United Nations Development Programme
Country: Solomon Islands
Project Document

Project Title: Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project (SIMCAP)

UNDAF Outcome(s): Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management.

Expected CP Outcome(s): Improved national, provincial and community preparedness and responsiveness to climate change and disaster risk and sustainable management of natural resources.

Expected Output(s):

1. MECDM Corporate Plan 2015-2017
2. MECDM Human Resource Development Plan
3. MECDM Programme Management and Coordination Unit
4. Implementation of key activities of the Human Resource Development Plan

Executing Entity/Implementing Partner: Direct Implementation by UNDP Solomon's Sub-Office

Implementing Agencies/Responsible Party: Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)

Brief Description

Key pressing issues within Ministry of Environment, Climate Change, Disaster Management and Meteorology are functional capacity related issues related to corporate planning, coordination, planning, monitoring and evaluation within MECDM. The project aims to address the functional capacity constraints in a systematic manner that is consistent with national processes. This Capacity development project will focus on: supporting MECDM to develop their Corporate Plan (2015-2017); developing of MECDM's Human Resource Management Strategy; establishment of a Programme Management and Coordination Unit and implementing key actions of this Human Resource Development Plan.

Programme Period: 2014 – 2017
Key Result Area (Strategic Plan): Environment and sustainable development
Atlas Award ID: 00079713
Start date: 1 April 2014
End Date: 31 December 2017
PAC Meeting Date: 11 Dec 2013

Total resources required:	USD$1,200,000
Total allocated resources:	USD$1,200,000
▪ **Regular:**	USD$1,200,000
Unfunded Budget	USD$0

Agreed by (MECDM):

Agreed by (UNDP):

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I. SITUATION ANALYSIS

Problem Statement: The Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) has limited capacities to deliver on its mandate. Being a relatively new (2007 and 2010) amalgamated ministry, with legislative acts predating the amalgamation, various mandates, limited functional and technical capacities including planning, monitoring, evaluating, coordinating and technical implementation and stretched human resources there is need for a systematic approach to capacity development within MECDM to perform more effectively and efficiently (performance) in delivering on its mandate consistently over time (stability) and make needed adjustments to changes (adaptability).

Socio-Economic Background

Solomon Islands is a Least Developed Country. The 2013 Solomon Islands Budget was $3.6 billion Solomon Island (SI) dollars (USD$500m) and around $924 million SI dollars (US$129m) is from donors (~26%). Solomon Islands Human Development Index (HDI) has remained comparatively low at 0.530 and ranks 143 out of 168 countries in the 2013 Human Development Report (HDR). The Environmental Performance Index is 51.1 out of 100 as reported in the 2011 HDR. There is a low probability of achieving MDG goal 7 (Millennium Development Goals Progress Report for Solomon Islands 2010). Further, MDG 3: Promoting gender equality and empower women is improving but off track overall. The official language of communication is English while Pidgin is widely used as the common language amongst some 91 distinct indigenous languages through the nine provinces[1].

The country is an archipelagic nation comprising of six main islands and numerous small islands stretching over 1.6 million square kilometers of ocean. The land area is about 28,370 square kilometers. There is 56 times as much area of ocean as there is area of land. The country is relatively well endowed with natural resources, in particular forests, fresh water, marine and fishery resources, minerals, agricultural and tourism; however, the distribution of these resources is also greatly uneven amongst the nine provinces. The Solomon Islands is a small island state constructed out of a culturally, linguistically, religiously and ethnically diverse growing population that is vulnerable to natural hazards including international commodity price fluctuations[2].

Solomon Islands experienced severe economic contraction and stagnation over the period of the ethnic conflict (1998-2003). Since 2003, economic growth has averaged 6.3 per cent, despite a contraction of 1.25 per cent in 2009 during the global economic downturn. In 2011, economic growth was a record 10.7 per cent on the back of continued strong logging revenue and mining receipts. In 2012, economic growth was more modest at 4.8 per cent[3]. However, there is a low per capita income that negatively affects human development, resource availability to provide essential public goods and investments to the private sector in moving the economy to a self-sustaining economic path[4].

The 2009 census recorded the population of 515,870 representing an increase of 106,828 people since 1999 and an annual population growth rate of 2.3 per cent, whilst representing a slight decline from 2.8% during the 1999 census, is still high comparatively. Forty-nine percent[5] of the population is female. Nearly two thirds of the population is less than 25 years old and of which 40 per cent is less than 15 years of age.Amongst others, one obvious implication of such high growth

[1] UNDAF Solomon Islands Desk Review

[2] UNDAF Solomon Islands Desk Review

[3] http://www.dfat.gov.au/geo/solomon_islands/solomon_islands_brief.html

[4] UNDAF SI Desk Review

[5] Solomon Islands Population and Housing Census 2009;Statistical Bulletin

rates is the increasing pressures on government capacity to delivery basic services because demand for services far exceeds the supply side and secondly, pressures on the harvest of natural resources compounded by the impact of climate change on resources and ecosystems increases vulnerability. Thirdly, a major challenge for policy makers is how to involve the largely under-utilized youths for long-term gains for the country.[6]

Women in Solomon Islands face considerable obstacles, including high levels of gender-based violence, extremely low representation in parliament (currently one women MP) and in traditional decision-making structures, and limited economic opportunities. These issues hinder the empowerment of young women.

