**United Nations Development Programme**

**Country: Maldives**

**Project Document**

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| **Project Title:**  | Enhance National Capacity for Disaster Risk Reduction and Management in Maldives |
| **UNDAF Outcome(s):**  | UNDAF Outcome 9: Enhanced capacities at national and local levels to support low carbon lifestyles, climate change adaptation, and disaster risk reduction |
| **Expected CP Outcome(s):** *(Those linked to the project and extracted from the CPAP)* | CP Outcome 3: Sustainable management of environment enhanced at decentralized levels to increase livelihoods resilience in a changing climate |
| **Expected Output(s):** *(Those that will result from the project and extracted from the CPAP)* | CP Output 3.4: Ability of vulnerable communities enhanced to evaluate and select appropriate options to adapt to climate and related vulnerabilities and to reduce disaster risks |
| **Implementing Partner:** | National Disaster Management Centre |
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**Brief Description**

*The project is a capacity development initiative for disaster risk reduction and management. It is geared towards helping the Government of Maldives to strengthen its DRRM capacity, enhance national and local preparedness and reduce risks, and achieve its global commitment to the Hyogo Framework for Action (HFA) and the MDGs.*

*The project will support the establishment of the institutional and legal systems for DRR and effective DRR organizations/ institutions. It will also support the strengthening of the end-to-end early warning systems and facilitate implementation of public awareness campaigns and knowledge building on disaster risk reduction and climate change adaptation. To increase community capacities for disaster preparedness for effective response is an important component of the project as well. It will entail a multi-hazard approach and will involve a multi-stakeholder engagement. The National Disaster Management Centre will be engaged as the primary implementing partner for the project to ensure sustainability and ownership. Assessing and strengthening the capacities of the NDMC as the lead national institution on DRR/DRM coordination, will also be a key component of this project.*

Total resources required 693,000USD

Total allocated resources:

* Regular 400,000USD
* Other:
* Government 97,000USD

Unfunded budget: 116,000USD

In-kind Contributions:

* Government: 80,000 USD

CPD Period: 2011 - 2015

Key Result Area (Strategic Plan) *Focus Area 3*: Crisis Prevention and Recovery

*3.1:* Enhancing conflict and disaster management capabilities

*3.2*: Strengthening post-crisis governance functions

Atlas Award ID: \_\_\_\_\_\_\_\_\_

Start date: JULY 2013

End Date JUNE 2015

PAC Meeting Date: 11 JUNE 2012 \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Management Arrangements \_\_\_\_NIM\_\_\_

Agreed by (Implementing Partner):

Agreed by UNDP:

# Situation Analysis

* 1. **Disaster Risks in the Maldives**

The Maldives is comprised of less than 1% land mass (non-contiguous) and more than 99% sea waters. Most of the islands (80%) have an elevation of only 1 meter above sea level and none are elevated as much as 3 meters above sea level. This is of great concern as Maldives being the sixth smallest state (in land area) comprises of about 1,192 islands, of which 200 are inhabited with a population of some 0.3 million. Land scarcity is a given physical vulnerability for this island-nation which is more apparent if analyzed in terms of its utilization across the country (Shaig, 2006). Same assessment[[1]](#footnote-1) posits that aside from island size, the geographic conditions such as accessibility and soil conditions also affects the usability of the islands. Forward looking, increase of population in the future and dynamic economic pressures will further compound this physical vulnerability. Exacerbating this vulnerability is the geographically dispersed population across 200 islands impairing more often than not effective delivery of basic services and goods (such as food supply and other basic and essential commodities) which pose problems of accessibility and availability of these goods and services even during normal times.

The study “Developing a Disaster Risk Profile of the Maldives” commissioned by UNDP in 2006 revealed that Maldives experiences moderate risk conditions due to a low probability of hazard occurrence and high vulnerability from exposure due to geographical, topographical and socio-economic factors. The country is vulnerable to multi-hazard risks including those resulting from storm surges, cyclones, strong winds, flooding and tsunami The “Detailed Island Risk Assessments in the Maldives” (DIRAM) commissioned by UNDP in 2008 have further demonstrated the high socio-economic and physical vulnerabilities of this small-island nation.

The “Cost-Benefit Study of Disaster Risk Mitigation Measures in the Maldives” commissioned by UNDP in 2009 likewise underlies the vulnerability of the Maldives to disasters. It concluded that investments in mitigation measures i.e. limited protection of islands, presents certain benefit but still minimal that any slight changes to the underlying assumptions could result in a net loss of investment. It therefore proposed a significant shift in focus towards softer protection measures such as development of capacities, preparedness and early warning and increase in resilience.

In recent years though, there have been occurrences of high frequency low impact hydro-meteorological hazards in Maldives due to changes in weather patterns more often causing storm surges and coastal flooding and resulting into inundation of settlements, lifeline infrastructures, agricultural farms, schools, etc, the most recent of which is the October 2012 floods triggered by continuous moderate to heavy rains brought about by local weather systems such as the low pressure trough intensified by a tropical cyclone in the west part of the Bay of Bengal reinforced by the succeeding Inter Tropical Convergence Zone (ITCZ) inundating a total of 51 island communities at varying degrees[[2]](#footnote-2). Increasing frequency of these types of weather phenomenon due to climate change exacerbated by the physical, social and economic vulnerabilities of the population put heavy pressure on the capacities of the government (especially local governments) and the people to cope with and manage disasters.

The experience of 2004 Tsunami was devastating for the people of the Maldives. The recent incidents of floods in selected islands in the last quarter of 2012 at extraordinary levels were a reminder that much greater concerted efforts are needed in the area of DRR/DRM.

* 1. **The 2004 Indian Ocean Tsunami Impact to the Maldives**

Maldives is one of the worst affected by the Indian Ocean tsunami in 24 December 2004. Tidal waves ranging between one and five metres high were reported in all parts of the country. The force of the waves caused widespread infrastructure devastation in the atolls, 80 percent of which are less than one metre above sea level.

On a per capita basis, Maldives was one of the worst affected countries. The tsunami’s impact was national in scope. Sixty-nine of the country’s 199 low-lying inhabited islands were damaged, 53 of them severely. Twenty were largely devastated, and 14 had to be evacuated. According to the Government, 29,577 residents were displaced by the tsunami. Approximately 12,000 remain homeless, living in temporary shelter or with friends and relatives on their own or other islands. In all, nearly a third of the country’s 290,000 residents suffered from loss or damage of homes, livelihoods and local infrastructure.

The tsunami had an enormous impact on the national economy, which depends largely on nature tourism, fishing and agriculture. According to the World Bank-Asian Development Bank-UN System, total asset losses were estimated to be $472 million, equalling 62% of the country’s GDP.1

Flooding wiped out electricity supplies on many islands, destroying communication links with most atolls. Communications were lost for ten hours or more on 182 islands. Four islands remain without direct communication. Twenty-five percent of the islands experienced major damage to essential infrastructure such as jetties and harbours, which provide crucial links between the islands and the outside world. Water supplies were disrupted in approximately 15% of the islands[[3]](#footnote-3).

* 1. **UNDP’s Assistance on DRR Capacity Development in the Maldives**

As demonstrated above, since the 2004 Indian Ocean Tsunami, the Maldives has achieved significant improvements in DRR. These key milestones in the Maldives provided important building blocks towards enhancement of national capacities. UNDP was a key player in these efforts along with other UN Agencies, the Red Cross/Red Crescent Societies and other international and national non-government organizations. UNDP was on board immediately in the post-tsunami recovery efforts. While humanitarian emergency assistance was the focus of the first few months, UNDP had quickly laid down a Disaster Risk Management programme, which facilitated the integration of disaster risk reduction in the humanitarian emergency and early recovery interventions. It subsequently set the foundation for developing institutional and governance capacities for disaster risk reduction and management in the country. UNDP also supported the establishment of the early warning systems in the country and capacitated the Maldives Meteorological Services both in hardware i.e. EW equipment, and in soft interventions i.e. systems, specialized technical training, etc. The first ever CBDRM initiative in the Maldives was piloted and supported by UNDP along with disaster risk profiling, vulnerability and risk assessments. A Building National and Local Capacities for DRR was another flagship project supported by UNDP, which supported mainstreaming of DRR in schools and building codes. The focus and attention given to DRR in the post-tsunami period clearly provided important foundations for development of capacities of DRR in the Maldives, and UNDP is still known for the excellent work in this area.

