

**United Nations Development Programme  
Country: Papua New Guinea  
Project Document**

<b>Project Title</b>	Strengthening Disaster Risk Management in Papua New Guinea
<b>UNDAF Outcome:</b>	Outcome 4: ENVIRONMENT, CLIMATE CHANGE AND DISASTER RISK MANAGEMENT
<b>Inter-Agency Outcome:</b>	By 2017, GoPNG and civil society have enhanced their capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability and improved community livelihoods to reduce the vulnerability of women, girls, men and boys to disaster risks
<b>Expected Outputs:</b>	OUTPUT-10.4.5: "Improved enabling environment for effective and inclusive disaster risk management (DRM)". OUTPUT-10.4.5: "Enhanced governance structures and systems for disaster risk management". OUTPUT-10.4.6: "Selected communities effectively manage disasters".
<b>Executing Entity:</b>	UNDP, Papua New Guinea
<b>Implementing Agencies:</b>	National Disaster Centre and select Provincial Governments

**Brief Description**

This project is geared towards helping the Government of Papua New Guinea to strengthen its overall Disaster Risk Management capacities. It will also contribute to the strengthening disaster preparedness mechanisms and response procedures at the national and sub-national level. It will do so through: the establishment and strengthening of disaster risk management committees to strengthen the planning processes; strengthening of Provincial Disaster Management offices through provision of emergency communication systems/equipment; and the strengthening of disaster response and preparedness through development of disaster management plans and . This will include the development of standard operating procedures for the following; early warning dissemination; disaster response, including control, command and coordination; and damage assessment and reporting. The project will provide the essential interface between the UN System, members of the Disaster Management Team and Government disaster management authorities and envisages enhancing the capacities within the country for better response and early recovery planning. In addition, the project also aims at strengthening the link among National Disaster Centre (NDC), which is the lead agency for DRM in PNG with the regional and international partners. The project will be implemented in partnership with a range of stakeholders with the National Disaster Centre (NDC) playing an effective coordination role and pursuing the objectives of social inclusion and equality, gender empowerment and dissemination of knowledge and skills.

Programme Period:	2015-2017
Key Result Area (Strategic Plan)	Environment, Climate Change/DRM/Environment
Atlas Award ID:	
Start date:	2015
End Date	2017
Management Arrangements	National Execution

Total resources required	US\$3,450,000.00
Total allocated resources:	US\$ 2,692,756.84
• Regular TRAC 1 (UNDP)	
• Other:	
○ DFAT	US \$ 2,672,756.84
○ Government	
Unfunded budget:	US \$ 757,243.32

Agreed by (Government): Martin Mose, National Disaster Centre

Agreed by UNDP: Roy Trivedy, Resident Representative

---

## **I. SITUATION ANALYSIS**

### **1.1 Natural Hazards in Papua New Guinea:**

Due to its unique geo-climatic conditions Papua New Guinea (PNG) is prone to a various natural hazards including earthquakes, volcanic eruptions, tsunamis, cyclones, river and coastal flooding, landslides, and droughts. According to a study conducted by Geo-Science Australia for 26 Asia-Pacific countries, PNG is ranked as one of the most disaster prone countries in the region. The study ranked PNG within the top 6 of these countries as having the highest percentage of population exposed to earthquake hazard, as well as having one of the highest total populations exposed to earthquake in the Asia-Pacific region. PNG also ranked close behind the Philippines, Indonesia, and Vanuatu in having the highest percentage of population exposed to severe volcanic risks.

The northern portion of New Guinea mainland and the islands are vulnerable to volcanoes, tsunami, coastal flooding, landslides, earthquake and rising sea level. Similarly, with the Highlands interior and other upland areas of the country, frost, hailstorms, drought, bush-fires, and landslides are frequent. However, just as flooding and drought conditions are experienced in the entire New Guinea Islands, tropical cyclones are also common along the southern and the far eastern coastal and island region of Papua New Guinea. On the other hand, human-caused disasters maybe categorized under technological, industrial and biological hazards.

In PNG natural disasters have consistently affected key sectors of the economy such as agriculture, infrastructure and community livelihoods. In the period between 1997-2002, 63 major calamities were reported in PNG that affected 4.1 million people. These events combined have resulted in damage and losses amount to approximately of K 131 million. Over the past 25 years, the country has had 508 earthquake-related fatalities, 9 deaths from volcanic eruptions, 3,210 from tsunami/wave surges, 47 from cyclones, 58 from flooding, 314 from landslides, and 98 from drought.

### **1.2 Socio-economic vulnerability:**

The total population of PNG is 7.25 million which is spread over a land area of 461, 973 square kilometres, Papua New Guinea has 22 provinces, 89 districts and 313 local level governments (LLGs). Majority of the population (80%) lives in the rural areas. The current levels of human development in Papua New Guinea are very low although the country is categorized as a lower middle income country. PNG ranks 176 out of 187 countries on the Human Development Index (HDI 2014). PNGs domestic economy is based on subsistence agriculture. Majority of households support themselves from subsistence agriculture. Extractive industries including export of mineral and crude petroleum contribute to 18% of the country's GDP.

Papua New Guinea (PNG) faces a broad variety of challenges in its quest for human development of its population, in particular for the most vulnerable groups such as women and children. The major challenges facing PNG includes high levels of poverty and social inequality. Although categorized as a middle income country, the levels of poverty in PNG is as high as 40%. The overall health situation in PNG remains a cause for concern. People in PNG die from preventable communicable and infectious diseases including tuberculosis, malaria, diarrhoea, water borne diseases and preventable pregnancy complications. Women in general face a lot of discrimination. The level of domestic and gender based violence in the country is high. On the gender inequality index PNG ranks 133 out of 149 countries. The other challenges facing PNG are social fragmentations, tribal and ethnic fighting including armed violence. The social and economic ramifications of these many challenges are multiplied when overlaid with the high levels of exposure to disasters.



### **1.3 Climate change induced vulnerability:**

The impact of climate change-related hazard in Papua New Guinea has been increasing in intensity and frequency, which is particularly evident in increasingly frequency and impactful occurrences of flooding in different parts of the country. Besides sea level rise is occurring in the coastal and island regions. As per the climate scientists PNG is also prone to the impacts of El Niño induced drought. Scientific evidence suggest that frequency and intensity of El Niño events has increased over the last 50 years and a major El Niño event may result in severe drought conditions in most parts of PNG. Climate change is also likely to exacerbate the risk of natural hazards by causing extreme weather events more frequently and sea-level rise to magnify the impact of storm surges and waves on coastal areas.

Communities also lack adequate adaptation knowledge to cope with the climate change. At the same times there are lack of capacities, procedures and systems in place to generate and disseminate climate forecasts on different time scales to enable various sectors and communities prepare for the adverse impacts of extreme weather and climate change. The Government of Papua New Guinea's (GoPNG) through a series of studies have identified flooding, landslides, malaria, agricultural yield loss, coral reef decay are to be the main climate risks in the country. Based on these studies on climate risks it is established that the impacts will be most profoundly felt in regions along the northern coastlines and island regions of the country.

### **1.4 Exposure to climate hazards:**

The highlands, with 2.2 million people, are subject to weather extremes of heavy rainfall and drought. Increasingly, landslides are occurring from population pressures on uncontrolled land use. The coastal areas and the many coral atolls are low-lying and nearly 500,000 people in 2,000 coastal villages are vulnerable to weather extremes and inundation. Over 80 percent of the population live in a rural environment and are susceptible to extremes of climate (rains and drought) related to the El Niño Southern Oscillation (ENSO).

