**undp3United Nations Development Programme**

**Fiji Multi-Country Office**

**Enhancing Livelihoods Recovery and Drought Resilience**

**In the Republic of Marshall Islands (RMI)**

**UNDAF Sub-regional Project Document Outcome: (3):**

By 2017, inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved, livelihood opportunities and food security are expanded for women, youth and vulnerable groups and social safety nets are enhanced for all citizens.

**Expected Country Programme Outcomes: (i)**

Enhanced self-reliance and resourceful livelihoods for poverty reduction, increased food and water security for inclusive socio-economic development

**Expected Country Program Output:**

Increased community empowerment for local food production and consumption.

**Expected Results:**

1. Introduction of drought-resistant staple crops in RMI
2. Capacity-building on water and soil conservation practices
3. Lessons emerging from effective M&E are codified and disseminated.

**Implementing Partner/Executing Entity:** Direct Implementation by UNDP Fiji Multi-Country Office

**Responsible Parties/Implementing Agencies:** Ministry of Resources and Development (MRD) and Office of Chief Secretary

**Project Summary**

The Republic of the Marshall Islands (RMI), a nation of low-lying atolls and small islands scattered across the north Pacific, is facing severe water shortages and food scarcity because of a devastating drought that has parched the islands for months. Some parts of the country have had no rainfall since November, and weather forecasts predict no upcoming precipitation. The government recently moved from a state of emergency to declaring a state of disaster, noting that an estimated 6384 people -- particularly in the most remote northern atolls with few services -- are in danger. International Organization for Migration assessments show that some families have been living on a gallon of water per day, less than half the international standard for emergency water requirements. Meanwhile, the scant water still left in the wells has become salivated and unsafe to drink. A rapid assessment of two islands revealed most food crops and plants withering and dying off, as well as extensive fire hazards due to dry vegetation.

The project will support the Government of RMI with the following: (1) introduction of drought-resilient and saline-tolerant staple crops, which are already available on a pilot basis in the region including support for regeneration of pandanus trees for handicrafts production and coconut trees for copra production; (2) capacity building for improved water management and soil conservation techniques, including training of male and female youth; and ((3) Lessons emerging from effective M&E are codified and disseminated .

Total resources required US$100, 000-

Total allocated resources: \_\_\_\_\_\_\_\_\_

* Regular
* Other:
  + \_\_\_\_\_\_\_\_\_
  + Government \_\_\_\_\_\_\_\_\_

Unfunded budget: \_\_\_\_\_\_\_\_\_

In-kind Contributions: FAO 25,000 \_\_\_\_\_\_\_\_\_

Programme Period: 2013 – 2017

Project Title: Enhancing livelihoods recovery and drought resilience in RMI management.\_\_\_\_\_\_\_\_\_\_\_\_\_

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

Start date: June 2013- \_\_\_\_\_\_\_\_\_\_\_\_\_\_

End Date July 2014

PAC date:

Agreed by (Ministry of Resources and Development, RMI):

Agreed by UNDP:

# Situation Analysis

The 29 low-lying coral atolls and 5 islands that make up the Republic of the Marshall Islands (RMI) group are among the most remote places on earth. While the capital Majuro is somewhat developed with services and infrastructure, the outer islands are isolated and undeveloped. The outer islands are heavily dependent on the capital for assistance during times of disaster. Transportation and communication systems between the outer Islands and the capital are weak and this, together with prevailing weather conditions, constrains the ability of the capital to respond in a timely manner. The country is at constant risk of a range of disasters, including drought, cyclones and sea level rise. The food security has been one of the critical issues affecting populations in atoll islands in particular due to not only the climate change impacts directly but also to the marine processes that cause coastal erosion and increases frequency of storm overwash. The capacity of atolls to support populations is related to the rainfalls and to the existence of a permanent ground water system. [[1]](#footnote-1) The modern trend of urban migration and changes in diet and traditional family and village cultures affected agricultural production and increased vulnerability of food security in atolls.

With a drought situation worsening over the last few months, RMI is now facing severe water shortages and food scarcity. Some parts of the country have had no rainfall since November, and weather forecasts predict no upcoming precipitation. On April 19th the government issued a declaration of a state of emergency for the country’s northern atolls, and a week later officially requested assistance from the United Nations. As the situation became increasingly desperate, on May 6th the government declared a State of Disaster, noting that as many as 5000 people are directly affected in the most drought affected islands, with an additional 11,000 individuals affected by crop loss (16,000 total affected). The National Disaster Committee established an Emergency Operations Centre on 9 May.

A brief from the national weather service confirmed that the drought will persist for the immediate future, with no precipitation forecasted. There is a high likelihood that RMI will remain in drought conditions through July based on ENSO Pacific updates.

Assessments are on-going, however, water tanks are empty and wells are unsafe for drinking. Most of the seven reverse osmosis units used for purification of drinking water are operating below-capacity. Additional reverse osmosis units, spare parts, delivery of water bladders, immediate and long-term assistance on food security, and a crisis support plan for communicable health issues related to water security are needed.

