

Project Proposal: Support to Solomon Islands Disaster Management and Response capacity, including the COVID-19 crisis response (duration 24 months).

Background

Solomon Islands is highly prone to natural hazards and the adverse impact of climate change. The country has experienced numerous natural disasters in recent past, including the Tropical Cyclone Harold in April 2020, which resulted in significant losses to livelihoods, the economy, and development overall. Current global outbreak of the Covid19 adds further complexity and represents a major challenge to Solomon Islands' capacity to cope, manage and respond to the multiple crises.

In 2018, the Government of Solomon Islands endorsed a revised National Disaster Management Plan which sets the institutional arrangements for managing disasters. The Plan provides guidance on coordination and management arrangements at the national and provincial level and sets the overarching policy framework for all hazards preparedness, response and recovery. Importantly, the document reinforces the important role of the private sector, NGOs and development partners. To date, the National Disaster Management operational arrangement has been the main institutional framework for preparing and responding to seasonal hazards as well as major emergencies, including the COVID19 crisis.

The Australian Government is the key development partner to Solomon Islands, including in the area of Disaster Risk Management and Response (DRR). Australia has supported the work of the National Disaster Management Office and other relevant institutions in beefing up existing capacity, including through the technical advisory project led by the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) and UNDP. Since 2016, with the financial support from Australia, the project undertook a comprehensive review of the 2010 National Disaster Risk Management Plan, by bringing together all relevant stakeholders. This effort culminated in the formulation and adoption by the Cabinet of the new NDM Plan in early 2018. Furthermore, in late 2018, the project started the implementation of the key priorities of the Plan at the national as well as provincial level. For instance, the project helped operationalize six sector committees foreseen in the NDM Plan and enhanced technical capacity within the National Emergency Operations Centre (NEOC). The project also provided financial and technical support to set up organizational structure, operational arrangements for disaster preparedness and response in four provinces.

In partnership with the Secretariat of the Pacific Community, and financial support of Australia, the National Emergency Response Team (NERT) initiative was officially launched in September 2019 as a complementary activity to strengthening of the National Emergency Response Centre and its functional teams. The NERT initiative became one of the best global practices in localizing the UN Disaster Assessment and Coordination (UNDAC) methodology.

In addition to supporting the institutional capacity development within the NDMO, Australia has also supported the UN agencies (UNDP, OCHA, WHO) on several other initiatives, including Managing Risks Associated with Gold Ridge Mine Tailings Storage Facilities (TSF) implemented in 2016- 2018; support to disaster response in the aftermath of a 7.8 magnitude earthquake in Makira Province in December

2016, and the subsequent recovery initiatives; and the oil spill caused by the grounding of MV Solomon Trader on Rennell Island in 2019.

The abovementioned initiatives and financial support were critical in assisting the National and Provincial Disaster Management Offices to coordinate and manage Government's response during past disaster situations and provided important lessons for further improvement. However, the currently unfolding COVID19 crisis, coupled with the recent TC Harold that hit the country, pointed to existing institutional gaps that require urgent attention and continued support to ensure an effective and coordinated whole-of-government crisis response. Support to broader governance of disaster prevention, preparedness, response and recovery planning role, led by line ministries through the six sectoral committees, in tandem with NDMO, is needed.

COVID19 Preparedness and Response:

The threat of COVID19, including the declared state of national emergency, have tested the existing institutional arrangements under the National Disaster Management Plan 2018. The revision of the National Disaster Management Plan and development of Standard Operational Procedures of the National Emergency Operations Centre, the Sector Committee of the National Disaster Operations Committee (N-DOC) and the training of the National Emergency Response teams, which were supported by the DFAT funded project described above, helped ensure minimum level of operations and coordination within institutions. These include:

