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UNITED NATIONS DEVELOPMENT PROGRAMME

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# HUMANITARIAN ADVISORY TEAM PROJECT DOCUMENT

## *PAPUA NEW GUINEA*

**Project Title:** Humanitarian Advisory Team
**Project Number:** 00123936
**Atlas Award ID:** 00130708
**Implementing Partner:** National Disaster Centre
**Start Date:** 1 January 2021 **End Date:** 31 December 2022 **PAC Meeting date:** 14 January 2021

| **Brief Description** |
|---|
| The Project will ensure the continuation of critical humanitarian coordination and support services to Papua New Guinea. The Project team will support and advise the Government of Papua New Guinea, United Nations agencies, the Resident Coordinator in their Humanitarian Coordinator function, civil society, faith-based organisations and communities to better prepare for, and respond to, natural disaster and pandemic events. The team, led by the Humanitarian Coordination Specialist, will be responsible for bringing together humanitarian entities to ensure a coherent response to emergencies and ensure there is a framework within which each entity can contribute to overall response efforts. The team will further support the mobilisation and coordination of effective and principled humanitarian action in partnership with national and international entities to alleviate human suffering in disasters and emergencies. The project will include a range of activities: advocacy; supporting resource mobilisation to response efforts; information management; and capacity building. The Project will support the National Disaster Centre to address key goals, including modernising the Disaster Management Act, enhancing communication and coordination between national and provincial disaster management bodies and providing technical support on contingency planning and needs' assessments. |

**UNDAF Outcome:** Sub-Outcome 3.1: By 2022, Papua New Guinea has strengthened legislative and policy frameworks with institutional support for natural resources management including climate change mitigation, adaptation and disaster risk reduction.
**UNDAF Indicator:** Indicator 3.1.1: Number of sectoral policies, legislation, plans and strategies integrating environmental protection, sustainable resource management and disaster response endorsed by the Government of Papua New Guinea.
**Gender Marker Rating:** GEN 2

| | | |
|---|---|---|
| Total resources required: | | USD 1,500,000 |
| Total resources allocated: | | |
| | UNDP TRAC: | |
| | Donor: | USD 1,500,000 |
| | Government: | |
| | In-Kind: | |
| Unfunded: | | |

Agreed by (signatures):

| Government | UNDP |
|---|---|
| Print Name: Col. CARL WRAKOMEI | Print Name: |
| Date: 01/01/2021 | Date: 1.1.2021. |

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## LIST OF ACRONYMS

| | |
|---|---|
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |

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# I. DEVELOPMENT CHALLENGE

Papua New Guinea, a lower middle-income country in Melanesia, is highly exposed to natural disasters and the impacts of climate change. People across the country are particularly exposed to seasonal drought, flooding, and associated hazards such as landslides. Most of the country's population are also exposed to earthquakes, volcanic eruptions and tsunamis. Biosecurity threats likewise put the nation's food supply at risk. Coupled with inconsistent and weak investment in disaster management and disaster risk reduction, the national and provincial governments are poorly positioned to adequately respond to a nationwide-scale emergency.

Papua New Guinea ranks 28 out of 190 countries globally on the INFORM Risk Assessment[1], which looks at hazard and exposure, vulnerability, and lack of coping capacity. The country ranks first among Pacific island countries and second only to Myanmar in the combined South-East Asia and Pacific regions.[2] Globally, it ranks 31 out of 190 countries on the INFORM Epidemic Risk Index[3], and first among countries in the South-East Asia and Pacific regions.

There are 94 active volcanoes in the country[4], the most active volcanoes in the South West Pacific. Its most active volcanoes include: Manam; Kadovar; Lamington; Langila; Ulawun; Rabaul; and Bagana. The total population living within 30km of a volcano is estimated to be more than 1 million people or 17% of the population.[5]

The five highest risk indicators for Papua New Guinea are:

- Gender inequality (ranked 3 of 190 countries globally).
- Physical exposure to an earthquake with relative intensity of VIII (ranked 7).
- Underweight children under 5 (ranked 14).
- Tuberculosis prevalence (ranked 9).
- Physical exposure to tsunami (ranked 19).

Other risk indicators of note are the relative number of people affected by droughts (ranked 31 of 189 countries globally), absolute number of people affected by drought (ranked 42), frequency of droughts events (ranked 85), and agriculture stress probability (ranked 163).

The country's global INFORM ranking has remained relatively constant since 2013, with overall gradual improving trend in coping capacity and overall gradual worsening trend in hazards and exposure. Vulnerability has remained unchanged overall.

According to nationally reported losses between 1990 and 2014[6], the greatest cause for disaster-related mortality was earthquakes (39%), followed by tsunamis (36.7%), landslides (8.2%) and drought (7.4%). Flooding (4.4%), cyclones (3.4%) and other causes (0.8%) comprised the remaining categories of mortality.