* 1. **Existing challenges in DRR/DRM**

Disaster risk reduction and management only gained momentum in the Maldives after the 2004 Indian Ocean Tsunami, which brought devastating impacts to the country at unimaginable scale especially for a country, which had never experienced a disaster of that magnitude. Over the past nine years, however, significant milestones in DRR have been achieved in the country. A certain level of institutional development for DRR has taken place i.e. the creation of the National Disaster Management Centre (NDMC), a nodal agency for disaster risk reduction and management in the country. Prior to NDMC’s creation, there was not a single government entity in the Maldives that looked after DRR concerns. There is also significant increase of public awareness and knowledge of disasters and disaster risks and the need to build resilience and reduce risks. Prior to the Tsunami disaster that hit the country the Maldivians did not have DRR terminologies in the Dhivehi language. This is how unknown and foreign the concept of DRR was to the Maldivians. However, significant strides have been achieved on this front. DRR knowledge has been increased as Maldives is one of the few countries to have developed a national disaster risk profile, undertaken detailed vulnerability and hazards assessments including analysing the cost benefit of mitigation measures for safe islands, which facilitated an evidence-based risk reduction planning. DRR had also been mainstreamed in schools curricular and extra-curricular programmes, although not at a national scale just yet. There have been significant gains in establishing early warning systems.

A number of island communities have developed disaster preparedness capacities through Community Based Disaster Risk Reduction and Management (CBDRRM). A total of 40 islands have island disaster risk management plans crafted between the period 2006 and 2009. The challenge has been that the plans have lacked the support of other national level frameworks as well as practical manuals and SOPs and at that time did not prioritise gender and ‘at risk populations’ considerations. A pool of technical capabilities on DRR had been built both in Government, in the Maldives Red Crescent and other non-government entities.

While the post Tsunami and subsequent efforts have laid down some basic foundations, there continues to be some gaps in terms of public awareness and interest, political commitment on disaster risk reduction and management in the country. As a result, some key elements of the DRR/DRM system and capacity remained static and lacked focus. The recently completed progress report on the HFA revealed this situation. Capacities are limited and institutional, policy and legislative arrangements continue to be weak, resulting in lack of coordination among the key government agencies and its stakeholders; inadequate awareness, education and advocacy at all levels; ineffective dissemination of early warning information and limited capacity of communities in preparing and responding to disasters. Despite being highlighted in a number of policy documents, the decentralized system of governance - introduced a couple of years back through the Decentralization Act of 2010 - did not result in the effective integration of disaster risk reduction and management at local levels. Therefore, local capacities for risk reduction, preparedness and response linger continue to remain weak. Furthermore, the synergies between disaster risk reduction and climate change adaptation highlighted by the SNAP DRR CCA (2010 – 2020) document, which intended to promote medium to long term resilience to climate hazards, are still to be taken on board in practice. Some of the capacity and institutional gaps identified through assessments and consultations include:

***The absence of a legal, policy and institutional framework for disaster risk reduction and management.*** The absence of the DM Law and other enabling legislation related to DRR/DP hindered any progress which could have been achieved in this field. In the absence of the law, corresponding mandates, functions and roles are not clearly defined amongst the key government ministries. It also limits the authority vested on NDMC as the primary coordinating body for DRR/DP.

***Inadequate and weak institutional capacity of the National Disaster Management Center*** (NDMC). While NDMC is the focal agency for DRRM in the country, it is beset with inadequate capacity to fully and effectively perform its mandate. It lacks human resource with competencies, skills and capacities to dispense its functions due to absence of medium to long-term institutional development strategy accompanied by business processes, systems and a training plan for staff.

***Weak horizontal and vertical coordination mechanisms for DP/DRR***. As indicated above, the absence of the law caused the unclear and inadequate coordination mechanisms for DRR/DP.

***Lack and/or weak community capacities for preparedness for effective response.*** While the post-tsunami efforts had succeeded in developing capacities on disaster preparedness in some island communities, these capacities were not sustained. Hence, there remain a considerable number of islands that need to fill and/or address these capacity gaps for improved preparedness for response. There is lack of DRR awareness and advocacy strategies or policy to inform on how communities ought to be effectively prepared to cover the needs of vulnerable population groups such as the elderly, the very young, the mentally challenged, pregnant women and those with physical disabilities.

***Absence of robust and tested End-to-End Early Warning Systems.*** While the recommendation to establish the NEWSM had been put forward in 2006[[4]](#footnote-4), much of these actions and activities remained unrealized to this day. A draft NEWSM was developed, but it never reached approval stage. Enhancement to monitoring equipment including a Doppler radar and AWS set-up in strategic locations across the country had been undertaken. However, the lack of technical (trained) staff in the MMS challenged the adequate maintenance and operation of this equipment leading them to remain non-functional these days. There is also the lack of appropriate and functioning EWS standard operating procedures and protocols for warning dissemination. While there is somehow the capacity for detection, monitoring and forecasting and issuance of early warning at national level, warning messages however do not reach the ‘last mile’ – the island communities, in a timely manner. Not to mention the lack of corresponding capacity of the local population to react appropriately to the warning given the lack of preparedness and response measures and mechanisms at island levels. All these point to the need to prioritize the establishment of functioning end-to-end early warning systems to benefit the sparsely and geographically isolated communities. A parallel community based EWS should also be in place which is linked to the community based disaster preparedness and response plans of the islands.

***Lack of public awareness of DRR, hazards and risks, compounds the problems even further.*** While the 2004 Tsunami experience served as an eye-opener for the Maldivian public that disasters are real and could be extremely devastating, deeper awareness of DRR, hazards and risks brought about by the impacts of climate change remained wanting. The lack of people’s awareness compounds the already challenging trail of mainstreaming DRRM in all spheres of the Maldivian society.

***Lack of dedicated resources for disaster risk reduction at all levels***. Some recurring threats could have been resolved with basic and small-scale mitigation interventions, yet no resources are allocated for mitigation actions and vulnerability reduction efforts at community levels.

***Geographically dispersed islands and sparse populations as a given setback in DRR***. The country’s unique geographical make often challenges effective response actions in times of emergencies and disasters. It also is a factor for increasing vulnerability due to lack of timely access to basic services or it hampers or delays delivery of basic services from central levels.

***Local governance and decentralization being relatively new processes and systems in the country***. There still remains much to be done in terms of developing capacities of local councils on local government management, local development planning, delivery of basic services, performance of their duties and responsibilities and efficient dispensation of local mandate and authority. These are important requisites if disaster risk reduction and management are to be fully mainstreamed in the local development processes and should be inclusive of all groups and women. In addition, fiscal decentralization and national budgetary support to local development processes are primordial to effect meaningful decentralization***.***

As indicative in the interim HFA progress report (2011-2013) and as manifested through the recent experience of significant floods in a number of islands in November 2012, and highlighted by the stakeholders at national and local levels in recent consultations, unless these capacity and institutional gaps, needs and recurring problems are addressed cohesively in a timely and sustainable manner, the country will not be able to achieve resilience, let alone the HFA Priorities, which the country had committed to achieve by 2015.

* 1. **The Maldives Development Framework and Key Priorities**

The current development agenda and priorities of the Maldives recognize the serious threat of climate change and disaster risks in the country. The analytical frameworks of key development programmes of the government had consistently emphasised that disaster and climate change risks are real and an ever growing concern in the Maldives which could slide back development of achieve over the years or may further impede achievement of the key development goals such as the MDGs.