- Daily coordination meeting by the National Disaster Operations Committee which feeds recommendations to the Joint Oversight Committee on COVID-19 led by the Prime Minister's Office. The improved institutional coordination under N-DOC Sector Committees was evident during the development of the N-DOC COVID-19 Preparedness and Response Plan.
- The training of the National Emergency Response Team in 2019 produced 37 well trained disaster managers in needs assessments, general coordination, civil/military coordination, information management, humanitarian leadership and situational awareness. These critical skillsets helped fill capacity gaps at various coordination hubs.
- Deployment of the National Emergency Response Teams to Camp Management operations centre, Honiara City Council, Guadalcanal Province and Health Emergency Operations Centre. A roster of trained personnel is now in place for support to the overstretched capacity of NDMO and Provincial Disaster Offices.
- Implementation of the National Disaster Management 2018 in seven provinces including Honiara city provides the basis for COVID-19 planning at the provincial levels. Establishment of Provincial Emergency Operations Centre to support response at the provincial level is supported by training conducted earlier.

However, the COVID19 situation has also revealed major deficiencies in the level of preparedness, coordination and technical capacity within the institutions. The NDMO, which has been tasked to lead Government's efforts in preparing for the crisis outbreak, is stretched beyond its usual capacity and is facing multiple challenges to keep up with the COVID19 response priorities, while at the same time, ensuring proper attention to other non-COVID19 related disasters such as cyclones, landslides, floods, and alike. Moreover, COVID-19 situation showed that the level of preparedness across provincial level institutions was not adequate to cope with the increasing risk of a potential outbreak. Apart from limited health infrastructure and personnel to conduct provincial response, there is also limited capacity overall coordination and response planning.

Existing Disaster and Crisis Management Capacity

Over the past five years, the NDMO has gone through institutional reform process. An organizational structure, with proposed new positions, was developed in 2017 to support the implementation of the revised National Disaster Management Plan 2018. However, due to lack of funds and other reasons, only a handful of new positions was filled, and many key functions remain vacant. Despite its significant mandate, NDMO consists of only 27 staff members, with 19 based at the headquarters in Honiara while 8 are assigned to the provincial level. The annual budget of NDMO is around 1.3 million SBD (USD162, 500), which has been significantly reduced over the past two years with almost no allocation foreseen for conducting disaster preparedness, training, planning and other important activities.

In the absence of key staff members (some of whom are on study leave overseas), NDMO's ability to deliver on its mandate during emergencies is significantly compromised. Due to shortage of qualified staff, the NDMO Director, is currently serving beyond his retirement age, to manage the on-going crisis, train senior staff and fill other technical gaps within the office. With the current staff shortage, NDMO had to relocate provincial staff to the national level to help in COVID19 and other emergency response tasks.

The capacity and effectiveness of N-DOC Sector Committees to support coordination and disaster risk management initiatives varies across each sector. For instance, the livelihood sector committee, led by the Ministry of Agriculture and Livestock, has a wide scope and mandate to focus on food security, forestry, tourism and even private sector. Without adequate human and financial support, this sector is struggling to fill the multiple needs, caused by the socio-economic impact of COVID19 crisis. The livelihood sector committee is closely linked to the role Recovery Coordination Committee and in most cases is responsible for supporting the transition to recovery following a disaster.

The NEOC – a body in charge of facilitating a multi- sector whole of government response – is understaffed and cannot perform the expected function effectively.

The NERT mechanism, that draws on existing human capacity across government agencies, could provide the much-needed capacity during situations of crisis; however, this relatively new concept requires further strengthening, including through expert training and investments to make it fully operational.

Proposed intervention:

This proposal calls for continued technical and financial support along two interconnected tiers:

- i) the continuation of institutional capacity development, coordination, planning and policy advisory support to consolidate the establishment of a robust and resilient Solomon Islands disaster management and response structure capable of delivering whole of a government response at national and provincial levels; and
- ii) immediate assistance in relation to the multifaceted COVID19 crisis, led by NDMO and sector committees,

The activities and needs outlined below are based on the discussions, lessons learned and on-going activities of OCHA-UNDP project to support NDMO, including in the recent COVID19 response and recovery efforts. They can be easily adapted to the changing situation and scaled according to meet specific demands that may emerge in the course of implementing the new project, in close consultation with the national partners and the donor.

1. NDMO is well resourced to support coordination of multisectoral interventions at national and provincial level. This includes support to common services, NERT, short-term staff.