However, combined economic losses for the same period were generated by flooding (32.1%), volcanic eruption (30.2%), drought (13.5%), and storm surges (13.1%), followed by cyclones (4.9%), earthquakes (4.4%) and other causes (1.7%).

Floods, volcanic eruptions, landslides, earthquakes, and storms are the top five most frequent natural hazards in Papua New Guinea, based on the Centre for Research on the Epidemiology of Disasters' EMDAT International Database data from 1990 to 2014.[7]

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[1] https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Country-Profile/moduleId/1767/id/386/controller/Admin/action/CountryProfile
[2] https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Results-and-data/moduleId/1782/id/386/controller/Admin/action/Results#inline-nav-4
[3] https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/INFORM-Epidemic-Risk-Index#inline-nav-1
The INFORM Epidemic Risk Index was created in 2018 in collaboration with WHO. It covers four groups of infectious diseases (zoonoses, vector-borne, person-to-person, and food/water-borne) based on the mode of transmission and the epidemiological triad addressing agent, host and environment.
[4] https://www.volcanodiscovery.com/papua-new-guinea.html
[5] https://www.preventionweb.net/countries/png/data/
[6] https://www.preventionweb.net/countries/png/data/
[7] EM-DAT (Feb. 2015) - The OFDA/CRED - International Disaster Database http://www.emdat.be For a disaster to be entered into the database at

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Average annual losses by hazard[8] calculated in 2015 are as follows:

| Hazard | Absolute (US$ million) |
|---|---|
| Multi-Hazard | 169.84 |
| Flood | 94.23 |
| Earthquake | 73.59 |
| Volcano | 13.70 |
| Wind | 0.87 |
| Tsunami | 0.59 |
| Storm Surge | 0.56 |

Probable maximum losses (US$ million) for mean return period is years are as follows:

| Hazard | 20 yrs. | 50 yrs. |
|---|---|---|
| Earthquake | 212 | 380 |
| Wind | 6 | 15 |
| Storm Surge | 2 | 13 |
| Tsunami | 1 | 3 |

Since the 1960s, the country has also been the destination for West Papuans seeking asylum from the Indonesian military and government. Most recently, at least 160 asylum seekers arrived in November 2019 and were relocated in August 2020 to Iowara, Western province, a designated camp for West Papuan refugees, while awaiting processing.

Recurrent food insecurity and lack of access to clean water result in malnutrition and increased risk for diseases. They also exacerbate existing high rates of violence against women and girls while reducing their access to support.

Less than half of households (46%) have access to an improved source of drinking water, with strong differences between households in urban (83%) and rural (42%) areas. Just 29% of the households have improved access to safe sanitation and 33% of people are reported to be washing hands with soap.

Papua New Guinea has a weak health system and is facing an aging health workforce. The country suffers from a critical shortage of human resources for health. Recent estimates of health worker densities reflect 0.5 physicians per 10,000 population and 5.3 nurses per 10,000 population. These problems are more prominent in the provinces and hard-to-reach areas because of difficult terrain and risky conditions. The health workforce also lacks midwives and community health workers. Many are demotivated due to poor working conditions including low wages and poor physical infrastructure. Major challenges include a high level of fragmentation in the institutional and fiscal relationships between national, provincial, and lower levels of government, and an unclear allocation of responsibilities for service delivery.

There are approximately 50,000 people living with HIV/AIDS in Papua New Guinea, of which about only 25,000 are regularly taking medication. There are also about 37,000 people living with tuberculosis. The country has high burdens of tuberculosis, multidrug-resistant tuberculosis and tuberculosis/HIV coinfection, exposing this segment of the population to a high risk of mortality due to COVID-19.

As of 2018, the country's Human Development Index, is 0.54. It has been growing on average of 1.23% since 1990 but the country remains ranked 155 of 188 countries. Within the country, the Highlands and border provinces are among the least developed.

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least one of the following criteria must be fulfilled: ten or more people reported killed; 100 or more people reported affected; declaration of a state of emergency; call for international assistance.

[8] UNISDR (GAR) - https://www.preventionweb.net/english/hyogo/gar/2015/en/home/

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The United Nations Office for the Coordination of Humanitarian Assistance maintained a country office in the country from 2009 until 2015. During that time, it established a Humanitarian Country Team that remains in place as the Disaster Management Team, which is co-chaired by the United Nations Resident Coordinator and the Director of the National Disaster Centre, the country's national disaster management agency, which currently sits under the Ministry of Defence. The Disaster Management Team includes among its members United Nations cluster lead agencies[9], international non-governmental organizations, faith-based organizations, the Red Cross Movement, and key development partners. In 2019, it adopted a Terms of Reference based on the Inter-Agency Standing Committee's Humanitarian Country Team Terms of Reference and an annual work plan. In 2019, the Disaster Management Team developed contingency plans for sudden-onset and slow-onset hazards and conflict in Bougainville. It also drafted a contingency plan for a refugee emergency along the country's border with Indonesia.