### **1.5 Vulnerability of infrastructure:**

The physical vulnerability of PNG is very high. Most of the building and infrastructure in the country are constructed without appropriate hazard resistant technology; therefore, these structures are vulnerable to natural hazards. Infrastructure development such as improvement of the road network is one of the top priorities of the GoPNG. A major proportion of the development budget of the GoPNG is spent on development and rehabilitation of infrastructure. Unless built with appropriate hazard risk considerations these large scale investments are likely to be impacted by disasters induced by natural hazards and climate change. For instance, it is possible that road networks could be severely damaged by heavy rainfall or landslides.

### **1.6 Disaster risk management system in Papua New Guinea:**

The National Disaster Centre (NDC) was established by an Act of Parliament to manage and coordinate all disasters and emergencies in Papua New Guinea. The office is headed by Director General, who is appointed by the National Executive Council (NEC). The Centre acts as the executive arm of the National Disaster Committee and is responsible for carrying out its day-to-day responsibilities. The Minister for Inter-Government Relations and Ministry of Provincial and Local Government Affairs is the responsible government ministry directly responsible for disaster management in Papua New Guinea.

The National Disaster Committee consists of representatives from the key government departments is the highest decision making body in relation to disaster management in PNG. The Committee's responsibilities include the following;

- Supervise the national state of preparedness for emergencies and disasters and report on it to the National Executive Council;
- Maintain the National Emergency Plan;
- Assign responsibilities for disaster related activities to Departments and other bodies;
- Advise NEC if assistance required;
- Lay down guidelines for the preparation and format of provincial disaster plans;
- Approve grants;
- Foster public awareness of the effects of natural hazards & measures which can be taken to reduce their effects;
- Supervise establishment of stockpiles of relief supplies; and
- Advise the National Executive Council of all the circumstances and on the advisability of declaring a National Emergency.

At the sub-national level disaster management responsibilities lie with each respective Provincial Administrations. The Provincial level is the key administrative level for DRM with Provincial Administrators (PAs) acting as Coordinators at that level. The PA is responsible for chairing a Provincial Disaster Committee (PDC) consisting of representatives of government ministries and agencies, police and NGOs. The Provincial Disaster Committees have the primary responsibility for formulation, implementation and coordination of disaster risk management measure before, during and after disaster and emergency situations. Provincial Disaster Coordinators, in each provinces are the secretariat to the Provincial Disaster Committee (PDC).

At district level the Executive Managers are responsible for disaster risk management. Districts usually seek assistance from the Province and, if necessary, from the National level in the event of a disaster. Similarly, at LLG level, the LLG Presidents are responsible for disaster risk management and are responsible for contacting the District Authorities for support and assistance in case of disasters.

### **1.7 Non-Government Organizations' (NGO's):**

NGOs those are active in Disaster Management in PNG include the PNG Red Cross Society, OXFAM, World Vision, Salvation Army, CARE, ADRA, church groups and the Council of Social Services. These organizations are very active in the country with disaster and emergency programmes and have representative members in most of the Provinces and Districts in the country.

### **1.8 Disaster Management Team (DMT):**

The Government of PNG and the UN system have also established a Disaster Management Team (DMT) mechanism, which comprises all the key agencies working on DRM with Government, development partners and NGOs, and is co-chaired by the Director, NDC and UN Resident Coordinator with OCHA providing secretarial support. This mechanism and the support of the UN system have enabled good progress on preparedness activities and clear coordination with government.

### **1.9 The National Disaster Awareness and preparedness Committee:**

The committee is a sub-committee of the National Disaster Committee and was established in the year 1999. The committee is a coordinating and advisory body that has no executive powers. The function of the committee are to promote awareness and preparedness of natural and other hazards throughout PNG, provide technical advice of the highest possible stand to the Government of the PNG and other civil authorities in regard to natural and other hazards, to encourage and coordinate scientific investigations that are relevant to natural and other hazards in PNG and to improve communication and cooperation amongst those concerned with disaster reduction.

## **1.10 Key DRM frameworks:**

Disaster Risk Management in PNG is guided by The Papua New Guinea Disaster Risk Reduction and Disaster Management National Framework for Action 2005—2015 following the adaption of the global frame work of disaster risk reduction in Japan in 2005 which is also known as Hyogo Framework of Action. The framework outlines key strategies for disaster risk reduction and disaster management in Papua New Guinea.

In line with the recommendations of the framework the GoPNG has taken a number of steps to reduce the risks posed by climate change and natural hazards. There has been a shift in the approach of the GoPNG from post disaster relief to pre disaster prevention and preparedness. In this connection, the GoPNG has strengthened its institutional framework for DRM through adaptation of a National Disaster Risk Management Plan. The plan provides a framework for DRM at different levels and elaborates a number of responsibilities, roles and tasks and assigns these responsibilities to different stakeholders. The GoPNG is further working to strengthen the implementation of the plan by reinforcing the current disaster management legislation.

The National Disaster Mitigation Policy was approved by the National Executive Council (NEC) in 2003 and was launched in 2004. It changed the emphasis in disaster management from disaster response to preparedness and mitigation. NDC had been promoting the policy in its provinces with partners.

## **1.11 DRM challenges and issues in Papua New Guinea:**

Despite the policy commitments of the GoPNG to move towards strengthening of DRM institution mechanisms for a broader role in response, recovery and risk reduction, the DRM system in PNG continues to be relief and response oriented. A comprehensive DRM agenda encompassing disaster preparedness, response and mitigation is lacking. Although the National DRM Plan had already been in place it has never been widely circulated. Sectoral agencies, in general, lack understanding about their roles in disaster prevention, mitigation, preparedness and/or recovery as elaborated in the DRM Plan.

The DRM Plan it yet to be supported by a legal framework. The existing disaster management act, last revised in 1987 is outdated. 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 NDC as the primary coordinating body for DRM.

While NDC is the focal agency for DRM in the country, it is beset with inadequate capacity to fully and effectively perform its mandate. It lacks adequate human resource to dispense its functions. The budget allocation to NDC is also limited which further hinders implementation of strategic activities it is expected to undertake.

Hazard Early Warning System (EWS) in PNG is weak: forecasting, prediction and detection capacities exist, At the national level, there are procedures and protocols in place to generate early warning information however, the dissemination of warning is cause of concern. Most of the provinces do not have emergency operation centres that operates round the clock. Lack of communication facilities and absence of efficient operational early warning dissemination plans at the provincial levels hinder effective dissemination of disaster warnings. It is urgently needed to develop appropriate and functioning EWS standard operating procedures and protocols for warning dissemination.

The hazard profile of Papua New Guinea is limited and localized. There are frequent incidents of localized disaster affecting the communities, rather than a large-scale disaster affecting the entire country. This suggests the need to focus operational attention at the provincial and district level.

However, the sub-national capacities for DRM remain extremely weak. There still much remain to be done in terms of developing capacities of district and sub-district level authorities on DRM planning, delivery of basic services, performance of their duties and responsibilities and efficient dispensation of local mandate and authority in relation to their DRM function. In addition, fiscal decentralization and national budgetary support to local level DRM processes are crucial to effect meaningful decentralization. However, allocation of resources for DRM at the sub-national level is grossly inadequate.