The National Disaster Management Plan 2018 is the key instrument that outlines critical capacities, processes and institutional arrangements needed for effective management of disaster and crisis situations. It also emphasizes the central role of NDM structures, including NDMO, NEOC, NDC, NDOC and the NDOC Sector Committees. The NDMO maintains the engine room of the national Disaster Management Arrangements and plays a critical role in guiding its implementation but is currently understaffed with some of its key personnel being away on educational leave overseas or positions being unfilled due to shortage of funds. NDMO operational budget for 2020 has been slashed by 75% due to funding limitations within the SIG to respond to the COVID19 crisis and seasons hazards e.g. Tropical cyclone Tino (January 2020), Tropical Cyclone Harold (April 2020) and smaller scale floods caused by heavy rain.

Core functions of NDMO need to be maintained for it to serve the broader Disaster Management Arrangements and deliver on its mandate of coordination. It specifically needs to maintain the following:

- Secretariat role to NDC and N-DOC
- Host of the National Emergency Operations Centre and its seven functional teams
- Liaison role with the provinces through the Provincial Disaster Offices and support provincial level arrangements through development of provincial level plans and establishment of provincial emergency operations centres.
- Liaison with the N-DOC Sector Committee and maintaining joint preparedness exercises
- Secretariat and the host of the National Emergency Response Team (NERT)

Those core areas of responsibilities are key to minimum level of preparedness and better coordination regardless of the scale and the type of disaster.

This requires certain activities to take place on an annual basis or as and when the need arises:

- Normal operational upkeep of NDMO
- Improved business continuity of NDMO
- Strengthening of the response program cycle as a roadmap for planning of N-DOC Sector to support assessments and needs analysis, response planning, monitoring and reporting and regular joint simulation exercises.
- Training and capacity strengthening expertise for newly recruited NERT to maintain quality of knowledge;

These activities will support the NDMO's core business operations and will strengthen the recognition and positioning of NDMO's critical role across the country.

2. Provincial Disaster Management support

Due to lack of funding, staff and other limitations, NDMO does not have a full presence in all provinces across Solomon Islands. Currently, NDMO has offices in Honiara city, Malaita, Makira, Temotu and Western Province. With the current relocation of staff members to support national level operations, it leaves NDMO to rely on the provincial governments and provincial presence of police to uphold the role of disaster management, thus stretching already thin service delivery system in those provinces.

The Provincial Secretary is designated to act as the Chair of the Provincial Disaster Committee and the Provincial Police Commander as the Chair of the Provincial Disaster Operations Committee (P-DOC); however, these structures require substantive technical and material support in coordination, planning, and implementation of crisis management response efforts at the provincial level.

There are currently four emergency operations centres (EOCs) supporting field level operations relating to impacts of tropical cyclones Tino and Harold with an additional two Western and Choiseul focusing on COVID19. These facilities are equipped to varying degree, but in general, are not lacking supplies, IT, vehicles, human resources, and specialized training to respond to crisis situations.

The following activities are proposed:

- Support to set up NDMO operations at provincial level, by providing essential training, equipment, and supplies needed;
- Basic deployment NERT kits are available.
Additional Staff to support operations in areas of reporting, Sector EOC Liaison and Provincial Liaison.
- P-DOC Support and development of provincial response and preparedness plans
- Strengthening provincial level arrangements through development of provincial level plans and establishment of provincial emergency operations centres.

Members of the National Emergency Response Team (NERT), who operate within the NEOC, are posted on a 14-day rotation to support four EOCs located at the Honiara and Guadalcanal province level. The role of the NERT is to support information management to strengthen decision making at both of those levels. Additional personnel, training and some essential equipment (phone, laptop, radios, vehicle, boats) are in short supply, but are critical for facilitating a Multi-sectoral coordination effort across Solomon Islands.

Given the remoteness of the islands, cost and time needed to reach the affected locations, replicating disaster management structures in all provinces, would contribute to a more effective and sustainable local response capacity.

3. Enhancing governance arrangements to ensure COVID-19 planning, response and recovery are implemented efficiently and effectively.