Since 2016, the Government of Australia has funded the position of a humanitarian coordination specialist, who manages a team of national staff, to fill the UN's humanitarian coordination responsibilities. The position has been funded as part of a Disaster Risk Management project delivered by the United Nations Development Programme (UNDP), which ends on 31 December 2020. UNDP is in the process of developing a follow-on multi-agency Disaster Risk Management project with the International Organization for Migration and World Food Programme. It is expected that the humanitarian coordination function will continue to be embedded in this project under UNDP.

Since 2016, the Disaster Management Team, at the request of the national government, has mobilised international resources for at least one disaster or crisis each year. Beginning with El Niño-related drought and food insecurity in 2016; Kadovar volcanic eruption displacement in 2018; Highlands earthquake displacement and polio outbreak in 2018; early action planning for El Niño-related drought, Ulawun volcanic eruption displacement and a small refugee emergency in 2019; and COVID-19 in 2020.

Additionally, the Disaster Management Team monitored at least 12 other emergencies in 2019, including local flooding, cyclone-related food insecurity, landslides, earthquakes, minor volcanic eruptions, and conflict-related displacement. In 2020 to date, it has monitored 21 other emergencies, including biosecurity threats (African Swine Fever and Fall Armyworm), local flooding, earthquakes, landslides, minor volcanic eruptions, and conflict-related displacement. Additionally, in the last quarter of 2020 the Disaster Management Team is monitoring the potential impacts of a La Niña, which will bring higher-than-average rainfall and temperatures to most of the country.

Except for the humanitarian coordination specialist position under UNDP, none of the United Nations agencies maintain dedicated humanitarian staff, staff involved in humanitarian coordination activities, including leading the Disaster Management Team clusters, undertake those responsibilities in addition to their development work responsibilities. International non-governmental organizations members of the Disaster Management Team as well, have a primarily development focus and often small, regional footprint, including the Red Cross Movement. In-country capacities to respond in support of Government-led disasters is very limited, and regional surge support is unlikely except for large-scale, 'system-wide' (L3) events that would trigger IASC global cluster response.

## II. STRATEGY

This Project seeks to build on previous accomplishments and strengthen national and international humanitarian coordination through a Humanitarian Advisory Team that provides direct support to, and advises the Government, United Nations agencies, the Resident Coordinator in their Humanitarian Coordinator function, the Disaster Management Team, non-governmental organizations, faith-based organizations, and other partners in Papua New Guinea.

The team will be responsible for bringing together humanitarian entities to ensure a coherent response to emergencies. It will ensure there is a framework within which each entity can contribute to overall

[9] There are key Inter-Agency Standing Committee cluster lead agencies that are not present in Papua New Guinea, including United Nations High Commission on Refugees (protection), which closed its country office in 2012, and World Food Programme (logistics, emergency telecommunications), which has never had a country office here. The Protection Cluster is led by UNWomen, while World Food Programme monitors logistics and emergency telecommunications from its regional offices in Suva and Bangkok. The High Commission on Refugees provides remote support on refugee matters from its regional office in Canberra.

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response efforts. It will support the mobilisation and coordination of effective and principled humanitarian action, with attention to vulnerable and marginalized persons, in partnership with national and international entities to alleviate human suffering in disasters and emergencies. It will advocate for the rights of people in need, promotes preparedness and prevention, and facilitates sustainable solutions.

## III. RESULTS AND PARTNERSHIPS

The project will include a range of activities:

- Advocacy.

  It will advise the Government, United Nations agencies, the Resident Coordinator in their Humanitarian Coordinator function, and the Disaster Management Team on a diverse range of policy issues related to coordination, safeguarding humanitarian principles, humanitarian access, ensuring the effective delivery of humanitarian assistance and the linkages with other related areas of protection, with particular attention to vulnerable and marginalized persons, sensitivity to gender-specific needs and inclusive of people with special needs, and transition of humanitarian coordination mechanics to national counterparts.

- Coordination and Humanitarian Financing.

  It will organize, lead and participate in work groups, meetings, and consultations with Government, non-governmental organizations, faith-based organizations, and other partners on humanitarian and emergency relief matters. It will coordinate international humanitarian assistance as requested by the Government for emergency events, including the production of appeals (humanitarian response plans) for international assistance.

- Information Management.