The issues in relation to disaster risk management are the followings;

*Multi-hazard vulnerability of Province*– Provinces are highly prone to multi-hazard disasters both climatic and non-climatic including earthquake (low risk), tsunamis, drought, floods, landslides, sea level rise etc. Floods are frequent in the province. In the recent past the provinces had experienced numerous floods and drought that has affected lives and livelihood of people. Agriculture, fishing and cash crops such as cocoa and copra are the main source of income for people which are highly susceptible to extreme weather. Sea level rise is one of the major concerns and increasing sea levels have affected agriculture and freshwater supplies. *Although the provinces are prone to various natural hazards the province lacks DRM plans and strategies. Hence the challenge is to develop appropriate DRM instruments that will provide a basis for DRM governance at various levels (provincial and sub-provincial level).*

*Weak DRM capacity at Provincial, District and Local Government Level* – Despite the thrust of national policy for greater decentralisation of DRM responsibility, capacity for DRM at the provincial level is generally very low. The experience thus far has been that Provincial Administrations do not take this function very serious. Another challenge is the limited understanding of DRM issues by senior members of the provincial administrations that has resulted in lack of . *The challenge then is to build up capacity for DRM at sub-national levels and an important part of a capacity building strategy will be to build the understanding and awareness of senior level provincial administration staff in relation to their DRM roles and responsibilities.*

*Resourcing of Provincial DRM offices* – Allied to the above is the issue of resourcing. It follows that where Provincial Administrations view DRM as secondary in value, they are reluctant to allocate scarce funding to this function. Where funding is allocated, it is often erratic, with budgets fluctuating dramatically from year to year. Resources for DRM reduce even further moving down the administrative chain to the district and local level government levels. Besides, the provincial DRM offices lack basic equipment and procedures to carry out their roles effectively. *The challenge is to ensure that sufficient resources exist at the provincial and sub-provincial level to address DRM issues.*

*Disaster risk assessments and planning* – Comprehensive hazard risk assessments in PNG is very limited. A multi-hazard risk assessment has been completed only for one province. Very few provinces in the country have formulated disaster management plans. The understanding of disaster risks is weak so as to plan for reducing disaster risks and for being prepared to respond to disasters because of lack of hazard and risk information. *The challenge is to build capacity for hazard and risk assessment to enhance preparedness and response.*

*Government Civil Society Coordination* – Mechanisms for coordination of DRM activities across government departments and between civil societies are weak both at provincial and sub-provincial level. The DRM coordination structure is ad-hoc and it is established during times of disaster response, when the need is highest for all stakeholders to work together. However government motivation for participating in these for decreases once the crisis is over and a semblance of normalcy has returned. *The challenge is to motivate government to put in place DRM coordination mechanisms at provincial and sub-provincial level.*

*Mainstreaming of DRR* –Various departments and divisions at the sub-national level would also be ideally placed to facilitate the integration of DRM considerations into the bottom-up development

planning process. *The challenge is to lobby to promote its integration into provincial and sub-provincial development planning and budgeting.*

*Disaster recovery-* The GoPNG and other stakeholders currently focus on responding to disasters through humanitarian responses. Although disasters warrant humanitarian response appropriate post crisis recovery measures are not implemented that further exacerbate vulnerabilities. There is a disconnect between the response and recovery processes and the different types of assessments that are conducted to inform both processes. *The challenge is to developing capacity in conducting assessment of damages and needs and develop recovery plans for disaster affected population.*

### **1.12 The need for sustained capacity development for DRM in PNG:**

There is a general recognition that substantial leaps has been achieved by the Country towards institutionalization of disaster risk management bolstered by approval of the DRM Plan. It is however, yet to be reinforced by a legal framework. There still exists limited and weak capacity within the NDC and other relevant institutions of the Government to advance and operationalize the DRM agenda. It is also recognized that there is lack of coordination among relevant ministries and key stakeholders on DRM issues. There is still inadequate disaster risk knowledge at all levels and lack of public awareness of disasters and the corresponding risks. The absence of an effective Early Warning Systems and disaster preparedness capacities at all levels are yet lingering areas which require equal priority and attention if the country is to achieve resilience and aim for reduction of risks. While it is acknowledged that DRM is a multi-stakeholder, inter-sectoral and a multi-disciplinary field, it remains not fully mainstreamed into other sectoral and local development plans and programmes.

In this above context, UNDP has been supporting the GoPNG in the area of DRM for many years that has provided a good foundation for DRM in the country. UNDP has been recognized as a trusted partner of the Government. Through various programmatic interventions, UNDP has established a strong relationship with some of the key National counter parts including the National Disaster Centre (NDC). In Papua New Guinea UNDP's DRM interventions focus on institutional strengthening, hazard and risk mapping, mainstreaming DRM into government policies and plans and public awareness. UNDP's support to Government on DRM is summarized below.

UNDP provided strategic support to the NDC, the lead agency for DRM, to strengthen its position within the wider governance context of PNG. UNDP assisted the GoPNG strengthen the current DRM governance arrangements through the revision of the National Disaster Risk Management Plan (NDRM Plan) that provides an institutional framework for DRM at all levels and paved the way for the revision of the existing DM legislation. UNDP's advocacy and technical support provided to the government on mainstreaming DRM in development processes, led to development of a Disaster Risk Management Policy for the Department of Education and inclusion of DRM concerns in the 'Public Investment Guidelines' of Department of National Planning and Monitoring and the 'Physical Planning Act'. For the first time, with the assistance from UNDP, the GoPNG has reviewed its progress and challenges in the implementation of disaster risk reduction and recovery action undertaken at the national level, in accordance with the Hyogo Framework's priorities. UNDP also assisted NDC in the development of a five year DRM strategy. UNDP's capacity building efforts at the national level is complemented by tangible risk reduction strategies in four risk provinces.. Provincial interventions include development of multi-year DRM plans, establishment of provincial DRM coordination mechanisms, strengthening and capacity building of Provincial Disaster Offices through training and provision of equipment. UNDP has also implemented a community based disaster risk reduction project in Autonomous Region of Bougainville.

Overall, the progress that has been achieved in Papua New Guinea through UNDP's DRM project has been significant and it is important to provide continuous support to government on DRM for achievement of objectives set out in DRM Plan. The support framework of any new DRM program should therefore be anchored on the key achievements and existing capacities in DRM and sustain on-going efforts and initiatives towards resilience through continued capacity development of institutions, organizations and communities.

---

## II. STRATEGY

### 2.1 Overall Strategy

“Strengthening Disaster Risk Management in Papua New Guinea will be built on the achievements of UNDP previous DRM interventions. The new programme will reflect the progress that has been made under the existing programme, and develop certain new areas for overall strengthening of the DRM system in Papua New Guinea.

PNG’s disaster profile is characterized by extreme hydro-meteorological events which will likely increase in frequency and magnitude due to climate change and is closely linked to the vulnerability of its population and economy and their often-low capacities to cope with natural hazards. Papua New Guinea may see an increasing trend of natural disasters in the future. Therefore, the need to reduce and manage the risk of natural disaster is greater than ever. The proposed DRM project will therefore focus on the capacity building of relevant authorities to prepare for and respond to disasters along with technical and financial support to risk assessment, preparedness and recovery.