One large ship has been deployed and 1 large ship is currently being loaded with supplies (multiple stops). Smaller ships may also be required. The ships are loaded to capacity. Cost is about $100,000 per large ship and between $30,000 and $50,000 for the smaller ships. Supplies are aimed at the household level (10 days of supplies) and include staple items such as water, rice, tinned food and vegetables. Airlines are being deployed to carry water to those most affected. The Government has limited food and funds are depleting rapidly, therefore it is looking at shutting down some government services to finance the drought response. A minimal water supply is a concern.

The government has expressed its concern about the timing of the deployment of the donated reverse osmosis units; those promised may not arrive for another 2 weeks, while the situation remains dire. There is a rapid decrease in the production rates of the reverse osmosis units, despite filter changes. The reverse osmosis units are being overused and some component parts are breaking down. The RMI Government is primarily working with the local governments that administer the atolls. There is limited information on the gap between what is being provided and what is required to meet actual needs. In Ailuk (est. pop 339) a school has requested to relocate to another island which has a reverse osmosis unit.

The Secretary of Health has reported on the health implications of the crisis, as the water scarcity leads to greater concentration of bacteria and higher salinity in well water. The biggest health impacts so far are incidence of diarrhoea with vomiting, influenza, gastritis and conjunctivitis. Medication has been sent to five islands, and more medications being dispatched by boat to the outer islands.

A rapid assessment of two affected islands – Mejit and Utrik - showed necrosis of banana, taro and breadfruit leaves, and even hardy traditional trees such as coconut and pandanus wilting and stunted due to the extreme dry conditions. Many home gardens have been decimated by the drought, and extensive parched grass areas are considered fire hazards. The recovery prospects are complicated by hesitation to plant root crops due to suspected radioactivity levels in the soil as a result of nuclear testing decades ago. The handicrafts made from the leaves of the coconut and pandanus trees, copra production and small scale commercial fishing are the main sources of income for the women and the men, respectively, in the affected atolls.

In terms of donor coordination, the Emergency Operations Center (EOC) is the critical platform for coordination with key government entity representatives and cluster leads based in the center. International actors are actively coordinating with EOC on all matters relating to the response. Four clusters (Food Security, Health, Logistics and WASH) have been established at the EOC. Four Government cluster leads have been appointed. The cluster leads finalized draft cluster response plans for Food Security, Health and WASH on 20 May, with support from the UNDAC Team. The cluster response plans include details of cluster objectives, response activities, outputs and basic costs to guide coordinated and strategic cluster response. The UNDAC team continues to work in support of the EOC in Majuro.

**Preliminary Needs:**

Inthe “Immediate and Near-Term Drought Response Plan” released in May by RMI government, the Food Security Cluster led by Ministry of Resources and Development has indicated the following needs:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Description** | **Estimated budget $USD** |
| A 1.1. | Provision of food rations | 249,478 |
| A 1.2 | Provision of seeds, seedlings, improvement of farming methods through training, soil rehabilitation and local seed banks and nurseries | 190,781 |
| A 1.3 | Capacity development activities, technical support and training | 37,500 |
|  | **Total estimated budget –food cluster** | **477,759** |

Given that the most significant and urgent need is for food rations, the UN Resident Coordinatior has submitted a CERF request for US$1 Million. Therefore this request to BCPR is focusing on drought recovery and resilience over the medium term as the more immediate needs (refer A 1.1 as per table above) are already being addressed.

The following needs in relation to other sectors are also noted: water and food (USD 964,760); hygiene kits as a preventative measure against diarrheal and skin diseases (USD 60,000); reverse osmosis (RO) units and maintenance of RO units (USD 20,000); distribution of pharmaceuticals to treat diseases such as diarrhea and conjunctivitis (USD 208,000); transportation cost for shipping essential commodities from the urban centers to the affected islands and for deploying personnel for the distribution of commodities, repair maintaining the RO units and medical teams to assess health situation (USD 878,362); medical evacuations that may occur from the affected atolls to the urban centers (USD 60,629).

**Other donor support:**

The following support for drought response is pledged or has been provided so far:

7 reverse osmosis machines donated and deployed in Feb/March (USAID)

-Logistics for assessment, US$ 100,000 (USAID)

-NFI/ Hygiene kits (IOM)

-1 Water expert and 1 Food/Agriculture expert (USAID)

-UNDAC team deployed and assessment still on going

-SPC Food Security expert (deployed with assessment teams)

OCHA Emergency Cash Grant of US$ 50,000 was provided to assist with immediate response efforts

-UNICEF WASH technical expert (1) under consideration

-WASH Cluster (UNICEF chair) and PHT mobilised

-Desalination unit under consideration, US$ 100,000 value (AusAID)

-ADB grant under consideration

# Strategy

The project will address recovery needs on food security as a result of the drought. UNDP will also attempt to use the lessons learned from the past and on-going programmes and build upon the successes. The UNDP has assisted RMI: in increased rainwater catchment capacity through UNDP/SPREP managed PACC programme; in introduction of new skills and technologies in renewable energies through ADMIRE and PIGGAREP; and in addressing sustainability of atolls through Integrated Atoll Development Project in the past. Key strategies include: strengthening of existing traditional institutions by introducing new skills such as resilient crops and technologies; two step approaches by planting seedlings on collaborating island and transfer plants to the affected islands; utilization of existing UN and CROP agencies skills as much as possible.