  It will monitor, analyse and report on emergency situations in the country, humanitarian response and developments, and disaster management. It will support the Government's conduct of disaster needs assessments and other humanitarian missions.

- Capacity Building.

  It will assist national and identified provincial government counterparts in capacity-building for handing emergency situations, including the participation of women, persons with special needs and other under-represented persons, and initiate and coordinate activities related to technical cooperation and technical assistance in disaster response and preparedness. It will support the National Disaster Centre to address key goals, including modernising the Disaster Management Act, enhancing communication and coordination between national and provincial disaster management, and provide requested technical support civil-military coordination and on contingency planning and needs assessment.

***Expected Results***

The Project will endeavour to deliver two key results. These are presented below and will contribute to the overall outcome of improving the effectiveness and sustainability of humanitarian coordination and action in Papua New Guinea.

- Output 1

  Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced.

  Key activities

  - Ensure the annual adoption, review and evaluation of a terms of reference, including a member compact upholding the centrality of protection, addressing gender-based violence, accountability to affected people, and protection from sexual exploitation and abuse by aid workers.

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- Ensure regular meetings of the Disaster Management Team.
- Support semi-annual joint meetings of the Disaster Management Team and National Disaster Committee.
- Deliver quarterly planning meetings of the Inter-Cluster Coordination Group.
- Deliver monitoring, analysis and reporting of humanitarian situations.
- Support coordination of international humanitarian response, including needs assessment and humanitarian financing.
- Support coordination with and build capacity for civil-military coordination around humanitarian assistance and disaster response.
- Review and revise contingency plans and planning efforts.
- Deliver training including at least one provincial workshop on needs assessment or contingency planning.

- Output 2 – Updating the National Disaster Management Act

  Key activities

  - Provide technical assistance to updating the National Disaster Management Act.

***Gender equality and project outputs***

The project has a Gender Marker of 2. Gender mainstreaming is included as one of the project indicators.

The project does not have direct beneficiaries among the population. Its beneficiaries are the Government, United Nations agencies, non-governmental and faith-based organizations with which the project partners, through its role as the secretariat for the Disaster Management Team, the country's primary strategic-level body for coordinating international humanitarian assistance and disaster preparedness. It does not have specific activities or outputs to address gender equality or women's empowerment. However, through its role as the secretariat for the Disaster Management Team, it ensures the members endorse and adopt an annual terms of reference and member compact on accountability that includes specific requirements to uphold the centrality of protection, address gender-based violence, and advocate for protection from sexual exploitation and abuse.

The Disaster Management Team Secretariat also tracks and disaggregates by gender the participants in its meetings and workshops and shares that information with Government and other partners on request.

***Resources Required to Achieve the Expected Results***

The project's activities to achieve the expected results are dependent primarily on human resources to facilitate and coordinate the Disaster Management Team and Inter-Cluster Coordination Group and facilitate workshops to build partner capacities. To accomplish this, occasionally the project will seek surge support from the region or headquarters level, including from the United Nations Office for the Coordination of Humanitarian Assistance and standby partners.

***Partnerships***

The project's primary partner is the National Disaster Centre, with whom it will work to support its goals to build national and provincial coordination capacities and revise the Disaster Management Act of 1984.

***Risks and Assumptions***

One key risk that can threaten the achievement of results is future political activity that would affect the leadership and the functionality of the National Disaster Centre as the national disaster management authority. Politics will also affect the ability to pass an updated Disaster Management Act.

As national political activities are outside the influence of the project, mitigation of the impacts of this risk will be focused on closely monitoring the situation and managing what activities can be accomplished and what must be reprogrammed under the prevailing circumstances.

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***Stakeholder Engagement***

This project's key stakeholders are the members of the Disaster Management Team and the Inter-Cluster Coordination Group. The project's primary activities are to facilitate and coordinate these groups to support and contribute to national emergency preparedness and response.

The project will advocate for the centrality of protection across humanitarian actions, including the prevention of gender-based violence and sexual exploitation and abuse, for inclusion of vulnerable and marginalized groups in preparedness and response activities, and for accountability to affected people in humanitarian response.

## IV. PROJECT MANAGEMENT

The Project will be administered by UNDP. The team will report to UNDP's Resident Representative (or their designate). The Project team will continue to advise and work closely with the United Nations Resident Coordinator and other United Nations agencies to deliver services.

The day-to-day activities of the team will be managed by the Humanitarian Coordination Specialist who will have oversight of administrative and financial matters under the direction of Resident Representative (or their designate).

The Project will convene a Project Steering Committee quarterly and produce reports twice a year. Additional meetings could be convened should the Committee require on various issues of strategic interest. The Committee will comprise senior representatives from UNDP, the Government of Australia and the Government of Papua New Guinea. Membership to the Committee may be expanded at the discretion of the Committee.