The Maldives 2011-2015 UNDP Country Programme Document had re-emphasized the vulnerability of the country to climate change and related disasters. It highlighted the Maldives’ severe vulnerability to climate change and associated sea-level rises given its geomorphologic profile i.e. it being located at an average 1.5 metres above sea level resulting in severe coastal erosion, damage to infrastructure, human health issues, loss of biodiversity, droughts and weak food security. Maldives experiences high frequency low impact hydro meteorological disasters owing to changes in weather patterns that cause coastal flooding and storm surges. Building resilience of the communities through sustainable adaptation mechanisms to contend with the adverse impacts of climate change is therefore a matter of survival. Disaster risk reduction is a key priority of the UNDP CPD as stipulated in Output 3.4 “*Ability of vulnerable communities enhanced to evaluate and select appropriate options to adapt to climate and related vulnerabilities and to reduce disaster risks*.”

Furthermore, the United Nations Development Assistance Framework (UNDAF) 2011-2015 which was developed to support the priorities defined in the Strategic Action Plan: Framework for Development 2009 – 2013 (SAP) of the Government of Maldives, also recognized the challenges and threats posed by the country’s vulnerability to disasters and risks associated with climate change. In particular, UNDAF Outcome 9 which reads: *Enhanced capacities at national and local levels to support low carbon lifestyles, climate change adaptation, and disaster risk reduction* demonstrates the joint UN and Government commitment to address disaster risk reduction and climate change adaptation programmatically and strategically.

The Government thus realizes that any aspirations to reduce vulnerabilities in the country in a sustainable manner will require strategic investment in disaster risk reduction and management. This was highlighted in the Maldives Strategic Action Plan (2009-2013) Environment pillar that aims to “*Develop resilient communities in addressing impacts of climate change, disaster mitigation and coastal protection*”. Disaster risk management is subsumed in the Economic Development component of the Government’s Manifesto. The SAP adopted the following as key disaster risk management policies: (1) Institutionalize disaster management and mitigation with strong institutional base for implementation; (2) Make Maldivians safe and secure from natural disasters through information, monitoring, dissemination and coordination of national early warning; (3) Use Knowledge, innovation and education to build a culture of safety and resilience at all levels in the country; (4) Reduce the underlying risks to life and property from natural or man-made hazardous events; (5) Strengthen disaster preparedness for effective response at all levels; and (6) Integrate disaster risk reduction in climate change adaptation and vice versa.

In particular, the Strategic National Action Plan on Disaster Risk Reduction and Climate Change Adaptation for 2010-2020 (SNAP DRR CCA) further stressed the government’s aims to build resilience of Maldives including its coastal and island communities to disasters by sustaining the progress made, consolidate lessons learnt and incorporate risk reduction into decentralization strategy. This was the premise of UNDP’s support to the Government at the national and local levels since 2005 targeting the following priorities: i) capacity development in institutional, policy and legal frameworks; ii) awareness, education and advocacy platforms; iii) early warning systems including information and data management systems; and iv) mainstream DRR/DRM into national development and strategic plans. The support has been considered significant as it contributed to improvements in certain government and communities’ capacity to prepare and respond to disasters.

# Project Strategy, outputs, activities and budget

* 1. **Project Strategy**

The core strategy of the project is capacity development. It entails developing and strengthening governance capacities for DRR/DRM at the national and decentralised levels. It includes support to institutional capacity building for NDMC to lead national level coordination on DRR/DRM, and advocacy. The project also supports establishment of a cohort of trained personnel across the twenty atolls to support island level DRR/DRM planning and ensuring DRR/DRM is included in island and atoll level development planning. The capacity building initiatives are built around the Disaster Management Bill that has been developed by the Government, which is envisaged to very soon reach the Parliament. This Bill has been presented to stakeholders and has been discussed before it was finalised. All of the initiatives in this project are towards implementing and strengthening the disaster management framework that is proposed in the bill such as coordination mechanisms, planning, implementation and monitoring systems for national and decentralized stakeholders, and institutional and individual capacities that are needed to roll out the provisions envisaged in the bill and sustain them. This is to ensure that there is a dual process of enactment of the bill, over which this project has some influence through its advocacy component in Output-1, and the process of building the necessary institutional and knowledge capacities to readily implement the bill once it is enacted. There is optimism that the bill will not be delayed during the enactment phase. However, in the event it is delayed, the mechanisms and capacities that are built with this project will nevertheless be very relevant and are needed to ensure proper DRR/DRM planning and coordination and all levels.

This project also intends to leverage existing efforts by different partners in Maldives on Climate Change Adaptation (CCA) and on DRR/DRM. The Ministry of Environment and Energy, has a portfolio of projects through UNDP/GEF as well as the Climate Change Trust Fund of Maldives. These include projects incorporating protection from sea swells, floods and water shortage. This project proposes to link with ongoing activities to use the knowledge and expertise from the existing projects and also to maximise the impacts that are outlined in this project.

It is the intention that this project will work closely with the Maldivian Red Crescent (MRC) to tap their existing expertise in DRR/DRM. They have capacities in conducting Vulnerability and Capacity Assessments, conducting Community Based Disaster Risk Reduction planning exercises, and preparedness & response planning. The MRC is already a strong partner of the NDMC and the project plans to utilise the expertise of MRC throughout the project.

* 1. **Links to Other Projects and Programmes**

As stated above, synergising activities underneath this project with DRR/CCA activities in other projects is critical to the success of Output 3. The islands to be chosen for this project will include islands and atolls where the activities will complement DRR work being done by the Maldivian Red Crescent Society (MRC). The UNDP/Ministry of Environment and Energy Integrating Climate Change Risks into Resilient Island Planning in Maldives (ICCR) project whose local level climate resilience activities are yet to start also presents another opportunity for win-win collaboration. One of the proposed sites will be in Laamu Atoll were the Joint UN Maldives Low Emission Climate Resilience Programme (LECReD) is set to commerce in 2013. The LECReD programme has a DRR component in some of the proposed programme islands. This project will endeavour to find synergies with a view to increase the impact of the project and to complement already strained financial resources.

* 1. **Gender Strategy**

Gender mainstreaming is a cross-cutting strategy of the project in recognition of the differential impacts of disasters in Maldives. Due to culturally and socially construed roles; socio-economic factors, geographic dispersion of the islands of Maldives; men, women and different age groups face different risks and have different capacities and resources on which to draw to respond and cope with disasters. In order to understand disaster risks and respond to them adequately, it is essential to incorporate gender analysis in disaster risk reduction with a bias of ensuring that women participate at all levels, in all activities and are given equal opportunities to derive benefits from DRR capacity development. Women are at greater risk and capacitating them is often more effective as they have a more intricate relationship with their young children who by themselves constitute another significant vulnerable grouping. Accordingly, the project will endeavour to mainstream gender in all disaster risk management and risk reduction initiatives, policies, strategies and activities. In specific terms, the project will address gender equality, women’s empowerment and participation in its outputs, activities and indicators as outlined in the Project’s Results Framework.

* 1. **‘At Risk Populations’ Strategy**

The population of Maldives includes people with special needs who are particularly at risk of poor physical, psychological or social health after a disaster. Different groups that are recognised as vulnerable in different contexts include individuals with physical and mental disabilities, elderly persons, pregnant women, children, prisoners, economically disadvantaged minorities, undocumented workers and those with language barriers. These vulnerable groups have additional needs before, during and after an incident relating to maintaining their independence, communication, transportation, supervision and medical care. The project will ensure that all activities including desktop drills and consultancies include aspects of at risk populations and people with special needs. Furthermore, all modules, manuals and guidelines produced within the scope of this project will have to integrate the DRM concerns of vulnerable groups as much as possible. General protection for a variety of vulnerable groups is expected to be part of the disaster and emergency preparedness plan and standard operating procedures.

* 1. **Sustainability Strategy**

The results of this project will be sustained by strategically positioning it within the government’s broader programme for DRM administered by the National Disaster Management Centre with the support of the multi-sectoral coordinating mechanism and the DRR Technical Working Group. The enactment of the DRM Law which this project is supporting through Output 1 is expected to lay down a concrete medium to long term legal and institutional framework for disaster risk reduction and management in the country, which is seen as important and crucial step towards sustainability of initiatives undertaken under DRR projects.