The project will strive to improve the capacities of the NDC to coordinate different DRM functions such as preparedness, response, relief, recovery and mitigation. Technical support will be provided to NDC to guide and support line agencies and district and sub-district authorities on DRM issues. The project will also contribute to the strengthening disaster preparedness mechanisms and response procedures at the provincial and sub-provincial level. It will do so through: the establishment and strengthening of disaster risk management committees to strengthen the planning processes; strengthening of Provincial Disaster Management offices through provision of emergency communication systems/equipment; and the strengthening of disaster response and preparedness through development of disaster management plans. This will include the development of standard operating procedures for the following; early warning dissemination; disaster response, including control, command and coordination; and damage assessment and

After nine years in Papua New Guinea, UN OCHA, which has maintained its presence within the Office of the UN Resident Coordinator, will no longer have a permanent presence in the country after June 2015, which will be supported remotely by OCHA’s Regional Office for Asia and the Pacific. In view of UN OCHA’s planned departure there is a need to continue ongoing support to the UN Resident Coordinator. In this context, the project will provide the essential interface between the UN System, members of the Disaster Management Team and Government disaster management authorities. The project will service the humanitarian community in Papua New Guinea by ensuring linkages between the various national and international institutions and actors working on disaster response, preparedness and relief. The project will provide the necessary support to National Disaster Centre of the Government of PNG as well as with United Nations agencies, international and national partners for coordinating emergency response and provides secretariat support to the UN Resident Coordinator, UN Country Team and the Disaster Management Team.

Currently UNDP is implementing a climate change adaptation project that aims at enhancing adaptive capacity of communities to climate change-related floods in the North Coast and Islands Region of Papua New Guinea. The project is being implemented in collaboration with the Office of Climate Change and Development’s (OCCD) in five provinces namely East Sepik, Madang, Morobe, New Ireland and Northern Province which have been identified as most vulnerable to climate change related coastal and inland flooding (OCCD,2010). The project has four components; 1. Adaptation of coastal flooding-related risks and hazards for north coast and island region communities, 2. Adaptation to inland flooding-related risks and hazards for river communities, 3. Institutional strengthening to support climate- and disaster-resilient policy frameworks, 4. Awareness raising and knowledge management. Under the project DRM plans are being prepared and a flood early warning system is being developed. This presents an opportunity to look at risk reduction in an integrated way including risks emanating from natural variability of the climate system and other natural hazards. The DRM project will be aligned with the climate change adaptation project so that both the programmes reinforce each other without much overlap. Certain oversight mechanisms such as technical resources will be shared across the programmes for optimal utilization of resources.



The project will be implemented in partnership with a range of stakeholders including the government, civil society organization and other agencies to develop institutional capacities at the national and sub-national level with the NDC playing an effective coordination role. UNDP will actively promote the participation of women and socially vulnerable groups in the project. It will seek to achieve these objectives by proactively including these groups in planning and implementation of various components of the project.

## 2.2 Programming Approach

UNDP will work closely with relevant partners and provide support to the GoPNG to strengthen institutions at various levels for disaster risk reduction. The hazard profile of PNG is limited and localized. There is a greater probability of small disaster events happening frequently in different parts of the country, rather than a large-scale disaster affecting the entire country. In this context the project will focus to enhance the DRM capacities at the sub-national level. The project will work through the existing institutions rather work through the existing systems and institutions.

Development of DRM systems and capacities in PNG is a long term undertaking and UNDP will work with a range of partners in this regard. At the same time UNDP will coordinate with relevant stakeholder in order to avoid conflict of programming and maximise synergies in the area of DRM. UNDP will strive to expand its network of partners through working with relevant Non-Governmental Organizations (NGOs), civil societies, donor partners and communities.

The project will be implemented in a way that strengthens the national ownership that requires working closely with GoPNG and address its core priorities. UNDP will draw upon a number of agencies working in partnership with the NDC playing an effective coordination role. UNDP will actively promote knowledge management through its interventions. It will support a number of workshops, publications, and development of other knowledge products on DRM.

The key areas which will be supported through the project are as follows;

### ***Output 1. Disaster preparedness and response mechanisms enhanced and disaster early warning procedures strengthened:***

**Development of Post Hyogo DRM framework:** As noted earlier DRM in PNG is guided by The Papua New Guinea Disaster Risk Reduction and Disaster Management National Framework for Action 2005—2015 which was developed following the adaption of the global frame work of disaster risk reduction in Japan in 2005 which is also known as Hyogo Framework of Action. The framework outlines key strategies for disaster risk reduction and disaster management in Papua New Guinea. The framework expires in 2015 and there is an opportunity to develop a new framework that would guide the DRM in PNG. The project will facilitate the development of a post 2015 from disaster risk management in a consultative fashion. The development of the new framework will take into account the recommendations of regional and global frameworks (Sendai framework) adapted recently.

**Strengthening DRM capacities at provincial and sub-provincial level:** Despite the thrust of national policy for greater decentralisation of DRM responsibility, capacity for DRM at the provincial and sub-provincial level is generally very weak. As stated earlier most of the disaster events in PNG are localized that warrants response from the provincial administration. Although in the recent past wide spread flooding has occurred in some provinces requiring assistance from the national government. The provinces and districts are the units at which most of disaster response and recovery operations are organized. As was mentioned earlier, the DRM at the provincial and district levels is coordinated by the provincial administrators and executive managers. UNDP will work with the NDC, Provincial Administrations and District Authorities and the DRM focal points to augment the capacity and strengthen the DRM systems at the district level through strengthening of Provincial Disaster Offices, capacity building of the Provincial Disaster Committees, strengthening of preparedness and response capacities at the district level through disaster preparedness planning and simulation exercises. The interventions under the DRM project are specifically designed to improve the preparedness and response capacities of the provincial and district authorities and

strengthen the role of provincial disaster committees by strengthening of provincial disaster committees to strengthen the DRM planning processes, strengthening of Provincial Disaster offices through provision of emergency communication systems/equipment, strengthening of disaster response and preparedness through development of disaster management plans and associated operation plans including development of standard operating procedures (SOPs) for early warning dissemination, SOPs for disaster response (including control, command and coordination) and SOPs for damage assessment and reporting.

**DRM capacity building:** UNDP will support human resource development of NDC and other agencies through training in DRM. Under the project UNDP will carry out a capacity needs assessment at the National and sub-national level to inform the designing of appropriate DRM trainings.

**DRM awareness:** As part of risk reduction interventions, an education and awareness programme will be undertaken. UNDP will support public awareness programme, which would include all levels of decision-making. Key activities under the program will include production and dissemination of hazard specific awareness materials including leaflets and posters. UNDP will work with relevant technical agencies in the development of awareness materials.

**Support to CHARM Programme:** NDC in collaboration with University of PNG has introduced a two year diploma course titled 'Comprehensive Hazard Assessment for Risk Management'. The National Disaster Centre has signed a memorandum of understanding with the university under which an amount of K50, 000.00 is made available to the University for the development of training materials and course curriculum. However, University of PNG needs additional support e.g. printing of course materials, hiring of guest lecturers/faculty etc. for the smooth running of the diploma course. The project will work with University of PNG and look at different ways to supporting the Diploma program.