National frameworks/programmes/projects

The Solomon Islands National Development Strategy (NDS) 2011-2020 has a vision of a "United and Vibrant Solomon Islands." Of the 8 NDS objectives, objective 7 is relevant for this project. This objective is "to effectively respond to Climate Change and Manage Environment and Risks of Natural Disaster." This is divided into two policy groups, namely: i) Climate Change and Environmental Management and ii) Natural Disaster Risk Reduction and Management, with 19 and 6 strategies respectively[7]. At a national level interventions to achieve these objectives are implemented by numerous agencies but mostly MECDM. It should be noted that MECDM has responsibility under other NDS objectives in areas such as forestry and petroleum (under Objective 6) and Forestry Aspects of National Population Policy and Tourism (under Objective 5). The National Coalition for Reform and Advancement (NCRA) policy statement (2010) under the theme of Environment, Conservation and Climate Change introduces 9 policy actions which include but is not limited to: raising awareness on adaptation and mitigation, priority to sustainable management of the country's environmental resources and integrate environmental issues into other sectors.

MECDM, a relatively young Ministry (amalgamated in 2007 and expanded in 2010), has identified the need for capacity development. The MECDM is led by a Minister. Under the Minister is the Permanent Secretary(PS), an Under Secretary Technical (UST) and 4 divisions and 1 office which include: i) Environment & Conservation Division, ii) Climate Change Division, iii) National Disaster Management Office, iv) Meteorological Services Division and v) Corporate Services Division. Each division is headed by a Director except for the Corporate Services Division, which is headed by a Human Resource Manager (see Annex 2 for MECDM organizational structure[8]).

MECDM's mandate is derived from both cabinet decisions and legislation. Through a Cabinet decision in December 2007, MECM was amalgamated from the following divisions: Environmental Management, Climate Change and Meteorology. At the time, the Climate Change division was just formed. In 2010, a second cabinet decision added the National Disaster Management Office (NDMO) to MECM to create MECDM. The MECDM Strategic and Corporate Plan 2011-2014 presents two overall ministry "mandates": in the introduction, "to promote and ensure safe, sustainable and resilient Solomon Islands communities," and in Section 1, "coordinating and guiding the sustainable use and conservation of the Solomon Islands' natural resources and ecosystems, as well as providing key data services such as meteorological information and disaster risk reduction and management strategies."

The MECDM Strategic and Corporate Plan 2011-2014 divides MECDM work into 5 strategic areas and 4 key functions with associated outputs. Additionally, there are five legislated mandates associated with MECDM divisions. The Environment & Conservation Division is responsible for

[6] UNDAF SI Desk Review

[7] NDS 2011 – 2020 pp.38-41

[8] Note that the names of individuals has changed for some of the positions.

three acts, namely: Environment Act 1998, Wildlife Act 1998 and the Protected Areas Act 2010, the Meteorological Division is responsible for the Meteorology Act 1985 and the National Disaster Management Office is responsible for the National Disaster Council Act 1989. There is no legislation for climate change; therefore the Climate Change Division has no legislated mandate. It should be noted that all these Acts pre-date the amalgamation of MECDM.

Though these acts and associated regulations, polices, plans and strategies, MECDM has a wide scope of responsibility. The key MECDM policies, plans, strategies and reports include:

- National Environment Management Strategy (NEMS 1993),
- First National Communication (FNC 2001)
- National Adaptation Plan of Action (NAPA 2008)
- National Capacity Self-Assessment (NCSA 2008)*
- National Environment Capacity Development Action Plan 2008-2012 (NECDAP 2008)*
- National Biodiversity Strategy Action Plan (NBSAP 2009)*
- National Waste Management Strategy (NWMS 2009)
- Coral Triangle Initiative Action Plan (CTIAP 2009)
- National Disaster Risk Management Plan (October 2009)
- MECDM Strategic and Corporate Plan 2011-2014 (MECDM 2011)*
- National Climate Change Policy 2012-2017 (NCCP 2012).

Those denoted with an "*" provide some guidance on capacity development; however, they may not reflect the current capacity needs of MECDM with its new organizational and policy landscape. Further, there are several pipeline policies, strategies, frameworks and plans which include, but are not limited to the:

- A framework for Integrating Risk Reduction and Resilience into the National Development Strategy that covers all sources of risk and includes the systemic changes that are required to strengthen resilience. One suggestion for this is to develop an Integrated National Framework for Resilient Development (INaF)
- National [Climate Change] Adaptation Plan (NAP)
- National Appropriate [Climate Change] Mitigation Actions (NAMA)
- UN-REDD roadmap.

Upon review of these existing environment, climate change and disaster risk management policies and plans, it is noted that there are 17 coordination bodies (see Annex 4) from national to sub-national levels. From review of these documents, it is unclear how these bodies coordinate, especially between divisions or with regard to monitoring and evaluation.