The project takes a ‘train the trainer approach’ with the NDMC and the atoll councils being equipped with skills and tools to enable them to conduct training in the absence of the project. Furthermore, the project will produce standard operating procedures and modules for gender sensitive tools, manual and guidelines in CBDRRM which will remain as crucial knowledge products long after the conclusion of this project and would greatly reduce the need for ‘outside’ expertise.

The replication and up-scaling for instance of the CBDRR initiatives (i.e. Island VCA, Island Disaster Preparedness Planning, CBEWS, etc.) will be taken up by the Government supported by fiscal resources. The lessons, tools, methodologies, guidelines and manuals developed under this project will be institutionalized under the auspices of the NDMC, the mandate promulgated by the proposed DRM Law and its implementing rules and regulations. The same will be articulated in the resultant National Disaster Risk Reduction and Management Framework and Plan. Before the end of the first half of the project, NDMC through the DRM technical committee will kick start discussions on a sustainability roadmap. The discussions should culminate in agreed positions and commitments before the end of the project cycle.

* 1. **Proposed Project Framework**

Consistent with the key development frameworks and priorities of the country for the next remaining 2-3 years leading to 2015, the end of the current UNDAF/CPD cycle, a disaster risk reduction programme needs to be put in place to support activities towards achievement of these development objectives set out in key policy strategies and programme documents. A sustained capacity development programme on disaster risk reduction for the Maldives is critical and will have significant potential for impact. The programme framework should be anchored on building upon the key achievements and existing capacities in disaster risk reduction and sustain on-going efforts and initiatives towards resilience through continued capacity development of institutions, organizations, communities and individuals in disaster risk reduction and management. Table below outlines project outputs, activities and inputs (budgets).

* 1. **Project Outputs**

The project will support the delivery of the following four output results, in response to the challenges outlined in section 1.4 above. The outputs and activities have been selected given the risks analyzed in the later section and UNDP’s comparative advantage:

**Output 1 Institutional and legal systems for DRR established and the functional and operational capacities of DRR institutions strengthened to effectively fulfil their mandates**

This output will address one of the critical gaps in the DRR and will facilitate a very strategic step forward in the area of DRR/DRM in the country. As described earlier, a number of activities must take place quickly following the enactment of the DRRM bill, including on advocacy on the bill and developing the National DRRM Plan, to operationalize the provisions outlined in the law. This also includes a much-needed capacity development strategy for the nodal agency – NDMC- so that it can effectively fulfil its mandate. Like many other young democratic institutions, NDMC requires a medium to long term institutional development strategy, accompanied by business processes, TORs for staff and training plans. Furthermore, it needs focused supporting policy material that covers the gaps that were apparent in the aftermath of the 2004 Tsunami such as an internally displaced populations framework as well as a national emergency operations plan. UNDP will draw from its effective convening power to bring key partners together to support an effective roll out of the coordination mechanisms.

**Output 2 End-to-end early warning operating procedures strengthened**

As mentioned earlier, an end-to-end EWS is much needed, but it will not be feasible to fully establish it, including the procurement of hardware, within the scope of this project. Instead, this project will support the set of systems, procedures and capacities to be scaled up by national mechanisms and resources. The output includes sensitisation / simulation on early warning SOPs for stakeholders including at community level, improve capacities and procedures for early warning dissemination at National and Island Level in selected Atolls as TOT (not in all Atolls), and conduct campaigns to raise public awareness on early warning.

**Output 3 Increased public awareness and knowledge on disaster risk reduction and climate change adaptation**

One of the key challenges in DRR in the Maldives is a general lack of awareness and knowledge amongst the public and policy makers. In the absence of appropriate information, no intervention at the policy or operational level will be effective. DRR and CCA messages, information and knowledge products disseminated to the public by mainstream media that would be customised to suit different segments of society. Given the well developed social media practice and internet coverage and the country’s young population, this intervention will draw heavily from the existing social media and mobile/IT mechanisms to ensure wider coverage and cost effectiveness. It will also draw from the work carried out by the UNDP governance unit on continuing work with local councils and on community dialogue, and use of social media.

**Output 4: Increased community capacities for disaster preparedness for effective response**

At the national and local levels, capacity to assess, plan and manage needs to be developed and sustained. The project will not be able to go directly to the island communities to develop, pilot or implement community level DRMs, but will support the tools and systems needed for the communities to take up. As a first activity, the project will support capacity building of national authorities on conducting VCA and Risk Assessment (RA). This will form the basis for developing plans and systems in place. While it is not feasible for the project to train all actors at the community levels, the project will train key trainers in selected Atolls on disaster preparedness planning. This knowledge can be scaled up and promulgated through the national mechanisms. Tools, manuals and guides will be developed and the project will support the development of a model on island disaster management committee, including the organizational structure that includes women and ‘at risk populations’ representation, TOR and SOPs, which can be taken up by communities themselves.

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| **OUTPUTS** | **OUTPUT TARGETS**  | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Output 1: Institutional and legal systems for DRR established and capacities of DRR institutions strengthened to fulfil their mandate*****Indicators:***1. Progress made on the finalization of DRRM Bill leading towards parliament
2. # of awareness workshops held by June 2014
3. Progress towards validating and endorsement of DRR Policy briefs
4. # of multi-sector technical working group meetings for DRR held in a year
5. % NDMC staff who receive required training, as identified in the capacity assessment
6. Existence of a gender sensitive National DRRM Plan
7. % of NDMC staff with required minimum training in DRR
8. Existence of internally displaced population framework
9. Finalization of national emergency operations plan

***Baseline:*** 1. Draft DM Bill of submitted to AGO
2. No workshops held yet
3. No policy briefs validated and endorsed yet
4. ad-hoc meetings of semi-formal multi-sectoral technical working group for DRR held
5. 0 (no structured training system/plan in place for NDMC staff)
6. National DRRM Plan does not exit
7. To be determined by capacity assessment
8. Internally displaced population framework does not exist
9. Draft national emergency operation plan
 | National DRRM Bill passed by parliament as an Act by the end of 2013At least 7 workshops at national, atoll and island levelOne validation workshop and one endorsement workshop the end of 2013At least 6 a yearAt least 85%National DRRM Plan exists with gender specific considerations in it by June 2014At least 85% of NDMC staff trainedInternally displaced population framework with at risk populations considerations exists by December 2014National emergency operations plan finalised by September 2014 | ***Activity 1.1***: Support DRRM bill enactment and initial roll out activities* Develop policy briefs on DRR/DRM policy framework
* Sensitize key stakeholders on DRRM bill / act
* Roll out advocacy on DRRM bill/ act
 | **NDMC** | Advocacy and awareness raising materials (Co-financed by NDMC)* *Budget:*

***Funded- 28,000 USD******Unfunded: 24 000 USD*** |
| ***Activity 1.2:*** Support to improving NDMC capacity in implementing its functions as the national leader on DRR/DRM coordination / and to function as the NEOC* Develop the National DRRM Plan
* a gender and disaster interface analysis completed and incorporated into the NDRRM Plan
* Conduct a comprehensive capacity assessment
* Develop clear operational mandate, functioning organizational structure, work planning procedures, ToRs for key staff & functions
* Training for key staff as identified through the capacity assessment
* Desktop drill on the operation of NEOC & coordination protocols
* Develop an internally displaced populations strategy/ framework
* Contribute to the development of the national emergency operations plan
 | **NDMC** | National workshops Technical specialist*Budget:* *Funded: 133,000USD* ***Unfunded: nil-*** |
| **Output 2: End-to-end early warning operating procedures strengthened** ***Indicators:**** Progress made on the communication strategy for disseminating early warning information strategy finalised
* Progress made on development of SOPs and response actions
* % of people with increased awareness on how to respond to early warning