## ***Output 2. Disaster risk management integrated into development plans and budget:***

**Integration of DRM in planning and budgeting:** Local level Natural hazards constitute a major threat to development. Therefore, the integration of disaster risk reduction (DRR) issues in the planning process of development projects contributes to the sustainability of those efforts. The main objective of this initiative is to train planners at provincial and sub-provincial level with the basics to integrated risk management from natural hazards and experiences of integrating risk management into the development planning and process, thus contributing to the overall sustainability of development initiative in the region. This will ensure that projects identify potential disaster-related impacts and risks, and allows for possible incorporation of risk reduction measures at the project concept/preparation stage.

Availability of funding for DRM is scant at the provincial and district levels owing to lack of planning and knowledge regarding DRM. The GoPNG's current policy of decentralization aims at improving service delivery at the district and local levels to achieve this the GoPNG has committed substantial amount of resources through District Services Improvement Program (DSIP) and Local Level Government Service Improvement Program (LLGSIP). This presents an opportunity to work with the district and LLG authorities and advocate to allocate funds for DRM. Under the proposed program support will be provided to planners and decision makers at provincial, district and LLG levels to integrate risk management into the development planning and budgeting process, thus ensuring availability of resources for disaster risk management at different levels.

**DRM integrated in the training curriculum:** UNDP will support human resource development of NDC and other agencies through training of its civil servants in DRM. Under the project UNDP has will carry out a needs assessment among Civil Servants of key ministries to inform the designing of an appropriate DRM training curriculum. UNDP will work with the Institute of Public Administration which is responsible for the capacity development of public administration in devising a scheme and for training civil servants in DRM.

**Hazard risk assessments:** In order to appropriately integrate risk reduction in the planning and budgeting processes it is necessary to understand the risks emanating from various hazards. The project will support disaster risk assessments at the provincial level. The overall objective of the exercise is to understand the nature and level of disaster risk that the provinces face, where these risks come from and what and who will be the worst affected and what needs to be done to reduce disaster risks. This information derived from this exercise will be used for development planning of the provinces as well as inform preparedness and response planning. DFAT through Geoscience Australia is currently supporting development of risk assessment for geological hazards that includes earthquakes and tsunamis. Over the past years the incidents and severity of flooding in PNG has intensified and there is a need to fully understand the risks of flooding. In this context the DRM project will support a national level flood risk analysis.

***Output 3. Preparedness and planning mechanisms and tools to manage disaster recovery processes at national and sub-national levels strengthened:***

**Development of Recovery Policy:** This outcome will focus on strengthening capacities such as planning mechanisms and tools to manage disaster recovery processes at national and local levels. This will be undertaken through support in a) developing appropriate government policies, appropriate tools, training and capacity building activities; and b) support establishment of mechanisms for disaster recovery, and assist governments with pre disaster recovery planning, as well as post disaster needs assessment and recovery frameworks. UNDP has been designated as the cluster lead for early recovery at the global level and supporting early recovery in several countries. In PNG too UNDP will support development of broad -based early recovery planning/policy to cover all the areas of recovery support. The project will aim at assisting the GoPNG if required recovery preparedness plan in collaboration with the government, other UN agencies and NGOs. UNDP will provide technical support in the development of a new recovery policy including areas such as livelihoods, health, education and small-scale infrastructure, and promote interventions such as cash for work, small grants, and government assistance (e.g. aid coordination and information management).

**Strengthening of Post Disaster Damage and Needs Assessment:** In addition, UNDP will work towards developing capacity in conducting assessment of damages and needs. A cadre of officials drawn from various agencies should be able to assess jointly damages and losses following a disaster event through provision of training in post-disaster needs assessment for relevant stakeholders in PNG.

***Output 4. Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and response to disasters enhanced:***

**Strengthening of humanitarian coordination:** A key component of disaster response preparedness is ensuring coordination between the Government of PNG and the international humanitarian communities. After nine years in Papua New Guinea, UN OCHA, which has maintained its presence within the Office of the UN Resident Coordinator, will no longer have a permanent presence in the country after June 2015, which will be supported remotely by OCHA's Regional Office for Asia and the Pacific. OCHA in support of the UNRC, provides technical support to ensure information-sharing and coordination of UN agency and other humanitarian partners' interventions and acts as focal point for emergencies within the UN System and provides secretariat support to the UNRC, UN Country Team (UNCT) and IASC Disaster Management Team (DMT). In view of UN OCHA's planned departure and to continue the required ongoing support to the UN Resident Coordinator, UNDP will assume the humanitarian coordination role in addition to its overall responsibility to conduct operational activities for disaster mitigation, prevention and preparedness. The project will continue to maintain links with the humanitarian community in PNG through the meetings of the Disaster Management Team (DMT). The project will also support the RC in his role of DMT Chair by providing secretariat support to DMT, monitor the situation in the country, with particular relevance to early warning indicators for any natural or man-made disasters, and maintain regular contact National Disaster Management Office and relevant Government institutions and liaise for information-sharing, capacity building and any other support that might be required;

## **2.2 Gender mainstreaming strategy:**

The project will seek to integrate gender across all the outputs. A gender mainstreaming note has been developed detailing how gender will be given utmost consideration in the whole project implementation and how it could be captured in terms of results (see Annex IV).

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

**Cluster 4: Environment, climate change and disaster risk management**

**Interagency outcome:** Government and civil society at the national and provincial level contribute to the reduce vulnerability of women, girls, men and boys to disaster risk

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

- Enhanced governance structures and systems for disaster risk management
- Enhanced governance structures and systems for disaster risk management
- Selected communities effectively manage disasters

**Applicable Key Result Area (from UNDP strategic plan):**

**Partnership Strategy:** The project will be implemented in partnership with a range of stakeholders including the government, civil society organization and other agencies to develop institutional capacities at the national and sub-national level with the NDC playing an effective coordination role.

**Project title and ID (ATLAS Award ID):** TBD

INTENDED OUTPUTS	OUTPUT TARGETS FOR 3 YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b><i>Output 1. Disaster preparedness and response mechanisms enhanced and disaster early warning procedures strengthened</i></b>	National DRM framework develop	<ul style="list-style-type: none"> <li>• Drafting and preparation of a new DRM framework through multi-stakeholder consultation</li> <li>• Sensitise key sectors and stakeholders on the DRM Framework</li> <li>• Develop NDC capacities on implementation of DRM framework through annual action planning</li> </ul>		<b>US\$950,000</b> <ul style="list-style-type: none"> <li>- Workshops</li> <li>- Trainings</li> <li>- Meetings/Miscellaneous</li> <li>- Supplies/Equipment</li> <li>- Software (for database and portal)</li> <li>- Consultancy costs</li> </ul>