The team will comprise:

- Humanitarian Coordination Specialist who will provide policy advice and manage the day-to-day administrative and operational aspects of the project.
- Administrative officer who will support the project team with strategic programme coordination and broader harmonisation with other UNDP, United Nations and development partner activities that support disaster preparedness and response in Papua New Guinea.
- Two humanitarian coordination associates working to support the project, National Disaster Centre and the delivery of project activities.
- Driver/administrative assistant who will support logistics etc.

## V. RESULTS FRAMEWORK[10]

**UNDAF Outcome:** Sub-Outcome 3.1: By 2022, Papua New Guinea has strengthened legislative and policy frameworks with institutional support for natural resources management including climate change mitigation, adaptation and disaster risk reduction.

**UNDAF Indicator:** Indicator 3.1.1: Number of sectoral policies, legislation, plans and strategies integrating environmental protection, sustainable resource management and disaster response endorsed by the Government of Papua New Guinea.

**Applicable Output(s) from the UNDP strategic plan:**

**Project title and Atlas project number:** Humanitarian Advisory Team, ATLAS project number 00123936, Award ID 00130708

| EXPECTED OUTPUTS | OUTPUT INDICATORS[11] | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | DATA COLLECTION METHODS & RISKS |
|---|---|---|---|---|---|---|---|
| | | | Value | Year | Year 1 | Year 2 | |
| **Output 1** Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced | **1.1** Number of Disaster Management Team action items supported | Disaster Management Team Action Items Matrix | Disaster Management Team annual terms of reference, work plan and were renewed and accountability compact adopted in Jan 2020; action items are monitored | 2020 | Disaster Management Team annual terms of reference, work plan and compact on accountability are renewed and action items are monitored | Disaster Management Team annual terms of reference, work plan and compact on accountability are renewed and action items are monitored | Regular meetings of the Disaster Management Team<br>Semi-annual joint meeting of the Disaster Management Team and National Disaster Committee |
| | **1.2** Number of disasters monitored and reported | Disaster Management Team situation updates | 50 situation updates<br>1 humanitarian response plan for COVID-19<br>1 contingency plan for a La Niña event | 2020 | Monitor humanitarian situation and coordinate international humanitarian response, needs assessment and humanitarian financing | Monitor humanitarian situation and coordinate international humanitarian response, needs assessment and humanitarian financing | Monitor humanitarian situation and coordinate international humanitarian response, needs assessment and humanitarian financing |
| | **1.3** Clusters' preparedness to respond is improved | Contingency plans, 3W, trainings to PDCs | 4 Disaster Management Team contingency plans (sudden onset, slow onset, civil unrest, refugee emergency) were created in 2019; sudden-onset and slow-onset were updated in 2020 | 2019, 2020 | Disaster Management Team contingency plans and 4W are current, reflecting preparedness to respond to emergencies | Disaster Management Team contingency plans and 4W are current, reflecting preparedness to respond to emergencies | Quarterly planning meetings of the Inter-Cluster Coordination Group<br>Review and revision of the contingency plans |

[10] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[11] 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.



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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **1.4** Provincial preparedness to respond is improved | Training for at least one province | 5 PDC managers received needs assessment training in 2019, but no provincial trainings done | 2019 | At least one PDC's preparedness to respond to disasters and emergencies is improved | At least one PDC's preparedness to respond to disasters and emergencies is improved | Needs assessment or contingency planning training for at least one province |
| | **1.5** Civil-military coordination is improved | Participation in Regional Consultative Group on Civil-Military Coordination | No formal engagement of civil-military coordination with the Disaster Management Team | 2020 | Papua New Guinea participates in Regional Consultative Group for Civil-Military Coordination | Papua New Guinea participates in Regional Consultative Group for Civil-Military Coordination | **Regular engagement of** National Disaster Centre, military and police leadership in regional civil-military coordination meetings |
| | **1.6** Gender is mainstreamed | Disaster Management Team members<br>National partners | Disaster Management Team members adopted annual terms of reference and member compact that includes specific accountability to uphold the centrality of protection, address gender-based violence, and advocate for protection from sexual exploitation and abuse.<br>Protection Cluster strengthened by a dedicated cluster coordinator, regular meetings of cluster/sub-clusters, active participation in response and contingency planning.<br>Attention elevated on protection concerns under COVID-19 measures.<br>Protection focus of revised multi-sectoral response plan for COVID-19 | 2020 | *Gender mainstreaming is improved across project outputs* | *Gender mainstreaming is improved across project outputs* | Document mainstreaming of gender and centrality of protection across all project activities and outputs<br>Provide gender-disaggregated data on participation in project activities |
| **Output 2**<br>Updating the National Disaster Management Act | **2.1** Number of consultations with key stakeholders conducted | National Disaster Centre | *Disaster Management Act not updated since 1987* | 1987 | Technical inputs to Disaster Management Act have been incorporated | Updated National Disaster Management Act is reviewed by Parliament | Provide technical support and consultation to the National Disaster Centre for updating the National Disaster Management Act |