The project will support the Government of RMI with the following: (1) introduction of drought-resilient and saline-tolerant staple crops, which are already available on a pilot basis in the region; (2) support for regeneration of pandanus trees for handicrafts production and coconut trees for copra production; (3) support for improved water management and soil conservation techniques, including training of male and female youth; and.(4) Lessons emerging from effective M&E are codified and disseminated . This initiative will build on recommendations of the sustainable land management whichi should result in better land utilisation, improve capacities of national, local communities, and better mitigation measures to assist the government of RMI to fulfil its obligations .

UNDP proposes to use the TRAC 3 funding under category III (recovery) to support urgent subsistence and livelihoods recovery, with a strong emphasis on building resilience to future droughts. Recovery support will be comprised of short term activities to increase current cash income, and produce local food quickly, as well as medium term re-establishment of key staple crops, for both food security and income generation. Resilience to chronic and future droughts will be pursued through technical assistance for integrated and eco-friendly farming and water conservation practices which militate against drought.

Gender equality concerns will be mainstreamed in this project, to ensure the active involvement of, and equal benefits for, both men and women on the affected atolls. To this end, livelihoods activities largely carried out by women have been identified: primarily handicrafts production, which relies on pandanus for inputs. At the same time, livelihoods activities associated almost exclusively with men, such as commercial fishing and copra production, will also be supported. Capacity-building opportunities and any temporary employment activities carried out under the project will stipulate balanced participation of both men and women, and this will be monitored through sex-disaggregated reporting.

Involvement of schools will be pursued as a critical partnership with regards to development of capacities at community level. School teachers and children will be trained in drought-resistant planting practices and management of demonstration sites. Time will be dedicated under the school curriculum for children to have hands-on practice in a range of sustainable agricultural practices. Boys and girls will be equally involved in these activities and the children will be instrumental as champions advocating more sustainable and drought resistant approaches to agriculture. This will also be linked to the new Food Security Policy that FAO is supporting the Government to develop. It is noted there is high level Government support for the strategic engagement of schools in this initiative.

It should be noted that the UN Joint Presence Office in the RMI has two national staff with very limited back-office support. This will be supplemented with project management support from the Fiji UNDP office. For the timely implementation of this project, and to ensure proper technical expertise, UNDP has been engaged in the process in collaboration with FAO, USAID and Secretariat of the Pacific Community (SPC). Possibilities for sourcing Southern expertise from countries such as Fiji will be explored.

**Activity Result 1: Introduction and care of drought-resistant staple crops in RMI**

SPC’s main role in this partnership is the introduction of drought-resistant and saline- tolerant crops which have previously been field tested in similar atoll conditions across the Pacific. SPC maintains in Suva the Centre for Pacific Crops and Tress (CePACT), a regional germplasm centre which assists Pacific island countries in facilitating access to improved crop varieties, and uses in vitro technology to conserve collections of some of the region’s important staple crops. CePACT has developed since 2006 a “climate ready” collection of varieties which have shown resistance to drought and/or salinized soil conditions in the Pacific.

This activity involves support of SPC. In April 2013 SPC transferred some plantlets to Majuro, the capital city of RMI, where they have since been in a greenhouse getting stronger and adapting to local conditions. Given the severe drought situation in RMI, as in the drought-affected northern atolls most current crops are failing, SPC proposes to transfer selected fast-growing crops -- such as sweet potatoes and cassava from these greenhouses to other islands in RMI, so that within 3 months they will be providing a yield for local consumption.

At the same time, as part of a medium term strategy, under this project SPC technical specialists will travel soon to Majuro with additional varieties of plantlets, including several varieties of banana, taro, pandanus and others, so that these can begin the process of adaptation in the main greenhouse and then be transferred to other islands a few months later. These are important staple crops for the population, however, they will require 9 months or longer before they produce a first yield.

Essential technical assistance and follow-up will be secured through a strategic partnership with FAO under this project. This will include the provision of FAO technical assistance. A technical mission will take place within the next few months for a hands-on “Train the trainers” (national, sub-national & outer islands) staff including those in the RMI agricultural department on effective propagation and dissemination of the varieties dispatched by SPC, once these are hardened.

**Activity Result 2: Capacity-building on water and soil conservation practices**

One of RMI islands will be established as a “demonstration island” for integrated drought mitigation techniques, as part of a field training initiative to “train trainers” that will include local farmers, schools, and community leaders, and also as a model for other atoll countries in the region, which face similar challenges. The selected island, possibly Arno is situated near Majuro and not affected by the drought. There is already interest indicated by the government of RMI and the atoll island is located strategically with a conducive environment to showcase the initiatives. The imitative will then be upscale in the drought affected atolls as a mid- long term intervention to ensure sustainability.

FAO will also provide guidance on integrated drought resilience, through a combination of techniques such as composting, mulching, tree canopy management, inter-cropping and other conservation techniques focusing on drought mitigation as part of an action-oriented training agenda to establish a demonstration site showcasing drought resistant techniques on atoll islands. This will also be linked to an upcoming FAO project anticipated for 2014-2015 on strengthening capacity of women and vulnerable groups for local food production. FAO is also in the process of assisting formulation of a national Food Security Strategy for RMI, which will provide a framework for sustainability of the interventions initiated under this project.