<p><b>Baseline:</b></p> <p><i>The existing National DRM framework is expiring in 2015</i></p> <p><i>Provincial DRM coordination mechanism is weak</i></p> <p><i>DRM capacities at sub-national level is weak</i></p>	<p>Provincial Disaster Committees established and/or strengthened</p>	<ul style="list-style-type: none"> <li>• Facilitate regular meeting of the provincial DRM committees</li> <li>• Training/orientation of the committee members</li> <li>• Strengthen the DRM planning processes at the provincial level</li> </ul>		<p><i>(DRM-capacity needs assessment expert,</i>  <i>- Publications (print and Audio-visual)</i>  <i>- Companies ( to develop audio-visual materials for public awareness raising)</i>  <i>- Operational costs (Travel, Communication, Miscellaneous)</i>  <i>-Staff</i></p>
<p><b>Indicators:</b></p> <p><i>A new DRM framework developed</i></p> <p><i>Number of DM plans developed</i></p>	<p>Provincial disaster management offices strengthened</p>	<ul style="list-style-type: none"> <li>• Equipment and technical support to Provincial disaster offices</li> <li>• Support the establishment of emergency operation centres at the provincial level</li> <li>• Training of provincial DM focal points in office management, record keeping etc.</li> </ul>		
<p><i>Number of SOPs and EWS plans developed</i></p> <p><i>DM offices strengthened</i></p> <p><i>DRM capacity needs assessment completed and</i></p>	<p>Development of disaster management and other associated plans and disaster simulation exercises</p>	<ul style="list-style-type: none"> <li>• Development of SOPs, early warning plans, disaster preparedness plans and simulation exercises</li> <li>• Finalization and dissemination of the plan</li> <li>• Disaster simulation exercises to test the effectiveness of the DM plans</li> </ul>		
<p><i>Number of people (disaggregated by gender) trained in various aspects of DRM</i></p>	<p>DRM Capacity enhanced</p>	<ul style="list-style-type: none"> <li>• Analysis of capacity needs</li> <li>• Development and implementation of a capacity development program</li> <li>• Engage with UPNG to find out entry points to support the CHARM Diploma programme</li> </ul>		

	DRM awareness enhanced	<ul style="list-style-type: none"> <li>• Develop and support DRM awareness strategies at different levels</li> <li>• Designing, development and dissemination of various DRM awareness products</li> </ul>		
<p><b>Output 2. Disaster risk management integrated into development plans and budget:</b></p> <p><b>Baseline:</b></p> <p>Substantial resources allocated for development at local levels</p> <p>Opportunities exists for DRM integration at different levels</p> <p><b>Indicators:</b></p> <p>Number of officers (disaggregated by gender) trained in integrated DRM planning and budgeting</p> <p>Number of DRM integrated plans developed</p> <p>DRM curriculum developed for civil servants</p> <p>Number of civil servants trained in the DRM curriculum.</p>	DRM integrated in planning and budgeting processes	<ul style="list-style-type: none"> <li>• Training of key departments in DRM integrated planning and budgeting</li> <li>• Technical support to agencies to identify risk reduction opportunities</li> <li>• Advocacy to enhance DRM fund allocation.</li> </ul>		<p><b>US\$1,500,000</b></p> <ul style="list-style-type: none"> <li>- Workshops</li> <li>- Trainings</li> <li>- Meetings</li> <li>- Supplies/Equipment</li> <li>- Mitigation projects</li> <li>- DRM curriculum and training Expert</li> <li>- Materials/supplies</li> <li>- Consultancy costs( hazard and risk assessment)</li> <li>- Printing publication</li> <li>- Operation costs</li> <li>- Staff</li> </ul>
	DRM integrated in the training curriculum of Civil Servants	<ul style="list-style-type: none"> <li>• Development of a DRM training curriculum based on the needs assessment that include gender aspects</li> <li>• Develop a cadre of qualified trainers (women and men) at IPA through ‘training of trainers’</li> <li>• Provide initial support to the training of Civil Servants</li> </ul>		
	Hazard and risk assessments	<ul style="list-style-type: none"> <li>• Assessment of hazards and vulnerabilities in selected areas</li> <li>• Dissemination of the information</li> <li>• Advocacy for the use of the information with key ministries for the application of hazard/ risk assessment recommendations in their plans and policies.</li> </ul>		
<p><b>Output 3. Preparedness and planning mechanisms and tools to manage disaster</b></p>	Early recovery policy and plans developed	<ul style="list-style-type: none"> <li>• Develop the national early recovery framework</li> </ul>		<p><b>US \$ 500,000</b></p> <ul style="list-style-type: none"> <li>- Trainings</li> </ul>

<p><b>recovery processes at national and sub-national levels strengthened:</b></p> <p><b>Baseline:</b> NDRM Plan advocates for establishment of Early Recovery</p> <p><b>Indicators:</b> Early recovery framework/policy developed</p> <p>Number of officers (disaggregated by gender) trained in post disaster needs assessment</p> <p>Number of plans and guidelines on early recovery</p>		<ul style="list-style-type: none"> <li>• Training of 50 national and local stake holders on post-disaster needs assessment</li> <li>• Development of early recovery plans and guidelines</li> </ul>		<ul style="list-style-type: none"> <li>- Consultancy costs (ER expert)</li> <li>- DSA/Travel</li> <li>- Project M&amp;E</li> <li>- staff</li> <li>- Operations costs (Communications, Office, vehicle hire, Cost Recovery, ISS)</li> </ul>
<p><b>Output 4. Readiness of the Disaster Management Team members and the National Disaster Centre to prepare and response to disasters enhanced:</b></p> <p><b>Baseline:</b> Disaster Management Team in place and meeting regularly</p> <p>Five clusters established and functioning</p> <p><b>Indicators:</b> Disaster monitoring system strengthened</p> <p>Number of DMT meetings</p>	Humanitarian coordination strengthened	<ul style="list-style-type: none"> <li>• Monitor the situation in the country, with particular relevance to early warning indicators for any natural or man-made disasters</li> <li>• Support UNRC's coordination and response support when required, in close collaboration with national authorities</li> <li>• Report as required on major events with humanitarian scope and in line with reporting needs;</li> <li>• Organise the monthly Disaster Management Team (DMT) meetings in coordination with NDC and the RCO.</li> <li>• Support the RC in his role of DMT Chair by providing secretariat support to DMT;</li> <li>• Maintain regular contact National Disaster Management Office and relevant Government institutions and liaise for information-sharing,</li> </ul>		<p><b>US \$500,000</b></p> <ul style="list-style-type: none"> <li>- Training</li> <li>- DSA/Travel</li> <li>- Project M&amp;E</li> <li>- staff</li> <li>- Operations costs (Communications, Office, vehicle hire, Cost Recovery, ISS)</li> </ul>

<i>Number of Coordination meetings held</i>		capacity building and any other support that might be required;		
<i>Number of joint assessments done</i>		<ul style="list-style-type: none"> <li>• Lead inter-agency dialogue on the development of joint rapid needs assessment, analysis, and reporting</li> </ul>		

---

#### **IV. MANAGEMENT ARRANGEMENTS**

The project will be implemented over a period of 3 years. The program will be implemented through National Execution Modality (NEX). The National Disaster Centre will be the key implementing partner. The management arrangement will be devised to ensure active participation of wide range of stakeholders in the project.