***Baseline:**** No communication strategy exists
* No SOPs exist
* TBE by the baseline survey
 | Communication strategy finalised End-to-end EW SOPs and appropriate response actions developedTarget % to be determined by baseline survey | ***Activity 2.1***: Support to strengthen National EWS- Improve capacities and develop procedures for early warning dissemination at National and Island Level - Sensitisation / simulation on early warning SOPs for stakeholders including at community level in selected Atolls***-*** Improve capacities and procedures for early warning dissemination at National and Island Level- Conduct campaigns to raise public awareness on early warning  | **MMS** | Technical expert*Budget:* *Funded: 113,500USD* ***Unfunded: 48,000 USD*** |
| **Output 3: Increased public awareness and knowledge on disaster risk reduction and climate change adaptation*****Indicators:**** No. of media personnel sensitized on DRRM
* No. of DRR/CCA articles published in national broadsheets within the year
* # of Gender and ‘at risk populations’ groups mainstreamed DRR awareness programmes conducted
* No. of Radio and TV stations aired spots, programs or talk shows on DRR/CCA within the year
* % of people with increased awareness on disasters

***Baseline:***TBE through the baseline survey/study | 15 people from all media 10 articlesAt least 8 island communities2 radio channels and 2 TV channels-% to be determined by baseline survey | ***Activity 3.1***: Increase understanding and knowledge of the Maldivian public on DRR and CCA - gender and ‘at risk populations’ sensitive DRR and CCA messages, information and knowledge products disseminated to the public by mainstream media- develop a gender, ‘at risk populations’ and DRR public awareness module - Support implementation of the existing social media marketing strategy on DRR | **NDMC****MEE** | Technical support* Linkage with existing CCA projects in MEE
* ***Budget:***
* ***Funded: 53,500 USD***
* ***Unfunded: 7,000 USD***
 |
| **Output 4: Increased community capacities for disaster preparedness for effective response*****Indicators:**** # of additional islands with gender and ‘at risk populations’ sensitive disaster preparedness plans
* #of islands with a functioning Island Disaster Management Committee
* #of atolls council offices with trained CBDRM planners
* No. of women, men and persons with special needs consulted during the development of contingency and preparedness plans
* #of islands using a standard guide or manual developed for IDMCs )
* % of women members in Island Disaster Management Committees

***Baseline:**** 0 islands with gender and ‘at risk populations’ sensitive DRM Plans
* 40 Islands with disaster preparedness plans developed in 2006-2009
* 0 council offices with CBDRM planners
* 0 men and women consulted
* 0 islands using standard guide
* TBE by baseline survey
 | - 8 islands with gender and vulnerability sensitive disaster preparedness plans- 8 with functioning island disaster management committee- 4 atoll councils with trained CBDRM planners-at least half of the consulted individuals should be women- 8 island using a standard guide or manual on IDMCs- at least 35% women representation on IDMCs | ***Activity 4.1***: Support capacity building of national authorities on conducting gender and ‘at risk populations’ sensitive VCA and Risk Assessment (RA)- Explore a sustainable model for long term VCA /RA | **NDMC/LGA** | Technical expert*Budget:* *Funded:6,500 USD****Unfunded: nil -*** |
| ***Activity 4.2***: Capacity building at Atoll levels to support island and atoll level disaster preparedness planning, recognising the different gender roles before, during and after disaster events- guided consultations with men, women and vulnerable groups on the priorities and needs in the development of the contingency and disaster preparedness plans***-***Gender sensitive tools, manuals and guides developed out of the CBDRRM implementation  | **NDMC/LGA** | CBDRM expert co-financed by NDMC*Budget:* *Funded: 39,500USD** ***Unfunded: 27,000USD***
 |
| ***Activity 4.3***: Support to developing a model on island disaster management committee - Develop organisational structure for IDMC- Develop ToRs for key functions and posts- Develop SOPs for the IDMC - Conduct desktop drills for IDMC using the SOPs | **NDMC/LGA** | Technical support*Budget:* *Funded: 30,000 USD* ***Unfunded: 10,000 USD*** |
| Costs across the outputs:Full time Project Manager on UNDP contract and Project support staff on UNDP contract at the G7 level (50%):56,000 USDMonitoring, Communication and Evaluation, including baseline study/survey and sustainability roadmap:27,000 USDOffice supplies: 8,000 USDMiscellaneous: 3,000 USD  |
| Total Project costs:Output 1 185,000Output 2 161,500Output 3 60,500Output 4 113,000Management(including M&E and baseline study) 94,000**Total from BCPR: 400,000 USD****Govt Contribution: 97,000 USD****In-kind Govt Contribution: 80,000 USD****Unfunded project components: 116,000 USD****Grand Total of Project: 693,000 USD** |

# Management Arrangements

**Project Management**

Project Manager based in NDMC

**Project Board**

**Senior Beneficiary**

LGA, MEE, MMS, MoFT, MRC

**Executive**

**NDMC**

**Senior Supplier**

UNDP

**Project Assurance**

UNDP

Energy and Environment Unit

* **APRC Tech Support**
* **Project Support**

**Project Organisation Structure**

The initiative is designed to be implemented over a period of 2 years. It will be nationally implemented. The Implementing Partner for the project will be the National Disaster Management Centre (NDMC), which, as of June 2013, sits within the Ministry of Defence and National Security (MDNS) and serves as secretariat of the National Platform for DRR and focal coordinating body for disaster risk reduction and management. As the implementing partner, the NDMC will be responsible and accountable for the implementation of the project activities and the judicious use of project funds under the guidance and oversight of the Project Board. The implementing partner will need to setup a separate bank account for project finances to be provided by the UNDP BCPR to enhance transparency and to simplify financial reporting to the donor.

The project will be managed by a project funded qualified project manager, based in the NDMC on a government contract, which will ensure sustainability of the post. The intention is for the government to absorb this post in the civil service system to ensure sustainability and capacity building of the NDMC after the project ends. Since this will be the first UNDP project implemented by NDMC, in order to ensure effective administrative support, an existing UNDP-contract holder support staff will be made use of on a 50% cost-sharing basis with UNDP, to support the project administration and finances. Existing NDMC staff will provide the necessary logistical and other administrative support. It is intended to draw on the UNDP APRC technical services on a cost recovery basis through the project. The cost of these services is embedded within the activity lines.

The Project Board will be composed of three roles within the project management structure namely, the Executive, Senior Beneficiary and Senior Supplier. The Executive role will be taken by the NDMC and UNDP will play the role of senior supplier. The senior beneficiary will be the Local Government Authority (LGA), Ministry of Environment and Energy (MEE), Maldives Meteorological Service (MMS), Ministry of Finance and Treasury (MoFT) and the Maldivian Red Crescent Society (MRC). The project board will be composed of the Local Government Authority, Ministry of Environment and Energy, Maldives Meteorological Service, Ministry of Finance and Treasury and Maldivian Red Crescent Society. For continuity, it is suggested that government ministries be represented by permanent secretaries and government departments should be represented by the highest ranking civil servant and for the LGA, the Secretary General.

# Monitoring Framework And Evaluation

* 1. **UNDP Policies and Procedures**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

* **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
* These annual reports include, but are not limited to, reporting on the following:
* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project Outcome (annual)
* Lessons learned/good practices
* Annual expenditure reports
* Reporting on project risk management

* 1. **Additional Monitoring**

To set the baselines needed to enable monitoring for some of the activities, a baseline study is to be conducted in the first quarter of the first year of implementation by the project. Also to be conducted in first quarter is institutional capacity assessment of the NDMC which should give baselines for training needs. Thereafter, it is expected that the Project Team will spearhead most of the monitoring and evaluation work under the joint supervision of UNDP/ NDMC and Project Board. Dedicated support from the UNDP Asia Pacific Regional Centre will be called upon to strengthen the efforts of the local team and provide objectivity. Further technical assistance to monitoring and evaluation will be requested from the intersectoral disaster management platform chaired by the NDMC. Government authorities, members of the Project Board and UNDP staff will conduct regular field visits to project sites based on the agreed schedule in the project's Annual Work Plan to assess first hand project progress.