In the current rapidly evolving crisis, having enough capacity on the ground is essential to maintain expected level of preparedness and coordination in the Joint Oversight Committee on COVID-19, NDOC, and all other sector committees and stakeholder groups.

Measures put in place by the Government to implement the COVID-19 Preparedness and Response Plan require a lot of financial and technical capacity support. There are three main committees which are tasked to support different aspect of coordination at the strategic, tactical and operational levels. NDMO provides secretariat support to these decision-making committees. Each of those committees are led by different government entities at the national and provincial level. This often poses a challenge in flow of information to support rapid decision making and coordination across the country. It is deemed important to ensure effective coordination and information flow between NDMO and these committees, as they drive preparedness, response and recovery efforts in the country.

The proposed intervention could focus on:

- Support to N-DOC Planning Meetings to be of service to the Joint Oversight Committee on COVID-19.
- N-DOC mid- term review of Consolidated COVID19 Preparedness and Response Plan
- Coordination, planning, and information management across all relevant institutions and sectors;
- Procurement and human resources support, especially for non- health sectors

The above mentioned are critical in ensuring better monitoring and reporting of the COVID-19 Preparedness and Response Plan and seamless transition to recovery planning towards resilience building.

The National Disaster Management Plan 2018 establishes the Recovery Coordination Committee to coordinate and provide oversight for recovery and reconstruction work following a disaster. The RCC is chaired by the Ministry of National Planning and Development Coordination – the key counterpart of UNDP. However, this mechanism requires continued support, both financial and human capacity related. Therefore, the project also envisages interventions targeting:

- Support to Livelihood Sector Committee to conduct continuous assessments and provision of targeted support. UNDP's work in the inclusive growth area which currently supports the livelihood sector committee will complement this component.
- Support to recovery coordination committee to support the planning of sectors identified as critical for medium- and longer-term engagement.
- Launch of critical livelihoods support intervention (farming, cash for work, and similar).

Assessments, PDNA, analytical support to NDMO and sector committees with a view to invest in resilient institutions.

Lessons learnt during the Ebola and SARS outbreaks highlighted the need for recovery planning to begin during response phase. Whilst the government is focusing on consolidating an economic stimulus package to keep the businesses operating during COVID19 response, the small-scale farmers, fishermen and market vendors who depend on everyday sale of cooked food, fresh produce and fish are already being severely affected in terms of livelihoods, access to basic services and food security. As such, the project will provide immediate capacity and coordination support in the context of COVID19, with a view of supporting institutional capacities as well as livelihoods of those most affected by the crisis.

4. *Technical Advice and Project Management*

The OCHA-UNDP initiative is managed by one international staff member who plays the role of a technical advisor to NDMO and manager of the project, with administrative support provided through the Resilience and Sustainable Development team of UNDP Solomon Islands. While this arrangement has worked relatively well for a small-scale project, it has nevertheless proven to be very demanding on the Technical Advisor who was expected to provide training, advice, and other support to NDMO and N-DOC. In view of an increased scope and ambition of the proposed new initiative, the staffing and administrative arrangements need to be reflected accordingly for this project's timely and effective delivery. The following structure and roles are proposed:

- Technical Advisor/Project Manager will provide expert support to NDMO, relevant ministries and partners. This will also include oversight of the project delivery and financial management to meet monitoring and reporting requirements of the donor and UNDP;
- National Disaster Risk Management specialist: the position is to support Technical Advisor/Project Manager to ensure activity-based planning and operational support is provided to the project and to support partners and key ministries in implementing components of this project; This national position will also work hand-in-hand with and learn from the international experts. After the project completion, it can be absorbed by NDMO or other national structure.
- Project Management/Administrative support and follow up on day-to-day admin, travel, finance and procurement tasks within the project, that will be carried out under the guidance of the UNDP Solomon Islands operations team.