In March 2013, MECDM facilitated a multi-stakeholder workshop with support from regional and international partners (UNDP, SPC, SPREP and the WB) on the need to integrate DRM and CCA into national sustainable development. A main outcome of this workshop was a recommendation to strengthen the capacity for more resilient development at all levels (national, provincial and community levels). A recommendation from this workshop was to develop a national framework for resilient development that is explicitly linked to the NDS. These developments will have direct implications on the capacity needs of MECDM, as MECDM will also play a key role in integrating risk and resilience into the governance system in Solomon Islands.

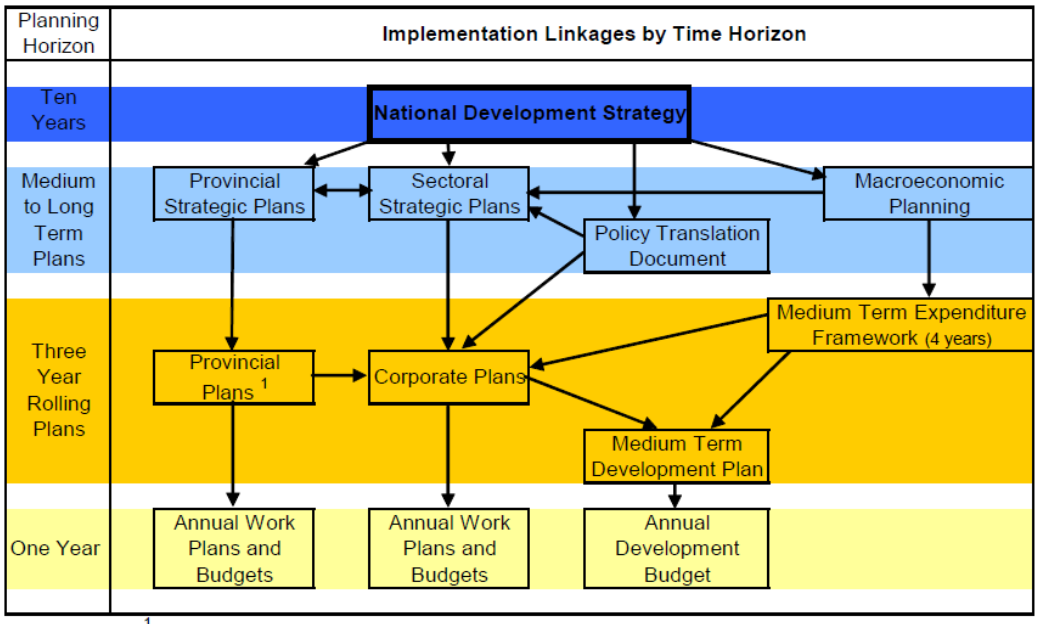
The MECDM 2012 budget was SBD$20.4m (~USD$2.8m) with the 2011 revised budget of SBD$13.9 (~USD$1.9m). The increase is directly related to NDMO being included in this Ministry. Further, there has been a significant increase in MECDM projects particularly related to climate

change that are 'off-budget'. In a rapid assessment, twenty-eight MECDM projects[9], mostly climate change, have been identified (see Annex 3).

Planning Process

The **Ministry of Development, Planning and Aid Coordination (MDPAC)** and the **Office of the Prime Minister and Cabinet (OPMC)** are two key ministries associated with planning. The Cabinet approved Corporate Planning process is an integrated, three year rolling plan for each Ministry with OPMC supervising the corporate plans and setting the priorities and broad directions as a context for the budget submission. The process includes the Annual Work Plan, to detail the use of budgeted funds in the year ahead, and the Annual Report to feedback performance on the delivery of services and the achievement of objectives. Further, to be an effective link in NDS implementation, the Corporate Plan of each line ministry needs to reflect the whole of the ministry's activities, including donor funded activities, so that Corporate Plans reflect the contribution to implementation of government policies and strategies rather than simply a stage in the budget process

The overall monitoring and evaluation systems of the NDS is presented in the Monitoring and



[1] Provincial Plans are funded through the Corporate Plan of the MPGIS

Evaluation Framework for the National Development Strategy, Discussion Paper: 3/2012, ADB, October 2012; however, the official framework is yet to be finalized, nor is there any formalized system for monitoring and evaluating MECDM projects and programmes.

Capacity Development

Even with the best plans, there is a critical need for appropriate capacity to implement. The **Ministry of Public Service (MPS)**[10] is responsible for capacity building as provided for in sections 3 and 4 of the Public Service Act (Cap 92). The Ministry conducts training for public officers, as well as facilitation of long-term training. The Ministry's Vision is "a professional, efficient, ethical public service that carries national pride, is pragmatic and adaptive to changing demands for better service delivery to Solomon Islands" with a mission "to establish a creative and an innovative public service that must acquire and sustain the capacity to deliver services in a cost-effective manner, and to achieve desired goals and aspirations that fulfill the needs of the nation." Some specific responsibilities include: "Train, develop and build capacity of public service human resources and ensure there is proper and appropriateness of existing structures that support the

[9] This should be seen as a lower bound as there may be more projects not reflected in this list.