* 1. **Budgeted M&E Plan**

The table below summarises the M&E plan for the project. A comprehensive monitoring framework is attached in Annex III of this document and defines the success indicators for project implementation as well as the respective means of verification.

|  |  |  |  |
| --- | --- | --- | --- |
| **Type of M&E activity** | **Responsible party** | **Budget in USD***(Excluding project team staff time)* | **Timeframe** |
| Baseline Survey | Project teamNDMCUNDP country officeNational consultant | 6 400 | At start of project and should be completed by 30 September 2013 |
| Quarterly and Annual Project Reviews  | Project teamUNDP country office | none | Quarterly and Annually  |
| Measurement of indicator status/means of verification | Project Manager | none | Start, mid-point and end of project implementation |
| Project Board Meetings | Project ManagerUNDP country office | none | At least twice a year |
| Periodic Status Reports | Project team | none | To be determined by project team and UNDP country office |
| Visits to Field Sites | Project teamNDMC and other government representatives | The monitoring team visits will be combined with travel expenses of other activities to minimise travel costs | At least twice a year and as and when the UNDP and implementing partner deem it necessary |
| Final Evaluation | Independent external consultant  | 11 000 | To be conducted in the last quarter of the project timeline (April – June 2015) |
| Terminal Report and sustainability strategy | Project teamNDMCUNDP country office | 1 500 | Approximately one month before the end of the project (June 2015) |
| Independent Audit | UNDP country officeProject team | 2 100 | Following UNDP finance regulations and rules |
| **TOTAL COST of M&E** | **$21 000** |  |

As much of the monitoring and evaluation costs in Maldives are transport related, most of the costs for monitoring and evaluation will be embedded in other activity lines to minimise the costs related with hiring of speed boats.

# communication strategy and donor visibility

At the project inception phase, specifically during project briefing and orientation for key stakeholders and island communities, a session or a presentation briefer on the DRR BCPR Project will be an integral part of the activity and the project briefing kit. All information and communication materials developed under this project will bear the UNDP logo. The planned support for the airing of TV and Radio programmes on DRR and CCA as part of the public awareness campaign strategy will also ensure to allocate at least 2 appearances or interviews featuring UNDP representatives. The UNDP Communications Unit will prepare at least 3 press releases on the proposed Action - (1) when the proposed Action is approved for funding and signed; (2) project inception and (3) during mid-project implementation highlighting key achievements. In terms of donor visibility, all manuals, guidelines, modules, awareness and advocacy materials produced under this proposed action will bear the UNDP logo, alongside the Government of Maldives Coat of Arms and the logo of any other contributing organisation.

# Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml>.This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document”.

**ANNEXES**

**Annex 1: Risk Analysis**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact (I) &****Probability (P)**Note: scale 1-5 (5 being the highest) | **Countermeasures/ Mngt response** | **Owner** | **Submitted or updated by** | **Last Update** | **Status** |
| 1 | Another disaster occurring would hinder project implementation | April 2013 | Environmental | The annual rainy season and other natural hazards may result to another disaster affecting the population. This would hinder or delay project implementation as focus would be diverted to responding to the current emergencyI: 3P: 3 | * Lessons learned and experience from the previous early recovery activities could be drawn and inform the strategies on how to tackle/approach any disaster that may occur.
* Develop a disaster contingency plan within the CO/UNDMT and assist the government in developing the same so as to be ready with response when a disaster strikes thus limiting the implications/effects to project implementation
 | Project Manager | ARR, Env. Unit | June 2013 | No change |
| 2 | Persistently bad weather conditions | June 2013 | Environmental | Disruption of travel arrangements for project implementation, survey and evaluation missions to the Atolls and communitiesI: 2P:3 | * Plan programme activities according to the seasonal variations in weather as much as possible.
 | Project Manager | Local PAC  | June 2013 | No change |
| 3 | The NDMC and other Government agencies directly associated with management and implementation of the project have limited qualified staff, do not assign sufficient or appropriate staff, in general lacks the capacity | April 2013 | Organizational | The project intends to develop the capacities of NDMC in disaster risk reduction and management. NDMC is at the same time the Implementing Partner of this project. Thus it is a given that the IP has existing capacity constraints which the project seeks to address. It is therefore very likely that project implementation will be affected/delayed due to these given capacity gaps.I: 4P: 4 | * Close monitoring and tracking of implementation of planned activities and provide technical guidance on a regular basis
* Organization of regular project meeting to discuss the issues, refine the management/action plans and implementation strategy
* Intensify coaching/mentoring to NDMC staff by the Chief Technical Advisor Strengthen working relationships of NDMC, Project Support Staff and UNDP CO Staff by organizing joint staff development activities
 | Project Manager | ARR, Env. Unit | June 2013 | No change |
| 4 | Necessary operational support such as the recruitment of staff and contracting of consultants or professional services are not provided in a timely manner | April 2013 | Operational | It does often take a long time for the UNDP CO to recruit staff or procure goods and servicesI: 2P: 3 | * The Programme Unit in UNDP will backstop (if required) in some operational matters i.e. preparation of documents, evaluation, minutes of meetings in order to expedite the process and ease the burden of the operations team which is looking after a number of projects
* Prepare well in advance a recruitment and procurement plan
 | Project Manager | ARR, Env. Unit | May 2013 | No change |
| 5 | With the administration that will be elected in late 2013 after the Presidential elections this year, priorities shifts making disaster management an immediate and urgent priority.  | April 2013 | Political | Stakeholders are overstretched with their regular functions in the prioritised areas and is unable to respond in a timely manner to consultations, meetings and activities related to the projectI: 4P: 2  | * NDMC to provide regular updates to all concerned stakeholders involved in the project to keep them engaged
* Share the work plans and implementation strategy to concerned stakeholders for their information and guidance
* NDMC to elevate any issues related to this matter at the high-level advisory council
* Obtain the “buy-in” of the government partners and stakeholders on the project i.e. involve/consult them from the project formulation phase, its inception and implementation.
* Keep strong engagement with senior civil service staff from key stakeholders
 | Project Manager | ARR, Env. Unit | June 2013 | No change |
| 6 | Disaster Bill not being passed by Parliament. | June 2013 | Political | Some of the project activities are delayed or or have to be designed such as the development of SOPs, the content in guidelines and manuals. I:3P:4 | * NDMC will provide a concrete lobbying strategy to ensure that the DM Bill is approved by the Majlis. UNDP to support the strategy.
* The activities activities have to be ordered or prioritised such that the delay in passing the bill has a minimal effect on project activities.
 | Project Manager | Local PAC | June 2013 | No Changes  |
| 7 | Project Board not functioning as planned  | June 2013 | OrganisationalOperational | Activities, procurement and hiring processes are delayed. Project oversight will weaken and confidence will be undermined.I:4P:2 | * Review project board after every six months so that there can be new members if some are not participating in the meetings
 | Project Manager | Local PAC | June 2013 | No Changes |
| 8 | Project Manager not performing as agreed | June 2013 | OrganisationalOperational | Activity delay, weak stakeholder engagement/advocacy, mismanagement of project resources, production of substandard products.I:4P:1 | * Have the project manager appraisal linked to project objectives
 | Project Manager | Local PAC | June 2013 | No Changes |
| **9** | Certain decision making and / or activity implementation delayed | April 2013 | Organizational Operational | This will undermine confidence in the project. It will also entail cost implicationsI = 3P = 3 | * Regular monitoring and project meetings to address matters requiring critical and expedient decisions
* Provide feedback to management and get management to give the required “push” for critical decisions to be made expeditiously
 | Project Manager | ARR, Env. Unit | June 2013 | No change |
| **10** | The 2013 Presidential Elections (both the campaign period and the eventual results) might have serious implications to the implementation of project activities. | April 2013 | Political | At the minimum, the election year 2013 will delay project implementation. It could also cause non-allocation of resources in a timely manner and might derail decision-making and approval process. The end-result of the elections will also impact on the sustained support to the project either due to change of priorities and focus.I = 4P = 5 | * Endeavour to implement project activities months before the elections
* Ink agreements, undertake procurement and secure approval of key project activities in the early part of 2013 to ensure that planned activities for the year are implemented
* Endeavour to involve all key stakeholders in project consultations and implementation to rally their support and commitment to the project going beyond political line and affiliations
 | Project Manager | ARR, Env. Unit | June 2013 | No change |
| **11** | Civil unrest could result in delay in project delivery and disrupt travel to the Atolls. | June 2013 | Political | Delays in project implementation that might result in cost implications and substandard results from project activities. Unrest would also divert attention from DRR issues and medium to long term community objectives as focus immediate survival.I: 4P:2 | * Activities that involve travelling to the atolls should be minimised or totally avoided during the election months starting with September 2013.
 | Project Manager  | Local PAC | June 2013 | No change |

**Annex 2: terms of reference of the project management team**

**A. Project Board**

**Overall responsibilities[[5]](#footnote-5):** The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance to standards[[6]](#footnote-6) that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

1. An Executive: individual representing the project ownership to chair the group.
2. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC[[7]](#footnote-7) meeting.