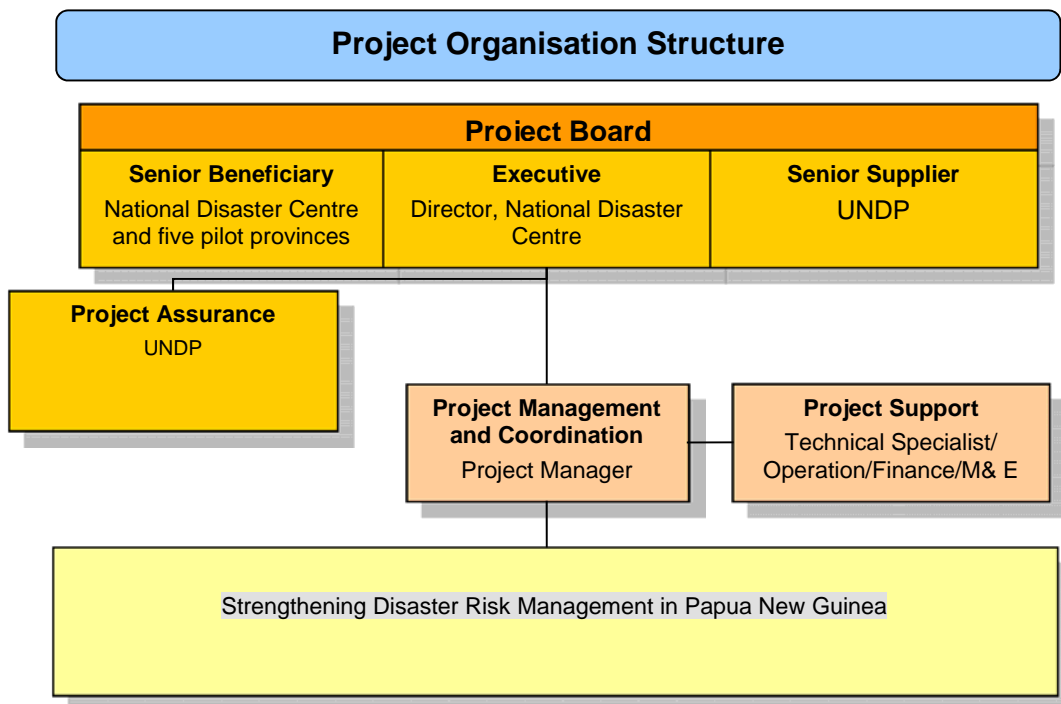
The Project Board will be set up that will have overall responsibility for providing strategic guidance and oversight of the Project. The Project Board is responsible for making consensual management decisions concerning Project issues and risks, and will provide advice and guidance when required by the Project Manager. The Project Board will also be used as a mechanism for leveraging partnerships and mobilisation of resources for the implementation of the Project. Project reviews by the Project Committee will be made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board will also be consulted by the Project Manager and Specialist for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

The composition of the project Board will be identified when the project implementation starts.

UNDP will carry out the project assurance role. UNDP will work with the Project Board and Project Manager to ensure appropriate project management milestones are met and that these are delivered in accordance with UNDP's Programme and Operations Policies and Procedures and within the allocated budget and approved AWP.

The Project will benefit both operationally and substantively from the UNDP PNG Country Office, and will also be able to draw on technical advice, inputs and assistance from the UNDP Pacific Centre in Suva, Fiji. Audits of the projects will be commissioned, as and when necessary, and following consultation NDC.





Main roles and responsibilities of the Project Board (Executive, Senior Beneficiary and Senior Supplier), Project Manager, Project Assurance and Project Support are as follows:

**Project Board** is a group responsible for making decisions 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. The Project Board will:

- 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;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Assess and decide on project changes through revisions.

**Executive** is an individual representing the project ownership to chair the Project Board. 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.

**Senior Supplier** is a 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.

**Senior Beneficiary** is a group of individuals representing the interests of those who will ultimately benefit from the project. The primary function is to ensure the realization of project results from the perspective of project beneficiaries. 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. It entails the role to monitor progress against targets and quality criteria.

### **Project Management:**

A project team headed by a Project Manager will be established under the project. A full-time Project Manager will be recruited on the project funds by the UNDP for the day-to-day management. The Project Manager will be supported by an International Technical Expert. The project will receive high-level technical support from the Disaster Risk Reduction and Climate Change Adaptation Expert based in PNG. The DRR and CCA expert will ensure an integrated approach to risk reduction including risks emanating from natural variability of the climate system and other natural hazards and ensure that the DRM project is aligned with the climate change adaptation initiatives and the DRM and CCA programmes reinforce each other without much overlap. Certain oversight mechanisms and technical resources will be shared across the programmes for optimal utilization of resources. A number of administrative and financial staff will also be recruited to support the Project. The recruitment and staffing process will give due attention to consideration of gender equality and promoting diversity at workplace as well as transparency and fair competitiveness to ensure appropriate selection.

**Project Manager (PM)** has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the limits laid down by the Project Board. The PM is responsible for day-to-day management and decision-making for the project. The PM will:

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule 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) (including signature of FACE forms);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified, 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;
- Prepare the Project 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;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available.

**Project Assurance** is the responsibility of each Project Board member; but can be delegated. The project assurance role supports the Project Board through independent project oversight and monitoring functions. Project Assurance will:

- 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 Assessment page in particular;
- Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

**Project Support** provides project administration, management and technical support to the Project Manager as required by the needs of the Project Manager. Project Support will:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer Project Board meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

**Fund flow arrangements and Financial Management:**

Funds will be released according to the approved Annual Work Plans (AWPs) and Quarterly Work Plans (QWPs). UNDP rules and regulations as well as charges will apply with respect to procurement of goods and services. The Project Manager will be responsible for compilation and collation of periodical financial reports. Unspent funds from the approved AWP will be reviewed in the early part of the last quarter of the calendar year and funds reallocated accordingly. The Project Board will reserve 25% as tolerance rate for overriding the budget of various outputs. Beyond this, the Project Manager need to request revision of the QWP by the Project Board. Cost recovery of project implementation support services by UNDP will be charged as per UNDP rules and regulations.

---

## V. MONITORING FRAMEWORK AND EVALUATION

A variety of formal and informal monitoring tools and mechanisms will be used by the project manager and the team. These would include field visits as well as progress reports, annual reports and annual review in standard UNDP formats and as per UNDP web based project management system (ATLAS). 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 Monitoring and Communication 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 the PM through 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 by the PM 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 by the PM 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.
- **HACT Spot Checks and Project Monitoring:** During the course of the project implementation, spot checks and monitoring visits will be conducted.
- **Final Report:** A final report will be compiled and submitted to UNDP within three months of the completion of this project. This report shall give a summary of the actual outcomes, outputs and deliverables compared to the planned outcomes, outputs, and deliverables. The report shall also give an assessment of project's efficiency.

**Regular Audits**

Local financial management regulations require that regular audits are conducted of the Parliament. However, it is understood that these audits have not been undertaken for some time. The UNDP Office in Suva will commission audits of the Project, as and when necessary, and following consultation with the NPD as to timing. A budget of **US\$100,000** has been provided, based on undertaking two audits within the life of the Project.

**End of Project Evaluation**

At the end of the Project, an Evaluation will be commissioned from an external evaluator, to assess project achievements against this Project Document, identify good practice and lessons learned, and provide recommendations on future assistance requirements, if any. The Evaluation will be commissioned in Quarter 3 of the final year of the Project, to allow time for a proper response to the recommendations of the Evaluation, prior to the end of the Project.



---

## VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date). Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency'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 this agreement.