[10] http://www.mps.gov.sb/About-the-Ministry

functions performed in the ministries. Further, the Public Service undertook a Human Resource Management Survey in 2009 which produced an Environment Scan August 2009, which helped the government to understand external and internal factors, and trends, which could impact on public service workforce. Additionally a SWOT analysis was undertaken and issues of equal opportunity in employment, including gender, were part of the SWOT. The report recommended for ministries to develop their own HRM improvement plans and this initiative will build off this work.

UN/DP

The United Nations Development Assistance Framework (UNDAF) for the Pacific Region 2013-2017 outcome area 1 is ' Environment management, climate change and disaster risk management and has the following outcome statement: 'Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management' . This is also outcome 4 for the UNDP Sub-regional Programme for Pacific Island Countries 2013-2017. On a country level, the UNDAF Results Matrix 2013-2017 for Solomon Islands provides outcome 1.1: Improved national, provincial and community preparedness and responsiveness to climate change and disaster risk and sustainable management of natural resources. These two outcomes provide the strategic direction for UN and UNDP is this space and the outputs of this project are aligned hereto.

II. STRATEGY

This project aims to address the capacity constraints in a systematic manner building off national processes. This will include supporting MECDM in the development of their Corporate Plan 2015 - 2017 and associated Human Resource Development (HRD) plan as well as implementation of key actions from the HRD plan. These plans will provide a systematic and gender-equitable approach to capacity development within MECDM to perform more effectively and efficiently (performance) in delivering on its mandate consistently over time (stability) and make needed adjustments to changes (adaptability) over the period of 2015-2017. Further, a Programme Management and Coordination Unit (PMCU) will be established to support specific functional capacities related to coordination, monitoring and evaluation. The project will work with key ministries including PMO, MDPAC, MPS, MWYCFA and others to achieve the project goals.

UNDP defines capacity as "the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner." Capacity Development (CD) is thereby a process through which the abilities to do so are obtained, strengthened, adapted and maintained over time. CD is seen by UNDP as primarily endogenous and domestically driven process. It is an inherently political and complex process that cannot be rushed, and outcomes cannot be expected to evolve in a controlled and liner fashion.[11]

MECDM Corporate Plan (Output 1)

The first step in MECDM capacity development will be the development of the MECDM corporate plan 2015 – 2017 that will be the key planning document for both government and donor funded development activities. Whereas the output is the plan, the process will include all of MECDM's key divisions and build officers' capacity to engage and drive the corporate planning process. The key inputs into the formulation of this plan include the Sectoral Strategic Plans, Policy Translation document, the Medium Term Expenditure Framework (4-years), provincial plans and the MECDM Corporate Plan 2011-2014. The process of development will includes four main steps: i) develop

[11] UNDP Capacity Development practice note, http://www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-practice-note/

an approach or guideline for development of the Corporate plan, ii) review the 2011-2014 Corporate Plan, iii) formulate the 2015-2018 corporate plan, iv) monitor and evaluate the 2015-2017 plan.

The first step in the process is developing an approach or guideline. As indicated in the NDS, intended "minimum requirements" for corporate plans are often missing and their scheduling and content is not consistent with the corporate planning handbook proposals. The first step will be to facilitate that the MECDM corporate planning process is in line with national standards. Some of the key standards include: three year rolling plans, updated annually and follow prescribed format.

To facilitate that lessons from the previous corporate plan implementation are captured, the second major step **is** a review of the 2011 – 2014 MECDM Corporate Plan which includes a desk review of any reporting documentation from the Corporate Plan 2011-2014 and stakeholder engagement and associated feedback on the implementation of MECDM corporate Plan 2011-2014. The review report will also identify best practices so such can be carried forward into the next planning cycle. From this review among others, the new corporate plan will be developed and subsequently monitored and evaluated. It should be noted that the current corporate plan has an annual performance report to be submitted to the Minister by the PS by the end of January each year together with MECDM's annual plan.

MECDM Human Resources Development Plan (Output 2)

The HRD Plan is to build upon an understanding of the Ministry's vision, mission, values and strategic programmes and challenges. As these are formalized in the corporate plan, this is the second step once the corporate planning process is complete. The development of the HRD plan should build on the work undertaken by the MPS and the recommendation of the Human Resource Management Survey undertaken in 2009 for ministries to develop their own HRM improvement plans.

The five key steps in this process include: i) engage stakeholders, ii) assess human resource assets and needs, iii) formulate the HRD plan, iv) implement HRD plan and v) evaluate the plan. Further, the plan should use existing government guidelines to measure impact. To support this, the project will draw expertise from UNDP in applying a results-based approach to measuring capacity development including the change in institutional performance, stability and adaptability. Underlying this entire process should be strong commitment from the MECDM human resource manager with support from MECDM technical divisions for both strategic guidance but also focusing on sustainability of this work.