**Specific responsibilities of the Project Board:**

*Initiating a project*

* Approve the Implementing Partner’s appointment of a Project Manager and agree on Project Manager’s responsibilities, as well as the responsibilities of the other members of the Project Management team;
* Delegate any Project Assurance function as appropriate;
* Review the Progress Report for the Initiation Stage *(if an Initiation Plan was required)*;
* Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

*Running a project*

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

*Closing a project*

* Assure that all Project deliverables have been produced satisfactorily;
* Review and approve the Final Project Review Report, including Lessons-learned;
* Make recommendations for follow-on actions to be submitted to the Outcome Board;
* Commission project evaluation (only when required by partnership agreement)
* Notify operational completion of the project to the Outcome Board.

**1) Executive**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive’s role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)

* Ensure that there is a coherent project organisation structure and logical set of plans
* Set tolerances in the AWP and other plans as required for the Project Manager
* Monitor and control the progress of the project at a strategic level
* Ensure that risks are being tracked and mitigated as effectively as possible
* Brief Outcome Board and relevant stakeholders about project progress
* Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described [below](#_Project_Assurance). If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

**Senior Beneficiary**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)

* Ensure the expected output(s) and related activities of the project are well defined
* Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
* Promote and maintain focus on the expected project output(s)
* Prioritise and contribute beneficiaries’ opinions on Project Board decisions on whether to implement recommendations on proposed changes
* Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

* Specification of the Beneficiary’s needs is accurate, complete and unambiguous
* Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary’s needs and are progressing towards that target
* Impact of potential changes is evaluated from the beneficiary point of view
* Risks to the beneficiaries are frequently monitored

Where the project’s size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section [below](#_Project_Assurance))

**Senior Supplier**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)

* Make sure that progress towards the outputs remains consistent from the supplier perspective
* Promote and maintain focus on the expected project output(s) from the point of view of supplier management
* Ensure that the supplier resources required for the project are made available
* Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
* Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

* Advise on the selection of strategy, design and methods to carry out project activities
* Ensure that any standards defined for the project are met and used to good effect
* Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
* Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section [below](#_Project_Assurance))

**B. Project Manager**

**Overall responsibilities:** The Project Manager is a full time project funded staff member who has the authority to run the project on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost as indicated in the results framework. S/he will be responsible for financial management and disbursements, with accountability to the government and UNDP. In carrying out her/his responsibilities, s/he will advocate and promote the work of disaster risk risk reduction and management, and whenever relevant linking it to climate change adaptation in Maldives. The manager is expected to closely work and network with the relevant government agencies, UNDP, the National Disaster Management Platform, the private sector, NGOs, and civil society organizations.

**Specific responsibilities** would include:

*Overall project management:*

* Manage the realization of project outputs through activities;
* Provide direction and guidance to project team(s)/ responsible party (ies);
* Liaise with the Project Board and Project Assurance on the overall direction and integrity of the project;
* Identify and obtain any support and advice required for the management, planning and control of the project;
* Responsible for project administration;
* Liaise with any suppliers;
* May also perform Team Manager and Project Support roles;

*Running a project*

* Plan the activities of the project and monitor progress against the initial quality criteria.
* Mobilize goods and services to initiate activities, including drafting TORs and work specifications;
* Monitor events as determined in the Monitoring & Evaluation Plan, and update the plan as required;
* Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
* Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
* Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
* Be responsible for managing issues and requests for change by maintaining an Issues Log;
* Link up project activities with related and parallel activities both within NDMC and with external partner agencies and organisations;
* Ensure donor visibility on all products from the project;
* Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
* Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
* Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

*Closing the Project*

* Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
* Identify follow-on actions and submit them for consideration to the Project Board;
* Lead the crafting of a sustainability strategy or roadmap before the closure of the project;
* Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
* Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

**C. Project Assurance**

**Overall responsibility**: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

* Maintenance of thorough liaison throughout the project between the members of the Project Board.
* Beneficiary needs and expectations are being met or managed
* Risks are being controlled
* Adherence to the Project Justification (Business Case)
* Projects fit with the overall Country Programme
* The right people are being involved
* An acceptable solution is being developed
* The project remains viable
* The scope of the project is not “creeping upwards” unnoticed
* Internal and external communications are working
* Applicable UNDP rules and regulations are being observed
* Any legislative constraints are being observed
* Adherence to RMG monitoring and reporting requirements and standards
* Quality management procedures are properly followed
* Project Board’s decisions are followed and revisions are managed in line with the required procedures

**Specific responsibilities** would include:

*Initiating a project*

* Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
* Ensure that people concerned are fully informed about the project
* Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

*Running a project*

* Ensure that funds are made available to the project;
* Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
* Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
* Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
* Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
* Perform oversight activities, such as periodic monitoring visits and “spot checks”.
* Ensure that the Project Data Quality Dashboard remains “green”

*Closing a project*

* Ensure that the project is operationally closed in Atlas;
* Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
* Ensure that project accounts are closed and status set in Atlas accordingly.

**D. Project Support**

**Overall responsibilities:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

**Specific responsibilities:** Some specific tasks of the Project Support would include:

*Provision of administrative services:*

* Set up and maintain project files
* Collect project related information data
* Update plans
* Administer the quality review process
* Administer Project Board meetings

*Project documentation management:*

* Administer project revision control
* Establish document control procedures
* Compile, copy and distribute all project reports

*Financial Management, Monitoring and reporting*

* Assist in the financial management tasks under the responsibility of the Project Manager
* Provide support in the use of Atlas for monitoring and reporting

*UNDP Support Services*

The Implementing Agency will carry out all administrative-related work including procurement of goods and services. In accordance with the Letter of Agreement, where UNDP is requested by the Implementing Agency, the following services are provided by UNDP Maldives in the implementation of the programme (i.e. costs directly related to the delivery of programme), and include:

* Payments, disbursements and other financial transactions
* Recruitment of staff, project personnel, and consultants
* Procurement of services and equipment, including disposal
* Organisation of training activities, conferences, and workshops, including fellowships
* Travel authorisation, visa requests, ticketing, and travel arrangements
* Shipment, custom clearance, vehicle registration, and accreditation

For the programme, UNDP is required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fee. These costs are an integral part of programme delivery, and hence should be charged to the same budget line as the programme input itself. In determining costs the approach is to use actual costs for clearly identifiable transactions and when this is not possible, the UNDP Maldives will use the Local Price List for services (transaction fee), as reference.

Fundamentally, the percentage fee for GMS is not intended to recover the cost of ISS, which instead are recovered based on a transaction fee, as described above.

*Audit Arrangements*

The audit of the programme will be organised as a part of the UNDP office audit. An external audit firm will be employed if more frequent audit (annual audit) is required.