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## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plan:

### Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action |
|---|---|---|---|
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly | Slower than expected progress will be addressed by project management. |
| **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. |
| **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. |
| **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. |
| **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. |
| **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) | |
| **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 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. | Semi-annually | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. |



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# VII. 2021 Annual Work Plan

## Year: January to December 2021

| EXPECTED OUTPUTS<br>*And baseline, indicators including annual targets* | PLANNED ACTIVITIES<br>*List activity results and associated actions* | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Account Code | Budget Description | Amount in USD ($) |
| **Output 1:**<br>Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced.<br>**2020 Baselines:**<br>*Disaster Management Team annual terms of reference, work plan and were renewed and accountability compact adopted in Jan 2020; action items are monitored*<br>*4 Disaster Management Team contingency plans (sudden onset, slow onset, civil unrest, refugee emergency) were created in 2019; sudden-onset and slow-onset were updated in 2020*<br>*5 PDC managers received needs assessment training in 2019, but no provincial trainings done*<br>*No formal engagement of civil-military coordination with the Disaster Management Team*<br>**Indicators:**<br>*Number of Disaster Management Team actions items supported*<br>*Number of disasters monitored and reported*<br>*Clusters' preparedness to respond is improved*<br>*Provincial preparedness to respond is improved*<br>*Civil-military coordination is improved*<br>*Gender is mainstreamed*<br>**Targets:**<br>*Disaster Management Team annual terms of reference, work plan and compact on accountability are renewed and action items are monitored*<br>*Disaster Management Team contingency plans and 4W are current, reflecting preparedness to respond to emergencies*<br>*At least one PDC's preparedness to respond to* | **Activity Result**<br>Capacity of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced<br>**Planned Activities**<br>Regular meetings of the Disaster Management Team | ✓ | ✓ | ✓ | ✓ | UNDP/National Disaster Centre | DFAT | 62300 | International staff costs | 256,978 |
| | Semi-annual joint meeting of the Disaster Management Team and National Disaster Committee | | ✓ | | ✓ | | | 71600 | Staff travel | 50,000 |
| | Quarterly planning meetings of the Inter-Cluster Coordination Group | ✓ | ✓ | ✓ | ✓ | | | 71400 | Service contracts | 144,102 |
| | Support monitoring of humanitarian situation and coordination of international humanitarian response in the country, including needs assessment and humanitarian financing | ✓ | ✓ | ✓ | ✓ | | | 72100 | Contracted/consultant services | 100,000 |
| | Review and revision of the contingency plans | | ✓ | ✓ | ✓ | | | 72200 | Project vehicle | 30,000 |
| | Needs assessment or contingency planning training for at least one province | | | ✓ | ✓ | | | 73400 | Rental & maintenance of equipment | 40,000 |
| | Regular engagement of National Disaster Centre, military and police leadership in regional civil-military coordination meetings | ✓ | ✓ | ✓ | ✓ | | | 72300 | Printing, materials & supplies | 12,300 |
| | | | | | | | | 74500 | Miscellaneous expenses | 10,364 |
| | | | | | | | | 75700 | Training, workshops, conferences | 30,000 |
| | | | | | | | | 73100 | Monitoring, evaluation & communication | 20,700 |



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| EXPECTED OUTPUTS<br>*And baseline, indicators including annual targets* | PLANNED ACTIVITIES<br>*List activity results and associated actions* | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Account Code | Budget Description | Amount in USD ($) |
| *disasters and emergencies is improved*<br>*Papua New Guinea participates in Regional Consultative Group for Civil-Military Coordination*<br>*Gender mainstreaming is improved across project outputs* | | | | | | | | | **PROGRAMMABLE AMOUNT** | **694,444** |
| | | | | | | | | 75100 | GMS (8%) | 55,556 |
| **Output 2:**<br>Updating the National Disaster Management Act<br>**2020 Baseline:**<br>*Disaster Management Act not updated since 1987*<br>**Indicator:**<br>*Number of consultations with key stakeholders conducted*<br>**Target:**<br>*Technical inputs to Disaster Management Act have been incorporated* | **Activity Result:**<br>Updated National Disaster Management Act is reviewed by Parliament<br>**Planned Activities:**<br>Provide technical support and consultation to the National Disaster Centre for updating the National Disaster Management Act | ✓ | ✓ | ✓ | ✓ | | | | **TOTAL** | **750,000** |
| **Reporting** | Annual project report | | | | | | | | | |