The executing agency 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VII. ANNEXES

### ANNEX-I. RISKS AND MITIGATION ACTIONS

#	Description	Type	Impact (I) & Probability (P) Note: scale 1-5 (5 being the highest)	Countermeasures/ Management response
1	A severe and multiple disaster events occurring would hinder project implementation	Environmental	A high impact disaster may hinder or delay project implementation as focus would be diverted to responding to the current emergency	<ul style="list-style-type: none"> <li>- Develop a contingency plan within the UNDP so as to be ready with response when a disaster strikes thus limiting the implications/effects to project implementation.</li> </ul>
2	The NDC and other Government agencies directly associated with management and implementation of the project have limited staff capacity and/ or do not assign sufficient or appropriate staff	Organizational	The project intends to develop the capacities of NDC and targeted provinces in disaster risk management. NDC and provinces are the Implementing Partners (IPs) of this project. Thus it is a given that the IPS have 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.	<ul style="list-style-type: none"> <li>- Close monitoring and tracking of implementation of planned activities and provide technical guidance on a regular basis</li> <li>- Organization of regular project meeting to discuss the issues, refine the management/action plans and implementation strategy</li> <li>- coaching/mentoring to NDC and provincial administration staff by the Project Manager.</li> </ul>
3	Necessary operational support such as the recruitment of staff and contracting of consultants or professional services are not provided in a timely manner	Operational	Delay in procurement process often delay recruitment of staff or procure goods and services	<ul style="list-style-type: none"> <li>- The Programme Unit in UNDP will backstop 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</li> <li>- Prepare well in advance a recruitment and procurement plan</li> </ul>
4	Lack of government's commitment to	Political	Stakeholders are overstretched with their regular functions	<ul style="list-style-type: none"> <li>- UNDP to provide regular updates to all concerned stakeholders involved in the project</li> </ul>

	DRM in general, and unavailability to respond and attend to project activities and required consultations		and are unable to respond in a timely manner to consultations, meetings and activities related to the project	- Share the work plans and implementation strategy to concerned stakeholders for their information and guidance
5	Relevant line ministries do not do not participate in the implementation of the project at appropriate and effective level.	Political	Lack of participation of line ministries may hinder the sectors' benefit from the project outputs in achieving DRM/DRR outcomes.	- At working level UNDP will remain engaged with line ministries/departments to advocate for their participation in the project.
6	The project fails to build consensus and consider and address gender issues.	Gender	Lack of inclusive processes and gender mainstreaming may prevent capturing the view points and knowledge of women to address the gender-specific needs for DRM.	- The project will ensure inclusive consultation with women organizations and networks as well as gender-sensitive analysis in all activities and outputs.

## ANNEX II. PROJECT MANAGER

### Summary of Key Functions:

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule 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) (including signature of FACE forms);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified, 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;
- Prepare the Project 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;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available.

## **ANNEX III. TERMS OF REFERENCE, TECHNICAL SPECIALIST**

### **Summary of Key Functions:**

- Enhance the disaster preparedness mechanisms and strengthen early warning systems and procedures;
- Facilitate hazard and risk assessments and integration of disaster risk management integrated into development policies, plans and budget;
- Establish preparedness and planning mechanisms and tools to manage disaster recovery processes at national and sub-national levels ;
- Assist the GoPNG in the development of a new disaster risk management framework;
- Humanitarian coordination;
- Partnership with regional and global initiatives on thematic DRM issues strengthened;
- Project management and capacity building in DRM.

### **Key Responsibilities:**

#### **Disaster Preparedness:**

- Strengthen disaster management committees and DRM systems at the national and sub-national level;
- Develop disaster management plans including disaster early warning plans and associated standard operating procedures;
- Facilitate disaster simulation exercises at the national and provincial level;
- Strengthen the damage assessment and reporting systems;
- Strengthen the Emergency Operation Centres at the National and sub-national level;
- Maintain regular contact National Disaster Management Office and relevant Government institutions and liaise for information-sharing, capacity building and any other support that might be required.

#### **Hazard assessment and Integration of DRM in to development:**

- Provide support on risk/vulnerability analysis at national and sub-national level;
- Advocate for allocate funds for integration of DRM in to budgetary and planning process;
- Provide support to planners and decision makers at provincial, district and LLG levels to integrate risk management into the development planning and budgeting process;
- Provide technical support towards project formulation, implementation and institutional development at the national, provincial, and district levels;

#### **Disaster Recovery:**

- Develop appropriate government policies, appropriate tools, training and capacity building activities;

- Support establishment of mechanisms for disaster recovery, and assist governments with pre disaster recovery planning, as well as post disaster needs assessment and recovery frameworks.

**Humanitarian coordination:**

- Monitor the situation in the country, with particular relevance to early warning indicators for any natural or man-made disasters;
- Support UNRC's coordination and response support when required, in close collaboration with national authorities;
- Report as required on major events with humanitarian scope and in line with reporting needs;
- Organise the monthly Disaster Management Team (DMT) meetings in coordination with NDC and the RCO.
- Support the RC in his role of DMT Chair by providing secretariat support to DMT;
- Maintain regular contact National Disaster Management Office and relevant Government institutions and liaise for information-sharing, capacity building and any other support that might be required;
- Lead inter-agency dialogue on the development of joint rapid needs assessment, analysis, and reporting;

**Partnerships and resource mobilization:**

- Contribute to the dialogue between NDC and any regional partner based in-country;
- Contribute to communication of NDC's priorities;
- Resource mobilization for disaster risk reduction.

**DRM framework and Project management:**

- Facilitate development of a DRM framework for GoPNG;
- highlighting emerging issues and problems, and proposing options for their resolution;
- Contribute to the preparation of annual work plans and monitor the programme implementation in close collaboration with the relevant agencies;
- Represent UNDP and act as a resource person in workshops, conferences and in meetings, and the wider donor community;
- Ensure that implementation is in accordance with UNDP procedures and regulations;
- Supervise and mentor the technical experts hired to implement the programme and ensure a high quality of programme implementation;
- Supervise implementation of appropriate M&E mechanisms;
- Oversee and provide technical input to the design of DRM systems, procedures, framework and guidelines as needed;
- Oversee and provide technical input to the design of a capacity-building strategy and programme for government staff at all levels to ensure coherent implementation of regulatory framework and procedures;

In addition to the above responsibilities, the incumbent will carry out other related tasks as assigned by DRR.

## ANNEX IV. GENDER MAINSTREAMING

Gender mainstreaming is a cross-cutting strategy of the project. It will endeavour to mainstream gender in all disaster risk management and risk reduction initiatives, policies, strategies and activities. UNDP's support to the project will encourage women participation in all dialogues on the generation of solutions for disaster risk management and prevention. The project will make efforts to address the unique needs of women and translate their valuable knowledge into disaster reduction and recovery policies, plans and programmes. It will work with local women's organizations at different levels to support advocacy efforts that ensure their engagement in institutional systems and coordination mechanisms.

In specific terms, the project will address gender equality, women's empowerment and participation in its outputs, activities and indicators as outlined below:

- Review, assessment and development of the National DRM Plans, policies and frameworks will endeavour to reflect gender dimensions by including gender analysis in the review/assessment process. The consultation processes would include the participation of women's groups and organizations to ensure that the concerns of Timorese women are properly considered in disaster risk reduction and management policies and framework.
- The capacity building and training component will endeavour to provide analysis on women roles, needs and gaps. It will provide equal opportunities for women and men participation. It will also ensure a balanced women and men participation in different capacity development, training and sensitization activities. The project will ensure, at its utmost, to include slots for both women and men in training opportunities offered at regional and international levels.
- Strengthening the coordination mechanisms will seek to address gender representation in the disaster management committees.
- The development of Standard Operating Procedures for early warning and emergency response operations will have both direct and indirect benefit to women as it would enhance disaster preparedness and effective response which is expected to reduce the burden on women to cope and manage disaster impacts.