**Annex 3: Monitoring Framework**

| **Outputs**  | **Indicator**  | **Baseline 2013** | **Target**  | **Data Collection Method, Source and Date** | **Frequency of Data Collection** | **Resources**  | **Risks to M&E** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Output 1: Institutional and legal systems for DRR established and capacities of DRR institutions strengthened to fulfil their mandate**Activities:1.1: Sensitize key stakeholders on DRRM bill1.2: Roll out advocacy on DRRM bill/ act through awareness workshops 1.3: Contribute to the development of policy briefs on DRR/DRM policy framework, validate and have them endorsed1.4: Desktop drill on the operation of NEOC & coordination protocols1.5: Conduct a comprehensive capacity assessment of NDMC and develop a clear operational mandate, functioning organizational structure, work planning procedures, ToRs for key staff & functions and human resources development plan1.6: Update and streamline the National DRM Plan aspects of the DRM Bill and include a gender, vulnerability and disaster interface analysis1.7: Local and international training for key staff as identified through the capacity assessment1.8: Formulate an internally displaced populations management framework for Maldives1.9: Contribute towards the development of a national emergency operations plan | 1. Progress made on the finalization of DRRM Bill leading towards parliament
 | Draft DM Bill of submitted to AGO | National DRRM Bill passed by parliament as an Act by the end of 2013 | NDMC policy, legal and regulations records | Annually | No financial resources required | None |
| 1. # of awareness workshops held by June 2014
 | No workshops held yet | At least 7 workshops at national, atoll and island level | NDMC activity records | Annually | No financial resources required | None |
| 1. Progress towards validating and endorsement of DRR Policy briefs
 | No policy briefs validated and endorsed yet | One validation workshop and one endorsement workshop | NDMC activity records | Annually | No financial resources required | None |
| 1. # of multi-sector technical working group meetings for DRR held in a year
 |  ad-hoc meetings of semi-formal multi-sectoral technical working group for DRR held | At least 6 a year | Minutes of meetings from NDMC | Every 6 months | No financial resources required | None |
| 1. % NDMC staff who receive specific training, as identified in the capacity assessment
 | 0 (no structured training system/plan in place for NDMC staff) | At least 85%  | NDMC records of staff training; records of training participants | Every 6 months | No financial resources required | None |
| 1. Existence of a gender sensitive National DRRM Plan
 | National DRRM Plan does not exit | National DRRM Plan exists with gender specific considerations in it by June 2014 | NDMC policy, legal and regulations records | Annually  | No financial resources required | None |
| 1. % of NDMC staff with required minimum training in DRR
 | To be determined by capacity assessment | At least 85% of NDMC staff trained | NDMC Staff training records | Annually | No financial resources required | None |
| 1. Existence of internally displaced population framework
 | internally displaced population framework does not exist | Internally displaced population framework with at risk populations considerations exists by December 2014 | NDMC policy, legal and regulations records | Annually | No financial resources required | None |
| 1. Finalization of national emergency operations plan
 | Draft national emergency operation plan  | National emergency operations plan finalised by September 2014 | NDMC policy, legal and regulations records | Annually | No financial resources required | None |
| **Output 2: End-to-end early warning operating procedures strengthened** Activities:2.1: Develop multi hazard early warning national SOPs with links to local level early warning and finalize the national communication strategy for disseminating early warning information2.2: Sensitisation / simulation on early warning SOPs for stakeholders at national, Atoll and community levels in selected Atolls2.3: Conduct campaigns to raise public awareness on early warning, procedures, messages, information channels including feedback, community rights to safe environment. | 1. Progress made on the communication strategy for disseminating early warning information strategy finalised
 | No communication strategy exists | Communication strategy finalised  | NDMC policy, legal and regulations records | Annually | No financial resources required | None |
| 1. Progress made on development of SOPs and response actions
 | No SOPs exist | End-to-end EW SOPs and appropriate response actions developed | NDMC procedure records | Annually | No financial resources required | None |
| 1. % of people with increased awareness on how to respond to early warning
 | TBE by the baseline survey | Target % to be determined by baseline survey | Surveys | Annually  | Survey visits will be attached to other local level activities | Bad weather, disaster, political unrest |
| **Output 3: Increased public awareness and knowledge on disaster risk reduction and climate change adaptation**Activities:3.1: Training of media personnel in DRR and CCA3.2: Develop a gender and vulnerable groups and DRR/CCA public awareness module using experiences from ongoing DRR and CCA activities in Maldives 3.3:Disseminate DRR and CCA messages, information and knowledge products through public media and social media. | 1. No. of media personnel sensitized on DRRM
 | TBE through the baseline survey/study | 15 people from all media  | NDMC Media Training workshops attendance record | Once | None | None |
| 1. No. of DRR/CCA articles published in national broadsheets within the year
 | 10 articles | Survey of print media programmes, data can be obtained from media houses | Every six months | None  | Media houses might not have/keep the required data |
| 1. # of Gender and ‘at risk populations’ groups mainstreamed DRR awareness programmes conducted
 | At least 8 island communities | NDMC awareness programme records | Annually  | None  | None  |
| 1. No. of Radio and TV stations aired spots, programs or talk shows on DRR/CCA within the year
 | 2 radio channels and 2 TV channels | Survey of electronic media programmes, data can be obtained from media houses | Annually | None | Media houses might not have/keep the required data |
| 1. % of people with increased awareness on disasters
 | % to be determined by baseline survey | Surveys in areas in which the project is being implemented | Annually | Survey visits will be attached to other local level activities | Bad weather, disaster, political unrest |
| **Output 4: Increased community capacities for disaster preparedness for effective response**Activities:4.1: Explore sustainable model for long term VCA/RA4.2: Consultations with men and women on the priorities and needs in the development of community based disaster preparedness plans. The consultations should lead to the development of gender and vulnerable group sensitive tools, manuals and guides developed out of the CBDRRM implementation4.3: Develop organisational structure for IDMC, ToRs for key functions and posts and SOPs for IDMCs4.4: Conduct desktop drills for IDMC using the SOPs | 1. # of additional islands with gender and ‘at risk populations’ sensitive disaster preparedness plans
 | 0 islands with gender and ‘at risk populations’ sensitive DRM Plans | 8 islands with gender and vulnerability sensitive disaster preparedness plans | NDMC records, selected islands records | Annually | None | Political unrest in target islands |
| 1. Progress towards a sustainable model for VCA/RA
 | No model exists | Sustainable model for VCA/RA by September 2013 | NDMC operational documentation | Annually | None | None |
| 1. #of islands with a functioning Island Disaster Management Committee
 | 40 Islands with disaster preparedness plans developed in 2006-2009 | 8 with functioning island disaster management committee | NDMC records, selected islands records | Annually | None | Political unrest in target islands |
| 1. #of atolls council offices with trained CBDRM planners
 | 0 council offices with trained CBDRM planners | 4 atoll councils with trained CBDRM planners | NDMC records, selected Atoll records | Annually | None | Political unrest in target islands |
| 1. No. of women, men and persons with special needs consulted during the development of contingency and preparedness plans
 | 0 men and women consulted  | at least half of the consulted individuals should be women | NDMC records, selected islands records, list of participants consulted | Annually | None | Political unrest in target islands |
| 1. #of islands using a standard guide or manual developed for IDMCs )
 | 0 islands using standard guide | 8 island using a standard guide or manual on IDMCs | NDMC and island council records | Annually | None | Political unrest in target islands |
| 1. % of women members in Island Disaster Management Committees
 | TBE by baseline survey | at least 35% women representation on IDMCs | Atoll and island council records on IDMC members | Annually | None | Political unrest in target islands |
| Baseline Survey | 6 500 USD | Bad weather, disaster, political unrest |
| Audit | 2 000 USD |
| Final Project evaluation | 11 000 USD |
| Terminal report, sustainability and exit strategy | 1 500 USD | None  |

1. Refers to the Climate Change Vulnerability and Adaptation Assessment of the Maldives Land and Beaches by Shaig (2006) [↑](#footnote-ref-1)
2. Situation Report Flooding and Related Damage due to Extreme Weather Event, NDMC, 7 November 2102 [↑](#footnote-ref-2)
3. Maldives Post-Tsunami Environmental Assessment, UNEP [↑](#footnote-ref-3)
4. See recommendations in the EWS Assessment Report [↑](#footnote-ref-4)
5. Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process [↑](#footnote-ref-5)
6. UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply. [↑](#footnote-ref-6)
7. Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC) [↑](#footnote-ref-7)