In FAO’s assessment, it may be up to a year before the drought-stricken northern atolls can plant any crops at all, although this is somewhat dependent on the ensuing rainfall patterns. In the meantime, their technical advice recommends that crops should be planted on the non-affected islands, so that these can be propagated in larger numbers and eventually planted on the drought-affected locations once the latter have recovered minimally suitable soil conditions.

**Activity Result 3: Lessons emerging from effective M&E are codified and disseminated.**

The related activities under this output includes the establishment of an effective monitoring and evaluation (M & E) system developed and implemented throughout the course of the project. A communication strategy is developed and implemented over the life of the project. Project board meetings held on regular basis and to involve all stakeholders. The system will support the government to effectively implement the National Action Plan for Disaster Risk Management[[2]](#footnote-2) (2008-2018) which includes communication strategy and implementation program matrix.

UNDP will lead the development of a guidance note on drought resilient recovery in atoll contexts based on lessons learnt from the RMI experience and this will involve both field visits to document stories from the community as well as codification systems and processes for such approaches.

The project attempts to model and build on a successful UNDP project, ‘Integrated Atoll Development Project (IADP)’, and will document the process for future knowledge management. The concept is that the project will strengthen the communities and local government by introducing new skills (climate resilient crops and other techniques) to the existing but changing traditional institutions (families, village leaders etc).[[3]](#footnote-3)

# Results and Resources Framework (RRF) (2013 -2014)

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| --- |
| **INTENDED OUTCOME AS STATED IN THE REPUBLIC OF MARSHALL ISLANDS COUNTRY PROGRAMME (UNDAF COUNTRY MATRIX)**  **Outcome 3.1** By 2017, inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved, livelihood opportunities and food security are expanded for women, youth and vulnerable groups and social safety nets are enhanced for all citizens. |
| **OUTCOME INDICATORS AS STATED IN THE RMI COUNTRY PROGRAMME (UNDAF COUNTRY MATRIX):**   * 1. Indicator : Poverty gap ratio; Baseline: No ratio established: Target: TBC;   2. Indicator: Strategic Plan reflects development issues of vulnerable groups: Baseline: Consultancy for development of Strategic Plan: Target: Issues reflected in the strategic plan.   **APPLICABLE KEY RESULTS AREAS:** Crisis Prevention and Recovery, Environment management, climate change and disaster risk management. |
| **PARTNERSHIP STRATEGY:** UNDP together with the Ministry of Resources and Development will implement the project. The joint presence office in RMI will provide support to the quality assurance role. FAO and SPC will provide the technical assistance to the project. |
| **Project title:** Enhancing livelihoods recovery and drought resilience in the Republic of Marshall Islands. |

| **INTENDED OUTPUTS, BASELINE & INDICATORS** | **OUTPUT TARGETS (Disaggregated by Year)** | **INDICATIVE ACTIVITIES** | | **RESPONSIBLE PARTIES** | **INPUTS (US$)** |
| --- | --- | --- | --- | --- | --- |
| **Activity result 1:** Introduction and care of drought-resistant staple crops in RMI  **Baseline:**   1. Insufficient current food supply for 6,384 affected population due to drought 2. Most crops on affected atolls dying out   **Indicators:**   1. At least 40% of women and youths who participate in the trainings (sex-disaggregated data) deliver to their communities 2. Successful harvesting and maintaining seed banks and nurseries through using the skills learnt from the trainings   Sources  Project monitoring report  Back-to-office report (mission)  Annual report | **Targets:**   * Specialised technical assistance provided by SPC experts * New varieties of climate ready plantlets, seeds and seedlings are transferred * Laboratory has necessary equipment * Production of guidelines and manuals | **Activity Result 1.** Introduction and care of drought-resistant staple crops in RMI   * Activity 1.1. Conduct technical mission by SPC to RMI to develop fast-growing crops * Activity 1.2. Transfer seedlings from Majuro to suitable island for propagation work to be established * Activity 1.3. Develop monitoring mechanisms and agreements to assess progress and results*.* * Activity 1.4. Transfer of new varieties of climate ready plantlets to RMI for greenhouse cultivation * Activity 1.5. Recruittemporary laboratory assistant * Activity 1.6. Procure laboratory supplies, bio security and phytosanitary expenses * Activity 1.7. Distribute and transport and distribution costs in compliance with quarantine procedures * Activity 1.8. Training of local agricultural officers by SPC and extension staff * Activity 1.9. Training for local community leaders/champions (including schools) on community leadership/development planning by UNDP * Activity 1.10. Production of guidelines and manuals * Activity 1.11. Provide technical support for monitoring purpose | | SPC  FAO  MRD | $25,000 technical mission  $5000 national consultants  $10,000 equipment  $20,000  Workshop costs |
| **Sub-Total** |  |  | |  | **USD $60,000[[4]](#footnote-4)** |
| **Activity Result 2:** Capacity-building on water and soil conservation practices  **Baseline:**   1. Poor management of scarce water and nutrient poor soils, exacerbating drought conditions 2. Limited awareness on water and soil conservation practices among communities   **Indicators**   1. At least 40% of women and youths who participate in the trainings (sex-disaggregated data) and deliver to their communities 2. One training package on water and soil conservation is aligned to the national Food Security Strategy for RMI 3. One knowledge product on the success story of the demonstration island   **Sources**   1. Project monitoring report, with sex-disaggregated data 2. Field visits 3. Photographs | **Targets:**   * Demonstration island selected through consultation with govt and based on clear criteria (*potentially Arno atoll*) | **Activity Result 2:** Capacity-building on water and soil conservation practices   * Activity 2.1. Establishment of demonstration island to showcase integrated drought mitigation techniques * Activity 2.2. Identification/ Selection of most appropriate island to use as demonstration site * Activity 2.3. Practices for integrated drought mitigation implemented, promoted and showcased on selected island * Activity 2.4. Conduct a “training of trainers” for local farmers, schools, and community leaders on water and soil conservation * Activity 2.5. Develop training tool kits on conservation which will contribute to the national Food Security Strategy for RMI * Activity 2.6. Follow-up technical support | | SPC  MRD | $15,000 materials  $5000 transportation |
| **Sub-Total** |  |  | |  | **USD $20,000** |
| **Activity Result 3:**  Lessons emerging from effective M&E are codified and disseminated.  **Baseline:**   1. Limited M&E framework available to measure results; 2. Limited communication strategy 3. Absence of guidance note and training tools on national drought recovery strategy   **Indicator:**   1. Project results achieved as planned with at least 90% delivery 2. Project reports are produced in a timely manner 3. At least 40% of beneficiaries, women and youths (sex and age disaggregated data) increase awareness on national drought strategy   **Sources;**  Project Progress report  Press releases  Project Board meeting documents  Annual report  Back-to-office report (mission) | **Targets:**   * Effective M&E framework established * Communication strategy and knowledge products developed and shared widely to communities, national officers, UNDP. | | **Activity Result 3.** Lessons emerging from effective M&E are codified and disseminated.   * Activity 3.1.Establish effective monitoring and evaluation * Activity 3.2. Develop and implement an effective communication strategy * Activity 3.3. Develop a guidance note on drought resilient recovery in atoll contexts is available. | UNDP | Production Costs $3,000  Monitoring & Travel Costs – USD10,000  USD 7,000 |
| **Output 3: Sub-Total** |  | |  |  | **USD $20,000** |
| **Total** |  | |  |  | USD$100,000 |

