes")</u>		<input type="checkbox"/>	<input type="checkbox"/>	<i>Not applicable as project is low risk</i>	<i>Status? (completed, planned)</i>
<i>if yes, indicate overall type and status</i>		<input type="checkbox"/>	<input type="checkbox"/>	Targeted assessment(s)	
		<input type="checkbox"/>	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	

		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if “yes)	<input type="checkbox"/>		
	<i>If yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)	
	Overarching Principle: Leave No One Behind			
	Human Rights	<input checked="" type="checkbox"/>		
	Gender Equality and Women’s Empowerment	<input checked="" type="checkbox"/>		
	Accountability	<input checked="" type="checkbox"/>		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input checked="" type="checkbox"/>		
	2. Climate Change and Disaster Risks	<input checked="" type="checkbox"/>		
	3. Community Health, Safety and Security	<input checked="" type="checkbox"/>		
	4. Cultural Heritage	<input type="checkbox"/>		
	5. Displacement and Resettlement	<input type="checkbox"/>		
	6. Indigenous Peoples	<input checked="" type="checkbox"/>		

	7. Labour and Working Conditions	<input type="checkbox"/>	Contractual conditions will be put in place as safeguards
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	Where necessary this will be prevented

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
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	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind	Answer (Yes/No)
Human Rights	
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ²⁸	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on 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
P.12 exacerbation of risks of gender-based violence?	No

²⁸ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, 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 and transsexual people.

<i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
<i>Would the project potentially involve or lead to:</i>	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
<i>Would the project potentially involve or lead to:</i>	
1.1 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 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) 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 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
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12 handling or utilization of genetically modified organisms/living modified organisms? ²⁹	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ³⁰	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
<i>Would the project potentially involve or lead to:</i>	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Yes

²⁹ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

³⁰ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	Yes
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping 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
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	Yes
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to 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
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	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	risk of forced evictions? ³¹	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	Yes
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to 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 screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the 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	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No

³¹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	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
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

OFFLINE RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Disasters affecting Solomon Islands	(Nov 2021- June 2023	Environmental (Operational)	Interruption and delay of project activities due to non-availability of government officials and community. Health and safety of project staff. P=4 I =3	Project activities are frontloaded to mitigate impact of seasonal disasters such as tropical cyclones (Nov-May) while project staff are to observe early warning messages from mandated government institute and UNDSS. All field trips are to have security clearance.	Project Manger	UNDP		
2	Civil unrest	Nov 2021- June 2023	Operational Organizations Political Other (staff safety)	The project activities will be disrupted due to limited availability of government staffs, travel restrictions and safety considerations. P= 2 I = 3	To closely follow UN DSS / Government assessments. Seek UNDP SMT guidance. Establish close coordination with Government counterpart.	Project Manager	UNDP		
3	Lack of stakeholder commitment and engagement in the project implementation	Nov 2021- June 2023	Strategic (stakeholder relations)	Delay in project implementation and ownership of the outcome. P= 2 I =3	Continuous engagement with key stakeholders through NDMO and related committees. Advocacy with NDC and N-DOC for support.	Project Manager	UNDP		

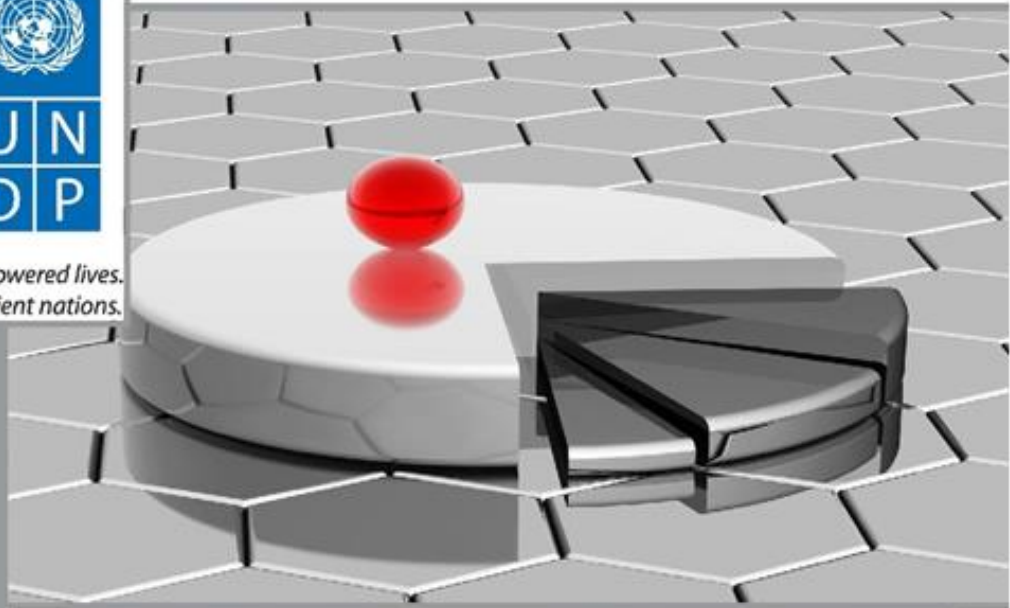
4	Potential resistance from stakeholders on agreeing to the key outputs	Nov 2021- June 2023	Strategic (Operational)	Delay in endorsement of the outputs and operationalizing them. P= 1 I= 3	Revisit stakeholder engagement approach and to have regular dialogue with the parties affected and address their concerns through relevant authorities and channels.	Project Manager	UNDP		
4	If there is a COVID-19 outbreak and related restrictions are imposed, then this would delay implementation of all activities	Nov 2021- June 2023	Environmental Operational (Procurement and Delivery)	Travel disruptions including international experts. Disruption of project implementation resulting in delays. Staff health and safety. Diversion of government counterparts focus to COVID-19 response. P=4 I = 4	Based on the graded response for case scenarios, adjustments will be made for the implementation of the activities. Staffs to strictly observe COVID protocols and get vaccinated.	Project Manager	UNDP		
5	Government staff availability, capacity and turn over	Nov 2021- June 2023	Operational (Implementation)	Delay in project implementation and also limited capacities. P= 2 I = 3	Request relevant government agencies to nominate staff (alternative and replacement) for the project activities. Based on the needs, organize capacity development activities.	Project Manager	UNDP		
6	Procurement delays especially on installation works	Nov 2021- June 2023	Operational (Procurement)	Affecting the procurement of goods and services and delay in implementation. P= 2 I = 3	Develop detailed procurement plan (consultants, goods and services) during the inception stage of the project and to work closely with the operations team.	Project Manager / Dy. Project Manager / Procurement Officer / Finance Associate	UNDP		