Implementation Timeframe

While it is unclear as to the duration and severity of the COVID19 impacts on Solomon Islands which also prolongs the resumption of normal services, it is important to factor in the current stage of COVID-19 preparedness and response, as well as post-COVID recovery period. Also, it is critical not to neglect other areas within the responsibility of NDMO that need support, such as natural disaster management, capacity strengthening and inter-ministerial coordination that goes beyond COVID-19 crisis. Therefore, the proposed intervention is envisaged for a period of 24 months from 1 June 2020 to 1 June 2022, with an expectation for additional support to come through Government and other channels in the post-COVID period. The extension, expansion and/or further funding of this project will depend on the overall progress and needs of the Solomon Islands Government in Disaster Risk Management and the availability of funds.

Ways of Working

The project will be directly implemented by UNDP. It will be guided by the Project Board, representing the Government agencies and the donor. An annual work plan, outlining key activities and budget, will be developed for the endorsement of the Board at the start of each implementation cycle in close consultation with NDMO, Livelihoods Sector Committee and other relevant stakeholders to ensure coherence and complementarity to the overall project objectives. Provincial level support will be conducted jointly with NDMO or Livelihood Sector Committee or other relevant stakeholders. The Disaster Risk Management and coordination Specialist, will manage the project and will work in close consultation with NDMO Director and other members of the National Disaster Operations Committee to provide technical support. The project

team will be located at the UNDP office with daily interactions with NDMO and other stakeholders as required

Institutional Experience of UNDP on Disaster Risk Management and Crisis Response

UNDP is one of the lead agencies in the area of Disaster Risk Reduction and Recovery and has a solid portfolio in the Pacific region, managed out of the UNDP MCO in Fiji. UNDP's work supports empirical basis for disaster and climate and climate risk management interventions; strengthens disaster and climate risk governance through policy, legal and institutional arrangements that foster integrated solutions; supports disaster preparedness and early warning systems through monitoring and forecasting capacities, as well as the dissemination of warning messages for 'last mile' connectivity; and strengthens urban and community risk management capacities of local governments, municipalities, rural district administrations, and grass-root communities.

UNDP is well attuned to work in emergency situations with special fast track procedures for procurements and recruitments for project implementation and delivery. With its regional, sub-regional and network of country offices, the Office in Solomon Islands can tap on various long terms agreement to reduce procurement lead time in different areas ranging from vehicles procurement to medical products. The wide network of experts and different specialized rosters of consultants enhance UNDP ability to mobilize capacities at short intervals. UNDP also adopt a risk-based approach to have light procedures for low value local procurement and engagement of local consultants which can be engaged at short notice.

UNDP Solomon Islands has a strong partnership with Ministry of Environment Climate Change Disaster Management and Meteorology (MECDM) and has provided support to NDMO during recent disasters. The institutional experience in working with MECDM and lessons learnt together strengthened the existing partnership and identified areas for further cooperation, for instance on risk governance, institutional strengthening and early recovery that are relevant during the current COVID-19 crisis.

In addition to the technical expertise available through the UNDP MCO Fiji and the Regional Hub in Bangkok, this project will draw on the existing in-house capacity within UNDP Solomon Islands, particularly in the area of programme management, oversight and operational support. Where needed, UNDP will facilitate cooperation with national and provincial level institutions, as well as networks of local and international NGOs to deliver certain awareness and capacity building activities, especially at the provincial and local community level.

The National Disaster Management Plan 2018 explicitly recognizes UNDP's role within the N-DOC mechanism on behalf of all development partners. This also extends the coordination support that UNDP provides by linking the NDMO and national institutions with the international best practice, expertise and technical and financial support available through bilateral and multilateral development partners. UNDP also maintains a vetted roster of international experts and institutions who can support who NDMO to perform its core functions.

NDMO is currently low on staff and overwhelmed with demands from the Joint Oversight Committee on COVID-19 and N-DOC. In addition, NDMO has been tasked to manage funds for Camp Management, Livelihood and Protection Committees through the existing National Disaster Council account. Their ability to handle all these funding together with donor funding would inevitably put more strain on their limited staff capacity thereby exposing them to issues of accountability. Besides, the existing capacity to formulate projects, review and approve budgets, monitor, evaluate and report on

performance and handle complex operational functions such as finance and procurement are yet to be developed within NDMO. In light of the increased demand on this institution and its staff, external implementation support is considered necessary.