# Annual Work Plan

Year: 2013

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS**  *And baseline, indicators including annual targets* | **PLANNED ACTIVITIES**  *List activity results and associated actions* | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Activity Result 1:** Introduction and care of drought-resistant staple crops in RMI  **Baseline:**  1.Insufficient current food supply for 6,384 affected population due to drought  2.Most crops on affected atolls dying out  **Indicators:**  1.At least 40% of women and youths who participate in the trainings (sex-disaggregated data) deliver to their communities  2. vity result 1s development goals.he Governent of Republic of the Marshall islands and the UNited Successful harvesting and maintaining seed banks and nurseries through using the skills learnt from the trainings  Sources  Project monitoring report  Back-to-office report (mission)  Annual report | **Activity Result 1.** Introduction and care of drought-resistant staple crops in RMI   * Activity 1.1. Conduct technical mission by SPC to RMI to develop fast-growing crops * Activity 1.2. Transfer seedlings from Majuro to suitable island for propagation work to be established * Activity 1.3. Develop monitoring mechanisms and agreements to assess progress and results*.* * Activity 1.4. Transfer of new varieties of climate ready plantlets to RMI for greenhouse cultivation * Activity 1.5. Recruittemporary laboratory assistant * Activity 1.6. Procure laboratory supplies, bio security and phytosanitary expenses * Activity 1.7. Distribute and transport and distribution costs in compliance with quarantine procedures * Activity 1.8. Training of local agricultural officers by SPC and extension staff * Activity 1.9. Training for local community leaders/champions (including schools) on community leadership/development planning by UNDP |  |  | X  X  X | X  X  X | SPC  MRD  UNDP | UNDP |  | $25,000 technical mission  $5000 national consultants  $10,000 equipment  $20,000  Workshop costs |
| * Activity 1.10. Production of guidelines and manuals * Activity 1.11. Provide technical support for monitoring purpose |  |  |  |  |  |  |  |  |
|  |  | X  X  X  X | X  X  X  X | SPC  FAO  MRD  UNDP | UNDP |  |  |
| **Activity Result 2:** Capacity-building on water and soil conservation practices  **Baseline:**  1.Poor management of scarce water and nutrient poor soils, exacerbating drought conditions  2.Limited awareness on water and soil conservation practices among communities  **Indicators**  1.At least 40% of women and youths who participate in the trainings (sex-disaggregated data) and deliver to their communities  2.One training package on water and soil conservation is aligned to the national Food Security Strategy for RMI  3.One knowledge product on the success story of the demonstration island  **Sources** Project monitoring report, with sex-disaggregated data Field visits   1. Photographs | **Activity Result 2:** Capacity-building on water and soil conservation practices   * Activity 2.1. Establishment of demonstration island to showcase integrated drought mitigation techniques * Activity 2.2. Identification/ Selection of most appropriate island to use as demonstration site * Activity 2.3. Practices for integrated drought mitigation implemented, promoted and showcased on selected island * Activity 2.4. Conduct a “training of trainers” for local farmers, schools, and community leaders on water and soil conservation * Activity 2.5. Develop training tool kits on conservation which will contribute to the national Food Security Strategy for RMI * Activity 2.6. Follow-up technical support |  |  |  |  | SPC  MRD  UNDP | UNDP |  | $20,000  Workshop costs |
|  |  | X  X  X | X  X  X |  |  |  |
| **Activity result 3**: Lessons emerging from effective M&E are codified and disseminated  **Baseline:**   1. Limited M&E framework available to measure results. 2. Limited communication strategy 3. Absence of guidance note and training tools on national drought recovery strategy   **Indicators:**  1.Project results achieved as planned with at least 90% delivery  2.Project reports are produced in a timely manner  3.At least 40% of beneficiaries, women and youths (sex and age disaggregated data) increase awareness on national drought strategy  **Sources:**   * Project Progress report * Press releases * Project Board meeting documents | **Activity Result 3.** Lessons emerging from effective M&E are codified and disseminated.   * Activity 3.1.Establish effective monitoring and evaluation * Activity 3.2. Develop and implement an effective communication strategy * Activity 3.3. Develop a guidance note on drought resilient recovery in atoll contexts is available. |  |  |  |  | UNDP | UNDP |  | Production Costs $3,000  Monitoring & Travel Costs – USD5,000 |
|  | X  X  X | X  X  X |  |  |  |  |
| TOTAL |  |  |  |  |  |  |  |  | USD88,000 |