# VIII. 2022 Annual Work Plan

## Year: January to December 2022

| EXPECTED OUTPUTS<br>*And baseline, indicators including annual targets* | PLANNED ACTIVITIES<br>*List activity results and associated actions* | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Account Code | Budget Description | Amount in USD ($) |
| **Output 1:**<br>Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced.<br>**2020 Baselines:**<br>*Disaster Management Team annual terms of reference, work plan and were renewed and accountability compact adopted in Jan 2020; action items are monitored*<br>*4 Disaster Management Team contingency plans (sudden onset, slow onset, civil unrest, refugee emergency) were created in 2019; sudden-onset and slow-onset were updated in 2020*<br>*5 PDC managers received needs assessment training in 2019, but no provincial trainings done*<br>*No formal engagement of civil-military coordination with the Disaster Management Team*<br>**Indicators:**<br>*Number of Disaster Management Team actions items supported*<br>*Number of disasters monitored and reported*<br>*Clusters' preparedness to respond is improved*<br>*Provincial preparedness to respond is improved*<br>*Civil-military coordination is improved*<br>*Gender is mainstreamed*<br>**Targets:**<br>*Disaster Management Team annual terms of reference, work plan and compact on accountability are renewed and action items are monitored*<br>*Disaster Management Team contingency plans and 4W are current, reflecting preparedness to respond to emergencies*<br>*At least one PDC's preparedness to respond to* | **Activity Result**<br>Capacity of the Disaster Management Team members and the National Disaster Centre to prepare and respond to disasters enhanced<br>**Planned Activities**<br>Regular meetings of the Disaster Management Team<br>Semi-annual joint meeting of the Disaster Management Team and National Disaster Committee<br>Quarterly planning meetings of the Inter-Cluster Coordination Group<br>Support monitoring of humanitarian situation and coordination of international humanitarian response in the country, including needs assessment and humanitarian financing<br>Review and revision of the contingency plans<br>Needs assessment or contingency planning training for at least one province<br>Regular engagement of National Disaster Centre, military and police leadership in regional civil-military coordination meetings | ✓<br><br>✓<br><br>✓<br><br>✓<br><br>✓<br><br>✓ | <br><br>✓<br><br>✓<br><br>✓<br><br>✓<br><br>✓ | <br><br>✓<br><br>✓<br><br>✓<br><br>✓<br><br>✓ | <br><br>✓<br><br>✓<br><br>✓<br><br>✓<br><br>✓ | UNDP/National Disaster Centre | DFAT | 62300<br>71600<br>71400<br>72100<br>72200<br>73400<br>72300<br>74500<br>75700<br>73100 | International staff costs<br>Staff travel<br>Service contracts<br>Contracted/consultant services<br>Project vehicle<br>Rental & maintenance of equipment<br>Printing, materials & supplies<br>Miscellaneous expenses<br>Training, workshops, conferences<br>Monitoring, evaluation & communication | 256,978<br>50,000<br>144,102<br>100,000<br>30,000<br>40,000<br>12,300<br>10,364<br>30,000<br>20,700 |



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| EXPECTED OUTPUTS<br>*And baseline, indicators including annual targets* | PLANNED ACTIVITIES<br>*List activity results and associated actions* | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | Funding Source | Account Code | Budget Description | Amount in USD ($) |
| *disasters and emergencies is improved*<br>*Papua New Guinea participates in Regional Consultative Group for Civil-Military Coordination*<br>*Gender mainstreaming is improved across project outputs* | | | | | | | | | **PROGRAMMABLE AMOUNT** | **694,444** |
| | | | | | | | | 75100 | GMS (8%) | 55,556 |
| **Output 2:**<br>Updating the National Disaster Management Act<br>**2020 Baseline:**<br>*Disaster Management Act not updated since 1987*<br>**Indicator:**<br>*Number of consultations with key stakeholders conducted*<br>**Target:**<br>*Technical inputs to Disaster Management Act have been incorporated* | **Activity Result:**<br>Updated National Disaster Management Act is reviewed by Parliament<br>**Planned Activities:**<br>Provide technical support and consultation to the National Disaster Centre for updating the National Disaster Management Act | ✓ | ✓ | ✓ | ✓ | | | | **TOTAL** | **750,000** |
| **Reporting** | Annual project report | | | | | | | | | |



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## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