Proposed Budget and Monitoring and reporting arrangements:

Output 1. NDMO is well resourced to support coordination of multisectoral interventions at national and provincial level on COVID-19. This includes support to common services, NERT, short- term staff.		
Activities	Budget	
	SBD	USD
1.1 Support to NDMO operations with essential equipment and supplies.	1,600,000	200,000
1.2 Support to NERT deployment apparels and training of second batch.	800,000	100000
Sub- total	2,400,000	300,000
Focus Area 2		
Output 2: Strengthening Provincial Disaster Management Capacity		
Activities	Budget	
	SBD	USD
2.1. Support to Provincial level disaster management operations, by providing essential assets, training, equipment, and supplies	400,000	50,000
2.2. P-DOC Support and development of provincial response and preparedness plans	360,000	45,000
SUB TOTAL	760,000	95,000
Focus Area 3		
Output 3. Enhancing governance arrangements to ensure COVID-19 planning, response and recovery are implemented efficiently and effectively.		
Activities	Budget	
	SBD	USD
3. 1. Support to N-DOC Committee and Review of Response Plan	160,000	20,000
3.2. Additional human resource capacity for NDMO's COVID-19 Operations for 6 months (Reporting Officer, Sector EOC Liaison support & Provincial Liaison Officer)	180,000	22,500
3.3. Support to Livelihood Committee and Assessments	300,000	37,500

3.4. Cash for work for target industries identified through markets assessment as essential	200,000	25,000
3.5.Recovery Coordination Committee Support- Coordination, planning, and information management across all relevant institutions and sectors.	200,000	25,000
3.6. Technical support to Recovery Planning and PDNA	160,000	20,000
Sub- total	1,200,000	150,000.00
Focus Area 4		
Output 4: Technical and policy advisory, to National Disaster Management arrangements		
Activities	Budget	
	SBD	USD
4.1. Technical Advisor and Project Manager capacity (International staff for 18-24 months)	4,000,000	500,000.00
4.2. National Disaster Management specialist to support NDMO and Technical Advisor/Project Manger to ensure continuity of national expertise;	400,000	50,000
4.3. Admin/ Procurement Support Staff	320,000	40,000
4.4. Rent, facilities, IT and utilities	250,000	31,250
4.5. Operational support and oversight by UNDP CO	200,000	25,000
Sub- total	5,170,000	646,250
Total Project Budget		1,191,250
<i>* UNDP General Management Service fee @ 8% to be added</i>		95,300
		1,286,550
<i>UN Coordination Fee @ 1%</i>		12,866
OVERALL PROJECT BUDGET	9,530,000	1,299,416

Monitoring and Reporting Plan

The project monitoring and evaluation plan is an integral part of corporate Results Based Management Approach which calls for specific focus on achievements of results. As this is a two-year project, monitoring will be conducted at output level through performance indicators specified in the results matrix. Tracking of results progress will be collected and analysed quarterly to assess the progress of the project in achieving the agreed outputs. Specific risks that may threaten the achievement of intended results will be identified and managed through appropriate actions. Knowledge, good practices and lessons will be captured annually or as part of an after-action review following an event. Project Progress report will be presented to the Board annually, or more frequently if requested. All reports will be developed in close consultation with the National Disaster Management Office and relevant N-DOC Sector Committees. The project will also be assessed against UNDP's quality assurance standards and will comply with socio-environmental standards. A proper annual work plan will outline baselines, indicators and targets in consultation with NDMO and relevant N-DOC Sectors and will be submitted for endorsement by the Project Board members.

An evaluation will be conducted at the closure of the project by an external evaluator. All findings will be shared with the NDMO, Livelihood Sector Committee and other relevant stakeholders involved in the project implementation. The extension of the project will be on the basis of evaluation results.