This stakeholder engagement step will identify all relevant stakeholders and engage them in the process, support gender-sensitive local dialogue processes that focus on the plans and build consensus through negotiation and dialogue on 'the how, the what and the who does what'. The next steps include focusing on the assessment of human resource assets and needs. This analysis will use existing SIG systems and build off the UNDP Capacity Assessment Framework (Figure 1).

The UNDP CD framework covers three dimensions; namely, i) core issues, ii) technical and functional capacities and iii) points of entry. In the Pacific, leaders[12] recognize the unique capacity constraints facing their countries, noting that in addition to capacity building, capacity supplementation is critical to effectively and sustainably respond to climate change. Thus the default framework is modified for the Solomon Islands (and Pacific) context where the "points of entry" dimension is augmented (not shown in Figure 1) by capacity supplementation. It is expected that there will be further refinements in this framework during the detailed design of HRD plan.

[12] FORTY-SECOND PACIFIC ISLANDS FORUM AUCKLAND, NEW ZEALAND 7 - 8 SEPTEMBER 2011

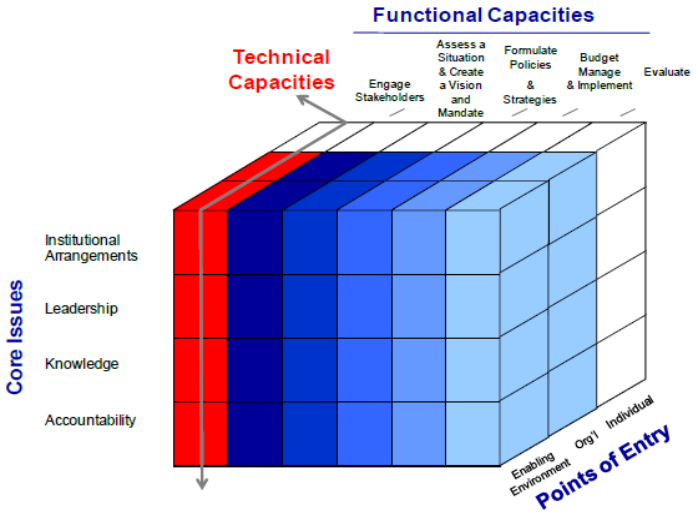


Figure 1: UNDP Capacity Development Assessment Framework

Whereas the details of human resource and capacity constraints will be identified, it should be noted that from the scoping mission undertaken to Honiara from January 15-25, 2013 and subsequent discussion with stakeholders (Annex 5 for a list of persons met), some of the most pressing capacity issues for MECDM include **functional capacities specifically related to coordination, planning, monitoring and evaluation within MECDM**. This was further supported by the April 2013 Joint National Action Framework meeting that noted that there is a need for agreed and recognised transparency and accountability for addressing disaster risk reduction (DRR) and climate change adaptation (CCA). Whereas these pressing issues have been identified, the details of these functional capacities have not been unpacked. The HRD plan development will provide a process for detailing the specific functional capacities along with identifying other short, medium and long-term capacity needs of MECDM through the HRD Plan.

It should be further noted that the MECDM is understaffed and subsequently are stretched thin. For instance, the Climate Change division has just four staff.These staff have obligations not only at the nationl level, but represent Solomon Islands regionally and internationally at climate change meetings. While the number of meetings have increased, there has at the same time been a substantial increase in the number of domestic climate change projects and programmes (more than 20).

Whereas there are plans to hire 10 more staff for the Climate Change division, the overall plan for this increase does not exist. The HRD Plan will outline and address this strategic shortcoming and at the organizational level, it will guide MECDM toward increased effectiveness and efficiencies for streamlining work with existing staff arranagments whiile recognizing and identifying capacities that need further development.

Further, it takes time and resources to coordinate. The issue related to lack of current intra-MECDM coordination processes - which limit formal division interaction - will be addressed through examing the MECDM enabling environment. On a whole-of-government coordination level, as presented in the situation analysis, there are numerous coordination mechanisms for Environment, Climate Change and Disaster Risk Management; however, they do not seem to be aligned nor functioning in practice. Furthermore, with the plethora of climate change related projects within MECDM and other line Ministeries, it will be extremely important to develop capacity for operationalization of existing (and development of new where needed) M&E systems for climate change, DRM, meteorology and environment/conservation to facilitate collaboration and cooperation amongst the various initiatives amongst the MECDM divisions.

Establishment of the Programme Management and Coordination Unit (Output 3)

During the stakeholder consultations, it was identified that some of the main functional capacities which need to be addressed are coordination, planning, monitoring and evaluation within MECDM. Whereas these are capacities that relate to specific projects there is no overarching mechanism in MECDM to coordinate, plan, monitor and evaluate. As such, and complementary to the HDR plan, a Programme Management and Coordination Unit (PMCU) will be established.

This will start with identifying the Government process for setting up a PMCU in MECDM through consultations with MPS and establishing a work plan for setting up the PMCU. This will be followed by formulation of a structure for PMCU including organiogram, staff TORs, setting up of systems and processes for PMCU including M&E framework and subsequent trainings for MECDM and PMCU staff on established systems for project management, processes, monitoring and evaluation. Finally, this output will monitor the performance of the PMCU through quarterly reporting and an evaluation of the PMCU after 2-years of operation.