Year: 2014

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS**  *And baseline, indicators including annual targets* | **PLANNED ACTIVITIES**  *List activity results and associated actions* | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Output 3**: Lessons emerging from effective M&E are codified and disseminated  **Baseline:**  1.Limited M&E framework available to measure results.  **Indicators:**  1.Project results achieved as planned with at least 90% delivery  2.Project reports are produced in a timely manner  3.At least 40% of beneficiaries, women and youths (sex and age disaggregated data) increase awareness on national drought strategy  **Sources:**   * Project Progress report * Press releases * Project Board meeting documents | **Activity Result 3.** Lessons emerging from effective M&E are codified and disseminated.   * Activity 3.1.Establish effective monitoring and evaluation * Activity 3.2. Develop and implement an effective communication strategy * Activity 3.3. Develop a guidance note on drought resilient recovery in atoll contexts is available. | X  X  X  X |  |  |  | UNDP | UNDP |  | Production Costs $5,000  Monitoring & Travel Costs – USD7,000 |
|  |  |  |
| TOTAL |  |  |  |  |  |  |  |  | USD12,000 |

# : MANAGEMENT ARRANGEMENTS:

**Project Manager**

,

UNDP Fiji MCO

**Project Board**

**Senior Beneficiary**

Ministry of Resources Development and Office of Chief Secretary

**Executive**

Resident Representative, UNDP Fiji MCO

**Senior Supplier**

UNDP Fiji

**Project Assurance**

UNDP

**Project Support**

UNDP Fiji MCO Joint Ops Centre

**Project Organization Structure**

This project will be managed by UNDP using the Directly Implementation Modality (DIM), under the guidance of a Project Board (refer Annex 1 for ToR). The Project Board will be co-chaired by the Permanent Secretary in the Ministry of Resources & Development and UNDP Resident Representative. Under the DIM modality, the UNDP Resident Representative is responsible to the UNDP Administrator and the Government Coordinating Agency. For reporting on progress towards achievement of results and is accountable to the UNDP Administrator for documenting prudent and proper use of resources. Use of the DIM modality will reduce the administrative burden to the Government of RMI to coordinate and report on the various project components.

In order to ensure timely provision of support to the Government of RMI’s efforts, the project will be directly implemented by Fiji UNDP Multi-Country Office (i.e. UNDP will be the Implementing Partner) in close cooperation and consultation with the Permanent Secretary, Ministry of Resources & Development, Office of the Secretary, and other relevant Government counterparts.

UNDP will designate a Project Manager for the day-to-day management of the project who will be based in Fiji MCO.The Project Manager has a direct reporting responsibility to the Project Board. He/She will act as the secretariat of the Project Board with the responsibility to call meetings, distribute information and follow up on their recommendations. The Project Manager will plan and organize project review meetings, provide technical feedback to senior management, ensure that project activities are carried out within the financial limitations of the budget, liaise with the technical and administrative support personnel in the relevant Ministries and Departments to seek relevant support and inputs in close coordination with the PS, Ministry of Resources & Development, Government of RMI, and coordinating project activities with stakeholders. The Project Manager will also ensure that the project produces the results specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Project Manager will prepare and submit to the Project Board the required reports and documents.

The project will be guided by the Project Board, which will make decisions and reviews based on the principle of consensual management. The project reviews are to be made at designated decision points during the running of the project, or as necessary as advised by the Project Manager. The Executive role will be held by UNDP Resident Representative, Fiji MCO, who will chair the Project Board and be ultimately responsible for the project and achievements of results. The Country Results & Partnership unit, Fiji MCO will be accountable for the quality of the deliverables of the project. The Pacific Centre, CPR Senior Adviser is responsible for project assurance (monitoring and oversight functions). The Senior Beneficiary role will be held by the Permanent Secretary, Ministry of Resources & development, Government of RMI. The Project Board will meet as needed.

The UNDP Fiji MCO Joint Operations Centre will be responsible for all financial management, reporting, procurement and recruitment services and issues. UNDP recruitment and procurement rules will apply.