Results Matrix

Output	Expected Results	Indicative Activities	Indicators	Target Beneficiaries
<p>Output 1: NDMO is well resourced to support coordination of multisectoral interventions at national and provincial level. This includes support to common services, NERT, short- term staff.</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> • <i>Low level of resources to support to provide effective</i> 	<p>Consistent, targeted and timely response is provided to affected population.</p>	<p>1.1. Support to NDMO operations with essential equipment and supplies.</p>	<ul style="list-style-type: none"> - # of NEOC Functional Teams operational - Percentage increase of N-DOC Meetings annually. - # of multi-sectoral response plans developed 	<ul style="list-style-type: none"> - NDMO - NDOC - N-DOC Sectors

<p><i>coordination services emergencies.</i></p> <ul style="list-style-type: none"> • <i>No field kits for NERT deployment</i> 		<p>1.2 Apparels, deployment kits for NERT and training of second batch.</p>	<ul style="list-style-type: none"> - Percentage increase in trained personnel available for deployment - 5 Deployment kits available for NERT 	<ul style="list-style-type: none"> - Existing NERT members - Disaster Management experts from relevant SIG ministries, private sector and NGOs
<p>Output 2: Provincial level governance arrangements are strengthened.</p> <p><i>Baseline: Limited resources and weaker arrangements at provincial level.</i></p>	<p>Selected provinces can manage disasters with minimum support from NDMO</p>	<p>2.1. Support to Provincial level disaster management operations, by providing essential assets, training, equipment, and supplies</p>	<ul style="list-style-type: none"> - Percentage increase PDC and PDOC Meetings - Timely submissions of situation reports, assessment report and response plans to NEOC/ N-DOC 	<ul style="list-style-type: none"> - 4 Provincial Disaster Offices. - Provincial EOCs
		<p>2.2. P-DOC Support and development of provincial response and preparedness plans</p>	<ul style="list-style-type: none"> - # Provincial Emergency Operations Centre SOPs developed 	<ul style="list-style-type: none"> - Provincial administrations - Provincial EOC personnel

			- # of Provincial Plans	
Output 3: Enhancing governance arrangements to ensure COVID-19 planning and response are implemented efficiently and effectively. <i>Baseline:</i>	Health and non-health impacts of COVID-19 are minimized through well-coordinated implementation of mitigation, response and recovery measures.	3. 1. Support to N-DOC Committee and Review of Response Plan	- Monitoring Report on COVID-19 response - COVID-19 Lessons Learnt Report	- N-DOC - N-DOC Sector Committees - Oversight Committee
<ul style="list-style-type: none"> • <i>Stretched capacity of NDMO to support Oversight Committee and N-DOC on COVID-19 planning.</i> • <i>Decline in livelihood activities due to market closure</i> • <i>Weak recovery planning capacity</i> 		3.2. Additional human resource capacity for NDMO's COVID-19 Operations for 6 months (Reporting Officer, Sector EOC Liaison support & Provincial Liaison Officer)	- 3 additional personnel recruited to support NDMO and selected provincial disaster offices	- NDMO - Selected provincial disaster offices
		3.3. Support to Livelihood Committee and Assessments	- # of livelihood assessments conducted - # of activities conducted	- Livelihood Sector Committee - Ministry of Agriculture and Livestock - Affected Communities
		3.4. Cash for work for target industries identified through markets assessment as essential	- # of activities conducted	- Ministry of Agriculture and Livestock - Affected communities

		3.5. Recovery Coordination Committee Support- Coordination, planning, and information management across all relevant institutions and sectors.	<ul style="list-style-type: none"> - # of RCC meetings - Recovery assessment - Recovery plan 	<ul style="list-style-type: none"> - Ministry of National Planning and Development Coordination - Oversight Committee - N-DOC
		3.6. Technical support to Recovery Planning and PDNA	- Technical support available	<ul style="list-style-type: none"> - NDMO - UNDP
<p>Output 4. Technical and policy advisory, to National Disaster Management arrangements</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - <i>Limited project support.</i> 	<p>Project activities are delivered in a timely manner thereby contributing to impact of disasters and longer-term resilience of communities.</p>	4.1. Technical Advisor and Project Manager capacity (International staff for 18-24 months)		
		4.2. National Disaster Management specialist to support NDMO and Technical Advisor/Project Manager to ensure continuity of national expertise;	- timely implementation	
		4.3. Admin/ Procurement Support Staff		
		4.4. Rent, facilities, IT and utilities		
		4.5 Operational Support		
		Management Fees		