It is envisaged that the Undersecretary Technical will have an oversight for this unit. This unit will coordinate all donor funded projects operated out of the Ministry. The set up of this coordination mechanism will enhance intra-ministrial coordination as well be aligned to other line and central ministries in the government system.

Implementation of HDR Plan (Output 4)

Whereas, the details of the HDR plan are to be determined, it is envisioned that the HRD plan will provide details on capacity development for MECDM staff including the human resource manager. However, it was noted during a meeting with MECDM that there is a Poor public image of MECDM. As such, there is a need to improve public image of the ministry through development of a communication strategy and communication packages such as website, brochures, posters, newsletters, briefs of MECDM, where the public can access information, policies and legislations straight from MECDM. It was noted that one office of MECDM, NDMO, has good public relationship where brochures, pamphlets has been developed focusing on disaster management information that is accessible by the public. Significantly, they request support for a website to be developed to be dedicated to MECDM divisions with a staff trained for updating the website on a day to day basis.

Linking with existing projects and programmes

There are six major **UNDP** projects which will assist establishing community level reach; i) Pacific Risk Resilience Programme (PRRP) funded by the Government of Australia; ii) Strongem Waka lo Community for Kaikai (SWOCK) funded by the Adaptation Fund (AF), iii) Solomon Islands Water Sector Adaptation Project (SIWSAP) funded by Global Environment Facility (GEF-LDCF), iv) Integrating Global Environmental Commitment in Investments and Development Decision Making (CB2) Project funded by GEF-Trust fund, v) Pacific Adaptation to Climate Change (PACC) funded by GEF-SCCF, and vi) the GEF Small Grants Programme.

The Pacific Risk Resilience Programme (PRRP) has placed a short-term consultant within MDPAC to facilitate: i) integration of risk in to the medium term development planning process, ii) support provided to the process of developing an Integrated National Framework for Resilient Development (INaF); and iii) situation analysis and programme of support for SIG on mainstreaming DRR/CCA in to development planning. The PRRP officer will be working across whole of government and interact directly with the Corporate planning advisor for MECDM under this initiative.

An existing **Secretariat of the Pacific Community** (SPC) programme supports a MECDM position which focuses on inter-ministerial coordination and planning. Again, this officer will work closely with the corporate planning advisor and project manager to link the MECDM corporate planning process to the national processes including the MTDF.

Community Resilience to Climate and Disaster Risk in Solomon Islands Project (CRISP). This is a project currently being developed by the **World Bank** that will seek funding from LDCF. The proposed development objective is to increase the resilience of selected communities to the impacts of climate change and natural hazards by strengthening government capacity in disaster and climate risk management, and in implementing disaster risk reduction and climate change adaptation investments in selected communities in Guadalcanal and Temotu provinces.

The **European Union** provides direct budget support for climate change through the Solomon Islands Climate Change Assistance Programme (SICAP) with an overall objective to contribute to climate change adaptation and reduction of vulnerability of people and communities in Solomon Islands with a specific objective to support SIG capacity for policy enhancement, coordination and implementation of its national Climate Change strategy (in line with its NAPA and National Disaster Risk Management Plan (NDRMP)). This provides human resources to the MECDM which would need to be taken into account in the HRD plan.

The Integrating Global Environmental Commitments in investments and development decision making Project will address capacity gaps as identified in the Solomon Islands National Environmental Capacity Action Development Plan (2008-2012). This will be a cross-cutting project across the three Rio conventions (UNFCCC, UNCBD,UNCCD). This project aligns well with the SIMCAP project. The SIMCAP Project Manager will facilitate linkages between the UNDP and other stakeholder projects and programmes to facilitate synergies.

Intended beneficiaries

The direct beneficiaries will be the MECDM as an organization and its staff. The MECDM Strategic and Corporate Plan 2011-2014 clearly outline the clients, stakeholders and partners of MECDM in Section 1. MECDM divides them into three categories: i) government and people of Solomon islands (Cabinet and people), ii) service users and partners (resource owners, developers, communities) and iii) stakeholders (line ministries, NGOs, CBOs, donors, etc.). With the focus on capacity development on MECDM, their stakeholders are the ultimate beneficiaries of this project. Concerted efforts will be made to ensure that male and female staff and stakeholders have equal opportunities to benefits from project activities including capacity-building.

UN(DP)'s Comparative advantage

In Solomon Islands UN's comparative advantage can be described as follows; (i) its political neutrality and impartiality in highly sensitive and critical circumstances such as post conflict situations; ii) available broad pool of technical knowledge, expertise and resources across the UN agencies on a broad range of key issues; iii) through the joint presence office, it is strategically placed for promotion of donor harmonization through strong partnerships and collaboration with the government and the non-state actors; iv) the emphasis on results- oriented efforts and the impact it will make in supporting the country achieve their development goals ; and v) unparalleled access to knowledge of development solutions and best practices amongst countries throughout the globe *(UNDAF SI Desk Review)*. To highlight the last point, this project draws upon UNDP's expertise in the area of capacity development to implement this project.