7	Availability of Equipment from Suppliers	Nov 2021- June 2023	Operational (Delivery)	It will delay installation and affect timeline of project delivery P= 2 I = 3	Mapping of preferred supplies and/or existing suppliers and internal arrangements based on best practices consistent with UNDP Procurement guidelines	Project Manager / Procurement Officer	UNDP		
8	Execution delays of contractors and consultants	Nov 2021- June 2023	Operational (Delivery)	Delay in installation of equipment. P= 2 I =3	Due to uncertainty with COVID-19, construction and installation of equipment's are to be carefully planned during inception of the project in close collaboration with relevant Government departments.	Project Manager / Procurement Officer	UNDP		
9	Lack of ownership and engagement from the beneficiary communities	Nov 2021- June 2023	Operational	Delay in implementation of community-based disaster management activities and pilot on early warning dissemination. P= 2 I =3	Communities will be selected based on criteria and in consultation with Provincial Government. Continuous engagement and dialogue with the community leaders and NGOs.	Project Manager	UNDP		

Annex 10.4 HACT Micro Assessment – MCEDM

Direct implementation is envisaged with main Partner, thus report is not required nor included here but available upon request.

United Nations Development Programme



Pre-final Report for Micro Assessment of Ministry of
Environment, Climate Change, Disaster Management &
Meteorology, National Government of Solomon Islands

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Annex 10.5 Project Board and Key Management Positions, Terms of Reference

Project Board ToRs:

In addition to Section VIII, the specific responsibilities of Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the Project Manager.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks.
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
Assess and decide on project changes on Project Manager's advice, through revisions.

Key Management Positions' ToRs:

a) Project Manager/ Technical Adviser (PM/TA; international staff)

Specific responsibilities of the Project Manager / Technical Adviser includes:

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiate activities, including drafting of TORs and tender documents;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Provide technical inputs into the work of the multi-stakeholder coordination mechanism at all levels and other relevant institutions.
- Advise on key policy and legal issues pertaining to the project; engage on and contribute to policy dialogues on all levels, including the national level;
- Devise participation strategies that involve the Government, community, local NGOs/CBOs;
- Coordinate program implementation with executing/implementing agencies and monitor project progress, delivery and results;
- Build strategic partnerships for and in the implementation of the UNDP resource mobilization strategy.
- Prepare funding proposals and briefing documents for donors and other agencies, organize donor and partner briefings for resource mobilization.
- Provide technical expertise and guidance to all project components and manage all publications and communications.
- Specifically responsible for the technical input into the development of all outcomes; includes carrying out critical project activities with the project team and/or with the support of international specialists and national experts as appropriate;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log.

- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance.
- Prepare the Annual Review Report and submit the report to the Project Board.
- Annual Performance Report (APR)/Project Implementation Review (PIR);
- Prepare the AWP for the following year, as well as Quarterly Plans if required.
- Update the Atlas Project Management module if external access is made available.
- Review technical reports.
- Coordinate with the Government counterparts and various stakeholders for effective coordination and policy dialogue in the field of Disaster Risk Reduction.
- Monitor project progress and ensure timely programme delivery on the ground; and
- Ensure that technical contracts meet the highest standards; provide input into development of Terms of Reference for sub-contracts, assist with selection process, recommend best candidates and approaches, provide technical peer function to sub-contractors; provide training and backstopping were necessary.
- Where required provide technical input to training of project staff and government counterparts in DRR with emphasis on gender and social inclusion.

b) Deputy Project Manager (National staff)

Specific responsibilities of the Deputy Project Manager include:

- Support the PM/TA in the coordination of the implementation of planned activities under the project as stipulated in the project document/work plan.
- Oversee the and coordinate the operations, administration, finance, human resourcing and other services required for successful implementation of the project.
- Manage requests for the provision of financial resources by UNDP, e.g., advance of funds, direct payments, reimbursement.
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis
- Support PM/ TA in preparation of annual and quarterly work plans
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Assist the PM/TA in the development of an effective project M&E plan; jointly design and implement M&E activities.
- Undertake regular reporting in line with project management guidelines.
- Assist PM/TA comply with donor reporting requirements, assist in report preparation, both narrative and financial aspects; and
- Undertake field work and monitoring visits to project sites with government and NGO partners.
- Deputize the project manager

c) Project Engineer

Specific responsibilities of the Project Engineer include:

- Responsible for all civil works and construction related activities of the project.
- Prepare, scheduling, coordinate, and monitor all engineering activities.
- Formulate project parameters including Terms of References for civil works and construction related activities.
- Interact with government and communities, interpret their needs and requirements, and transform to detailed activities.
- Perform quality control tasks on budgets, plans and timelines and create a M&E Plan.
- Advise and communicate with the project manager and other stakeholders, including contractors (individual or company) to ensure quality and sustainability and timely advise,

- and initiate the necessary and agreed corrective actions;
- Lead the discussions with procurement team on correct specifications of goods and services required to achieve related tasks.
- Develop specifications for the project's needed equipment, materials and services; and
- Ensure the project's compliance with the applicable codes, practices, policies, performance standards, and specifications including individuals and companies working for the project.

d) Project Admin / Finance Assistant (National staff)

Specific responsibilities of the Project Admin/Finance Assistant includes:

- Set up and maintain project files.
- Collect project related information data;
- Update finance and admin plans to support technical deliverables;
- Administer Project Board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Responsible for procurement;
- Under guidance of the PM, provide inputs into the preparation of project working plans and financial plans, as required by Government and UNDP, in collaboration with project staff;
- Ensure proper management of funds consistent with UNDP requirements, and budget planning and control;
- Responsible and accountable for financial reporting;
- Establish and maintain list of stakeholders with contact details; and
- Support travels, meetings and events.

e) Procurement Officer (National staff)

Specific responsibilities of the Procurement Officer includes ensuring:

- Elaborate on and implement of procurement operational strategies;
- Manage procurement processes effectively and confidently with minimum supervision;
- Analyze requirements and synthesize proposals for cost saving and reduction strategies.
- Timely and duly prepare procurement plan and monitoring of the implementation;
- Implement of sourcing strategy and e-procurement tools; and
- Facilitate relevant knowledge building and knowledge sharing;

f) Communications and M & E Officer

Specific responsibilities of the M&E Officer include:

- In collaboration with the DPM, produce monthly project progress reports highlighting achievements, challenges, gender mainstreaming process (extent) and the next steps;
- Monitor, document and synthesize project implementation, results and lessons learnt and the sharing thereof through various media; and
- Work with relevant Implementing Partners, Organisations representing Vulnerable groups and Media.

- Prepare and conduct a communication needs assessment for the Project;
- Provide information for elaboration of Project communications and outreach strategy based on the corporate communications strategy.
- Develop communication materials for marketing and awareness-raising campaigns, including briefing materials and press releases in coordination with the Project Manager;
- Review of Project reference materials, identification of reference materials for retention;
- Develop the communication and media activities and related work plans;
- Plan, implement and monitor communication and media activities, including monitoring and collecting electronically all relevant national news;
- Support the development of all project related material and publications; and
- Support the Project Manager in the preparation and finalization of reports.

g) Environment Compliance and Enforcement Advisor/Officer

The responsibility of the Environment Compliance and Enforcement Advisor include the following:

- Assist with assessment of current capacity gaps at the Environment and Conservation Division.
- Develop and test a framework for compliance and enforcement for ECD including development of standard operating procedures and recommendations for legislative amendments.
- Support the development of training materials and conduct desktops and field-based training for ECD staff and relevant stakeholders on compliance and enforcement.
- Develop and/ or maintain partnerships with local, regional and international organizations, local and national government, professional and peer networks.
- Identify a suite of recognized and appropriate environment standards for aquatic and terrestrial and low atmospheric environment.
- Develop a context specific appropriate multi-criteria assessment tool to assess available and globally recognized environment standards and recommend for adaptation by ECD to guide monitoring of aquatic (freshwater and coastal waters), terrestrial and low atmospheric environment.
- Support the enhancement of environmental governance
- Where applicable build synergies on disaster and climate risk across all divisions of MECDM.

Annex 10.6 Potential Project Partners / Responsible Parties in DRM

(List all potential partners to avoid the need to advertise for activities to be implemented)