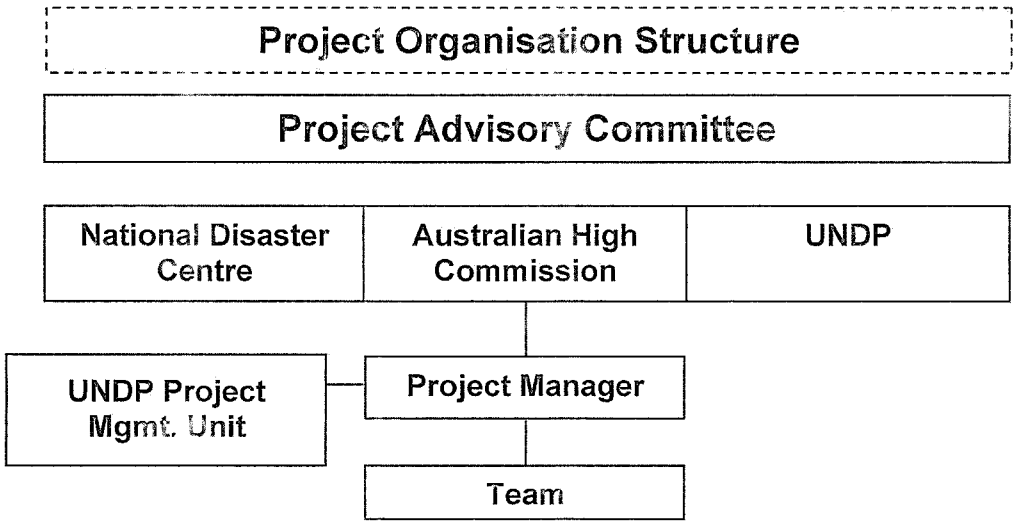
The Project will be administered by UNDP. The team will report to UNDP's Resident Representative (or their designate). The Project team will continue to advise and work closely with the United Nations Resident Coordinator and other United Nations agencies to deliver services.

The day-to-day activities of the team will be managed by the Humanitarian Coordination Specialist who will have oversight of administrative and financial matters under the direction of Resident Representative (or their designate).

The Project will convene a Project Advisory Committee quarterly and produce reports twice a year. Additional meetings could be convened should the Committee require on various issues of strategic interest. The Committee will comprise senior representatives from UNDP, the Government of Australia and the Government of Papua New Guinea. Membership to the Committee may be expanded at the discretion of the Committee.

The team will comprise:

- Humanitarian Coordination Specialist who will provide policy advice and manage the day-to-day administrative and operational aspects of the project.
- Administrative officer who will support the project team with strategic programme coordination and broader harmonisation with other UNDP, United Nations and development partner activities that support disaster preparedness and response in Papua New Guinea.
- Two humanitarian coordination associates working to support the project, National Disaster Centre and the delivery of project activities.
- Driver/administrative assistant who will support logistics etc.




## X. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context: Country has signed the Standard Basic Assistance Agreement

2. Implementing Partner: UNDP

## XI. OFF-LINE RISK LOG

| Project Title: Humanitarian Advisory Team | Project Number: 00123936; Atlas Award ID: 00130708 | Date: 1 January 2021 |
|---|---|---|

| # | Description | Identified | Type | Impact & Probability | Countermeasures / Mgmt. response | Owner | Submitted updated by | Last Update | Status |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Enter a brief description of the risk<br>*(In Atlas, use the Description field. **Note: This field cannot be modified after first data entry**)* | When was the risk first identified?<br>*(In Atlas, select date. Note: date cannot be modified after initial entry)* | Environmental<br>Financial<br>Operational<br>Organizational<br>Political<br>Regulatory<br>Strategic<br>Other<br>*(In Atlas, select from list)* | Describe the potential effect on the project if this risk were to occur<br>Enter probability on a scale from 1 (low) to 5 (high)<br>P =<br>Enter impact on a scale from 1 (low) to 5 (high)<br>I =<br>*(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)* | What actions have been taken/will be taken to counter this risk?<br>*(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)* | Who has been appointed to keep an eye on this risk?<br>*(in Atlas, use the Management Response box)* | Who submitted the risk?<br>*(In Atlas, automatically recorded)* | When was the status of the risk last checked?<br>*(In Atlas, automatically recorded)* | Dead<br>Reducing<br>Increasing<br>No change<br>*(in Atlas, use the Management Response box)* |
| 2 | Political activity that would affect the leadership and the functionality of the National Disaster Centre as the national disaster management authority. | 01-Jan-2021 | Political | Politics will also affect the ability to pass an updated Disaster Management Act. | As national political activities are outside the influence of the project, mitigation of the impacts of this risk will be focused on closely monitoring the situation and managing what activities can be accomplished and what must be reprogrammed under the prevailing circumstances. | Project manager | Project manager | 01-Jan-2021 | No change |
| 3 | | | | | | | | | |
| 4 | | | | | | | | | |



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