III. RESULTS AND RESOURCES FRAMEWORK

	Intended Outcome as stated in the Country Programme Results and Resource Framework: Improved national, provincial and community preparedness and responsiveness to climate change and disaster risk and sustainable management of natural resources (UNDAF Outcome 1.1).
	Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: # of ministries at national and provincial levels which have integrated environmental, disaster risk management and climate change issues in their corporate plans and developed Standard Operating Procedures (SOPS) and have fully implemented Baseline: 0 Target: TBC Indicator :Environmental Performance Index Baseline: 51.1 (2010) Target: TBC
	Applicable Outcome (from 2004-2017 Strategic Plan): Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change
	Partnership Strategy: The first step in the Corporate planning is stakeholder engagement. This step will identify all relevant stakeholders and engage them in the development of the corporate and HDR plan. This will support gender-sensitive local dialogue processes and builds consensus through negotiation and dialogue and on the how, the what and the who does what. Key partners are expected to include: MECDM, UNDP, Solomon Islands National University, School of Natural Resources (SINU-SNR), Ministry of Women, Youth, Children and Family Affairs (MWYCFA), Ministry of Public Service (MPS), Officer of the Prime Minister and Cabinet (OPMC), AusAID, EU, SPC, World Bank, and relevant NGOs. Also, note the section on "Linking with Existing projects and programmes" above.
	Project title and ID (ATLAS Award ID) 00079713: Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project (SIMCAP)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Output 1: MECDM Corporate Plan 2015-2017	Targets (year 1) 1. Draft Corporate Plan	**1.1 Activity Result:** An approach for corporate planning established	*MECDM/ MDPAC/PMO*	***Activity 1.1 :*** *Training & learning-*

Baseline: *2011-2014 MECDM Corporate Plan coming to an end* ***Indicator:*** *Existence of MECDM Corporate Plan 2015-2017* ***Target:*** *Government Endorsed MECDM Corporate Plan 2015-2017*	2015-2017 2. Endorsed Corporate Plan 2015-2017 Targets (year 2) 1. Annual report on Corporate Plan submitted 2. Mid- term evaluation of the Corporate Plan 2014-2017 Targets (year 3) 1. Annual report on Corporate Plan submitted Targets(year 4) 1. Annual report on Corporate Plan submitted 2. Evaluation of MECDM corporate plan	▪ 1.1.1 Action: Review existing corporate planning guidelines in the Solomon Islands ▪ 1.1.2 Action: Consult with relevant ministries relevant to MECDM corporate planning process (i.e. MO and MDPAC, MPS, MOFT, MFMR, MOF, MMERE, MAL, MLHS, MHMS-EHD, MID). ▪ 1.1.3 Action: Identify relevant external MECDM stakeholders building on the 2011-2014 Corporate Plan (e.g. NGO, private sector development partners, CROP agencies) ▪ 1.1.4: Action: Prepare an draft approach/guideline/manual for corporate planning ▪ 1.1.5 Action: Approve corporate planning approach/guidelines **1.2 Activity Result:** MECDM Corporate Plan 2011-2014 reviewed and evaluated ▪ 1.2.1 Action: Undertake desk review of any reporting documentation for the Corporate Plan 2011-2014 ▪ 1.2.2 Action: Undertake stakeholder engagement and associated feedback on the implementation of MECDM corporate Plan 2011-2014. ▪ 1.2.3 Action: Draft evaluation report on the implementation of the MECDM Corporate Plan 2011-2014.		*$15,000* *Office Equipment-$5,000* *Supplies-$8,000* *Corporate Planning Specialist (International)-$37,000* *Travel(International)-$4,000* *Workshop-$57,000* ***Sub-total = $126,000***

		1.3 Activity Result: MECDM Corporate Plan formulated ▪ 1.3.1 Action: Prepare draft corporate plan ▪ 1.3.2 Action: Prepare final corporate plan ▪ 1.3.3 Action: Launch corporate plan		
		1.4 Activity Result: MECDM Corporate Plan Monitored and Evaluated ▪ 1.4.1 Action: Monitor Corporate Plan and revise (as needed) on an annual basis ▪ 1.4.2 Action: Undertake a mid-term evaluation of the Corporate Plan ▪ 1.4.3 Action: Undertake a final evaluation of the Corporate Plan		
Output 2: MECDM Human Resource Development Plan *Baseline: MECDM Staff development plan* *Indicator: Endorsed Human Resource Development Plan* *Target: 1 By 2015, HRDP is endorsed by cabinet and parliament*	Targets (year 1) 1. Stakeholders engaged on MECDM Human Resource Development Plan 2. MECDM Capacity Assets and Needs Assessed / stock take of Human resources 3. MECDM Human Resource Development Plan formulated	**2.1 Activity Result:** Stakeholders Engaged on MECDM HRD Plan ▪ 2.1.1 Action: Identify all relevant stakeholders and support gender-sensitive dialogue processes that focus on the HDR Plan ▪ 2.1.2 Action: Build consensus through negotiation and dialogue and on the 'how, what and the who does what'	*MECDM/MPS*	***Activity 2.1:*** Training & Learning-$8,000 Human Resource Development Specialist-$31,000 Office Equipment-$5,000 Supplies-$2,000 Travel-$12,000 Workshop-$19,000 ***Sub-total = $77,000***
		2.2 Activity Result: Human Resource Assets and Needs Assessed ▪ 2.2.1 Action: Mobilize and design a human resource assessment exercise and determine how the assessment will be conducted (team,		