Project assurance: The role of the Project Assurance is to support 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. The CPR Team Leader of UNDP Pacific Centre undertakes the Project Assurance role for the Project Board.

# Monitoring Framework And Evaluation

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, Bi-Annual Progress Reports (B-APR) 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.

**Terminal/Final**

* A final (or terminal) report shall be compiled by the Project Manager and will be reviewed by the Project Board, three months before the scheduled completion of the project.
* Should the Project Board decide or make a specific demand for a project evaluation, an independent evaluation will be conducted with costs met from project savings or additional funding provided by UNDP.

**Quality Management for Programme Activity Results**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity result 1: Introduction of drought-resistant staple crops in RMI** | | | | | | | | |
| **Activity Result 1.1** | **Fast-growing crops developed by SPC are transferred from Majuro to other islands** | | | | | | Start Date: June 2013  End Date: July 2014 | |
| **Purpose** | To address the food shortage caused by drought, in the short term, and given that food rations will be finished soon | | | | | | | |
| **Description** | 1.1.1 - Technical mission by SPC to RMI in late July  1.1.2 - Seedlings transferred from Majuro to other islands  1.1.3 - Develop monitoring mechanisms and agreements to assess progress and results*.* | | | | | | | |
| **Quality Criteria**  *(How/with what indicators the quality of the activity result will be measured?)* | | | **Quality Method**  *(Means of verification. what method will be used to determine if quality criteria have been met?)* | | | | **Date of Assessment**  *(When will the assessment of quality be performed?)* | |
| # of short cycle crops transferred from Majuro to other islands | | | * Programme Progress Report * Field trips to project areas * Government reports | | | | Quarterly and at the completion of the project | |
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|  | | | | | | | | |
| **Activity Result 1.2** | **Transfer of new varieties of climate ready plantlets to RMI for greenhouse cultivation** | | | | Start Date: June 2013  End Date: August 2013 | | | |
| **Purpose** | To address the food shortage caused by drought, in the medium term, and introduce more suitable crop varieties | | | | | | | |
| **Description** | * + 1. Temporary laboratory assistant     2. Laboratory supplies, bio security and phytosanitary expenses   1.2.3. Transport and distribution costs in compliance with quarantine procedures | | | | | | | |
| **Quality Criteria** | | | **Quality Method** | | | | **Date of Assessment** | |
| climate ready plantlets transferred from Fiji to RMI | | | * Programme progress reports * Field visits | | | | Quarterly, annually and at the completion of the training; | |
| # of new drought resistant crop varieties introduced to RMI | | |
| laboratory assistant hired and meets production targets | | |
|  | | | | | | | | |
| **Activity Result 1.3** | | **Agriculture skill development for the target beneficiaries conducted ii) action oriented (hands on) “training of trainers’ provided by FAO to agriculture officers and community leaders/champions in RMI on propagation and dissemination of climate ready crop varieties.** | | | | Start Date: July 2013  End Date: July 2013 | | |
| **Purpose** | | To build agriculture skills/knowledge of communities on sustainable and drought resilient practice; | | | | | | |
| **Description** | | * + 1. Training of local agricultural officers by SPC and FAO extension sta**f**f     2. Training for local community leaders/champions (including schools) on community leadership/development planning by UNDP   1.3.4. Training workshops, including provision of guidelines and manuals   * + 1. Follow-up technical support | | | | | | |
| **Quality Criteria** | | | | **Quality Method** | | | **Date of Assessment** | |
| At least 40% direct beneficiaries of training are women | | | | * Programme progress reports * Field visits * Training reports * Training evaluation | | | Quarterly, annually and at the completion of the training; | |
| At least 50% direct beneficiaries of training are youth – male and female.  Trainees report effective acquisition of new skills | | | |
| **Activity Result 2:** Capacity-building on water and soil conservation practices | | | | | | | Start Date: June 2013  End Date: July 2014 | |
| **Activity Result 2.1** | | Establishment of demonstration island to showcase integrated drought mitigation techniques | | | | | | |
| **Purpose** | | To scale up the availability and quantity in RMI of the “climate ready” crops that SPC has developed | | | | | | |
| **Description** | | * + 1. Identification/Selection of most appropriate island to use as demonstration site     2. Practices for integrated drought mitigation implemented, promoted and showcased on selected island     3. Linkages established to new national Food Security policy | | | | | | |
| **Quality Criteria** | | | | **Quality Method** | | | **Date of Assessment** | |
| Certification of trainers who completed workshop  At least 40% direct beneficiaries of training are women | | | | * Progress reports | | | Quarterly, annually | |
|  | | | | | | | | |
| **Quality Criteria** | | **Quality Method** | | | | | Start Date: June 2013  End Date: July 2014 | |
| -Criteria developed and agreed for selection of demonstration island  -Documentation of options and subsequent choice of island  -Video and photos of integrated drought techniques on the island | | * Progress reports * Government media /reports * Training reports * New national Food Security policy | | | | | | |
|  | |  | | | | | | |
| **Activity Result 3:**  Lessons emerging from effective M&E are codified and disseminated. | | | | Start Date: June 2013  End Date: July 2014 | | | | |
| **Action Result 3.1** | | An effective monitoring and evaluation (M & E) system is developed and implemented throughout the course of the project. | | | | | | |
| **Purpose** | |  | | | | | | |
| **Description** | | 3.1.1. Establish effective monitoring and evaluation system is set up  3.1.2. Develop and implement an effective communication strategy  3.1.3. Develop a guidance note on drought resilient recovery in atoll contexts is available | | | | | | |
| **Quality Criteria** | | | | **Quality Method** | | | | **Date of Assessment** |
| Knowledge Products developed and tested  Networking system in operation and supporting community demo sites | | | | .   * Project Monitoring Reports, * Board Papers, * Donor reports. * Communications and networking systems * Knowledge Products | | | | Quarterly, Annually |

