



*Empowerd Lives  
Resilient nations*

## **Interoffice Memorandum**

30 September 2013

**To:** **Haoliang Xu**, Assistant Administrator and Regional Director, RBAP

**Through:** **Vineet Bhatia**, South-East Asia and the Pacific Division, RBAP

**From:** **Osnat Lubrani**, Resident Representative, Fiji MCO

**Subject:** Request for Direct Implementation approval: Enhancing livelihoods recovery and drought resilience in the Republic of Marshall Islands (RMI)

The Republic of the Marshall Islands (RMI), a nation of low-lying atolls and small islands scattered across the north Pacific, is facing severe water shortages and food scarcity because of a devastating drought that has parched the islands for months. Some parts of the country have had no rainfall since November, and weather forecasts predict no upcoming precipitation. The government recently moved from a state of emergency to declaring a state of disaster, noting that an estimated 6384 people particularly in the most remote northern atolls with few services are in danger.

UNDP proposes to support the Government of RMI with the following interventions. Firstly, the introduction of drought-resilient and saline-tolerant staple crops, which are already available on a pilot basis. Secondly, program will focus on capacity building initiatives for improved water management and soil conservation techniques, including training of male and female youths and thirdly, knowledge sharing and communications or integrated drought mitigation strategies. (Annex 1 provides full details of the proposed development intervention.)

FAO will be providing US\$25K as their in kind contribution to the project. UNDP is supporting the Food Security Cluster and the early recovery initiative will include the improvement of farming methods through training, soil rehabilitation and establishing local seed banks and nursery.

The justifications for DIM include the following:

### **(1) Constraint institutional capacity in country**

The limited number of government officials in the Office of the Chief Secretary is a constraint faced in RMI. Coupled with the inflow of humanitarian funds on drought recovery further puts pressure and administrative burden on the national officials during implementation. UNDP's support will address the capacity gaps within the agencies and also reduce the administrative burden of Government of RMI to coordinate, monitor and report expected results.

**(2) Governments Coordinating capacity is low.**

While the project will be positioned in the Ministry of Resources & Development, the coordination within the Department of Agriculture, Ministry of Education, and Community groups will have to be managed in order to successfully achieve results at the end of the project. The project will include the activities in which effective coordination is the key to achieve the expected result. For example, it will involve the establishment of a “demonstration island” for integrated drought mitigation techniques, as part of a field training initiative to “train trainers” including local farmers, schools, and community leaders. This could be used as a model to be up-scaled and sustained in the long run not only in other atoll islands in RMI affected by the drought conditions but also in the Pacific region, which faces similar challenges. As such, UNDP’s role will be critical in managing and monitoring the activities implemented by the various responsible parties and agencies, particularly the women, men and children in the communities who are the key beneficiaries.

**(3) Partnerships with UN agencies and CROP agencies.**

The project’s implementation depends on UNDP’s ability to demonstrate efficient and timely programme delivery in tight coordination with UN agencies, i.e. FAO, SPC, Govt. Agencies, particularly the Ministry of Education, Ministry of Resources and Development, CSOs and some NGOs working in the area of intervention. Given the local capacity challenges and crucial importance of ensuring inter-agency synergies, collaboration and engagement with stakeholders, direct implementation by UNDP is essential.

**(4) UNDP capacity.**

UNDP Fiji has a strong programme and operations team that can effectively and efficiently provide the operations and programmatic support to ensure the programme delivers high quality results for the people of RMI. As indicated in the capacity checklist of Fiji MCO (Annex 4), UNDP has sufficient capacity for the project’s direct implementation.

We look forward to your positive consideration of this request.

Annexes:

1. Project Document.
2. LPAC minutes
3. Letter of Endorsement from RMI.
4. DIM Capacity checklist for UNDP Fiji Multi-country office.

## Capacity Issues for DIM by a UNDP CO

## Project:

The capacity issues that the Bureaux are expected to assess relate to a broad range of managerial, financial, human resource, procurement and legal tasks that a CO would become involved in under DIM arrangements. A checklist to guide the Bureaux is attached.

## DIM Capacity Checklist for COs

## Managerial

What level is the operations manager (DRR, ARR, P/NO)	ARR (NO-D)
Apart from the RR/RC, what is the level of staff carrying out the following functions:	
Main committing officers(s):	ICS 7 upwards
Main verifying officers(s):	In Fiji: RR & DRR - (>\$30,000) ARR (Ops & Prog) - (<\$30,000) Finance Team Leader - (<\$5,000)
Cheque signatories	In Fiji: RR, DRR, 2 ARRs – NO-D upwards, Finance Team Leader, three (4) Team leaders. Environment & finance Services(EFS), Program Development & Policy (PDP), Country Results & Partnership (CPR), Procurement and Travel Team Leader.

Separation of responsibilities – is the CO organogram consistent with the model for DIM?	The CO organigram currently in place is the approved organigram following the realignment in 2009/2010. The realignment of the Fiji MCO Programming team (effective October 2012), further supports the DIM modality including the recruitment of the UNDP Country Development Manager in Palau located in the established UNJoint Presence Office in Palau. Given the close distance to RMI she can provide support the UNFPA Country Development Manager based in RMI.
Are the key results from the most recent scorecard satisfactory?	Yes – Excellent: refer to website for details

## Finance and Programme Resources

What level is the head of the finance section (ARR, P/NO, GS)?	NOB/ICS 9.
Is Atlas operational?	YES
What CO accounting systems are in place to maintain adequate internal controls?	A system of checks and balances is in place in the CO in order to maintain

	internal controls and these include: prompt and intact banking of all receipts; the committing officer of transaction cannot verify the same transaction; payments are made only on original invoices and confirmation that the goods/services have been received; All cheques issued are crossed i.e. account payee only; The CO complies strictly with the approved list of committing and verifying officers as well as cheque signatories
Is ATLAS operational?	YES
Have DIM costs to CO been incorporated into project budget?	YES
Is the local banking system safe and effective; if not, does the CO have the means to ensure prudent security arrangements for cash transactions?	Local Banking System is safe and effective. The CO has an excellent relationship with local banks.

## HR Management

Is the CRP established and functioning?	YES
Is there an up-to-date consultant's roster?	No, Not in MCO, but the CO uses a Pacific Centre roster.
Is there locally available expertise in the programmatic areas?	Locally available expertise includes UNDP Suva Thematic Specialists and Analysts in the Program Development & Policy Unit and the Country Results & Partnership Unit and the professional staff of the Pacific Centre.

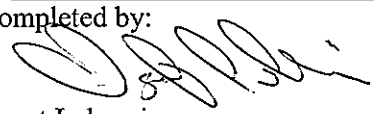
## Procurement

Is there a procurement unit?	The CO has a dedicated Unit, which looks after procurement.
Is the CAP established and functioning?	YES
Is there a system for maintaining equipment inventories?	YES. Inventories are maintained in Atlas using IPSAS guidelines.

## Legal

Has the country signed the SBAA?	YES
Is the wording of contracts consistent with local laws?	YES

Completed by:

  
Osnat Lubrani.....  
Resident Representative  
Date: 30/09/2013