# IV: Legal Context

This document together with the UNDAF Action Plan 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 between the Government of Republic of the Marshall islands and the United Nations Development Program, as such all provisions of the UNDAF Action Plan apply to this document. All references in the OPAS to “Executing Agency” shall be deemed to refer to “Implementing Partner”; as such term is defined and used in the UNDAF Action Plan and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds  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 this Project Document.

**Annexes:**

Annex1: Terms of Reference Project Board

Annex 2: Risk Log

Annex 3: Monitoring & Evaluation Plan**Annex 1:** Terms of Reference of Project Board

## Annex 1: Terms of Reference Project Board

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 with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. The project board’s responsibilities are summarized as follows:

* 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 on new project risks and agree on possible countermeasures and management actions to address specific risks;
* Review the project progress on a quarterly basis and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
* Review combined delivery reports prior to certification by UNDP;
* Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
* Provide ad-hoc direction and advice for exception situations when Project Manager’s tolerances are exceeded; and
* Assess and decide to proceed on project changes through appropriate revisions.

The Project Board will meet quarterly or as and when required by the chairpersons. In addition, the Chairpersons may call for special meetings should the need arise. The UNDP Project Manager, in collaboration with the Permanent Secretary, Ministry of Resources & development and UN joint presence office, will prepare the agenda for circulation at least two weeks prior to the meeting date and ensure the minutes of the meeting are circulated within one week of the meeting. Project reports will verify the achievement of the project management milestones and ensure that these are delivered within the allocated budget in accordance with approved annual work plans (AWPs). The Project Board will be responsible for approving amendments to the annual work plans for achievement of project results.

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| --- | --- | --- | --- | --- | --- | --- |
| **Annex 2: Risk Log** | | | | | | |
| 1. | Type of risk:  Financial | Project Formulation Stage:  17th June 2013 | Funds not disbursed to project on time | Impact: Implementation of project activities will be delayed  Probability: Medium  Counter Measures:  Regular discussions with GoK and MDTTF to ensure proposal is endorsed by GoK and funding released by June 2013. | Status:  Date: | UNDP, SPC, FAO, MRD, Office of the President, Office of the Chief Secretary |
| 2. | Type of risk:  Operational and Technical | Project Document  Stage:  17th June 2013 | - Technical experts not available to execute technical activities of the project. | Impact: Project will have to be delayed to accommodate suitable consultant OR quality of project delivered is compromised.  Probability: Would be determined during tendering process, but project execution may take longer than proposed if approval process takes longer than anticipated.  Counter Measures: Ensure use of available technical expertise within SPC, FAO and UNDP. Ensure adequate budget to cover this activity | Status:  Date: | SPC, FAO, UNDP |

## Annex 3: Monitoring Plan

| **Monitoring Action** | **Due Date** | **Milestone description** | **Comments** | **Responsibility** |
| --- | --- | --- | --- | --- |
| **Quarterly progress reports, including Financial (Combined delivery reports)** | End of each quarter (Sept/Dec/March) | Progress to be reported in the UNDP template | Measurement of progress/ indicators  Explanations for slippage and variance against budget  Risk Log  Issue log | Project Manager |
| **Review of Progress** | (October/  January/ April) | Progress to be reviewed by the project board  including monitoring of the Capacity Development Plan | Risks/issues/  progress reviewed  and analyzed  Action recommended | Project Board  UNDP |
| **Annual Reports** | Q4 2013  (for JTC/JSM) | Annual report in the format prescribed in the Prodoc/Mgt Arrangements | Annual report based on QPRs to be compiled for review by an Annual Review Mtg Dec 2013 | Project Manager |
| **Terminal Report (Annual** | March 2014 | UNDP Terminal Report Format, Lessons Learned log |  | Project Manager |
| **Capacity Development** | End of each quarter (Sept/Dec/Mar) | Update of CD Plan | Review CD Plan and sustainability | Project Manager |

1. <http://www.fao.org/climatechange/17003-02529d2a5afee62cce0e70d2d38e1e273.pdf>; [↑](#footnote-ref-1)
2. National Action Plan for Disaster Risk Management 2008-2018, Government of RMI with the support of Pacific Disaster Risk Management Partnership network, Pacific Islands Applied Geosciences Commission, Pacific Island Forum Secretariat, UNDP Pacific centre, SPC and East West Centre, 2007. [↑](#footnote-ref-2)
3. The key lessons learned from IADP are found in:

   https://docs.google.com/file/d/0Bx-hQ-EIFjUQbnZrVEl4emk2ZDA/edit?pli=1 [↑](#footnote-ref-3)
4. [↑](#footnote-ref-4)