		location, etc) and cost in detail the capacity assessment exercise ▪ 2.2.2 Action: Conduct the human resource assessment including articulating questions to understand existing human resources and associated capacities ▪ 2.2.3 Action: Interpret and summarize human resource assessment results		
		2.3 Activity Result: Human Resources Development Plan formulated ▪ 2.3.1 Action: Define gender-equitable human resource development supported by data and analysis ▪ 2.3.2 Action: Define gender-balanced progress indicators for human resource development plan and capacity development ▪ 2.3.3 Action: Cost human resource development plan and capacity development ▪ 2.3.4 Action: Prepare HDR Plan ▪ 2.3.5 Action: Launch the HDR Plan		
Output 3: MECDM Programme Management and Coordination Unit Baseline: PMCU does not exist Indicator: Establishment of a	Targets (year 1) 1. PMCU structure formulated 2. Establishment of PMCU	**3.1 Activity Result:** Identify the Government process for setting up a PMCU in MECDM ▪ 3.1.1 Consult with MPS on the process for setting up a PMCU in MECDM ▪ 3.1.2 Establish a work plan for setting up the MECDM PMCU	*MECDM/MPS*	Institutional Specialist-$45,000 Travel (International)-$12,000 Workshop-$17,000

PMCU within MECDM and endorsed by Solomon Islands Cabinet Target: A fully functioning efficient and effective MECDM PMCU	Targets(Year 2) 1. Quarterly Reports on Status of PMCU 2. Evaluation of the PMCU effectiveness and efficiency Targets(Year 3) 1. Quarterly Reports on Status of PMCU	**3.2 Activity Result:** MECDM Programme Management Unit established 3.2.1 Formulate structure for PMCU including staff TORs 3.2.2 Set-up systems and processes for PMCU including M&E framework 3.2.3 Train MECDM and PMCU staff on established systems for project management, processes, monitoring and evaluation **3.3 Activity Result:** Monitoring Performance of Programme Management and Implementation Unit (PMCU) ▪ 3.3.1 Prepare Quarterly Reports on the status of the PMCU ▪ Evaluate the PMCU after 2 years of operating		Trainings-$15,000 Staffing -$36,0000 Supplies-$36,000 Office Equipment-$15,000 ***Sub-total = $161,000***
Output 4: Key Activities of the MECDM Human Resources Development Plan implemented, monitored and evaluated Baseline: TBD[13] Indicator: MECDM capacities increased based on targets established in the MECDM Human Resource Development Plan	Targets (year 2) 1. MECDM capacities increased based on targets established in the MECDM Human Resource Development Plan Targets (year 3) 1. MECDM capacities increased based on targets established in the MECDM Human Resource Development Plan	**4.1 Activity Result:** Human Resource Development Plan implemented & monitored ▪ 4.1.1 Action: Set up gender-balanced programme advisory team to guide and manage application of the response ▪ 4.1.2 Action: Rolle-out Human Resource Management Plans ▪ 4.1.3 Action: Conduct short-term monitoring based on the agreed Human Resource Development Plan progress indicators	*MECDM/UNDP/MPS and other stakeholders as identified in Output1, Activity Result 3*	*HRD Specialist (international) – $95,000* *Implementation (UNDP Honiara)–* *Communications & Information Management:$110,000* *Website developer: $10,000* *Travel:$90,000* *Workshops:$100,00* *Office*

[13] Based on targets established by the Capacity Assets and Needs Identified in the MECDM Human Resource Development Plan

Target: TBD[14]	2. Evaluate Capacity Development Targets (year 4) 1. MECDM capacities increased based on targets established in the MECDM Human Resource Development Plan 2. Evaluate Capacity Development	**4.2 Activity Result:** Human Resource Development Plan evaluated ▪ 4.2.1 Action: Feed results into results based management systems ▪ 4.2.2 Action: Conduct gender-sensitive impact evaluation of the human resource development plan		*Equipment:$60,000* *Supplies:$55,000* *Utitilies:$25,000* **Sub-total = $545,000**
Output 5: Project Management	Targets (year 1) 1. PMU established 2. Project Board operational Target (year 2) 1. Mid-term evaluation Target (year 4) Final evaluation	**5.1 Activity Result:** Effective Project Management and implementation ▪ Action 5.1.1: Undertake overall Project Management (Project Board) ▪ Action 5.1.2: Manage the project on a day-to-day basis (Project Manager) ▪ Action 5.1.3: Mobilize Resources ▪ Action 5.1.4: Monitor (as outlined in Section VI) **5.2 Activity Result:** Project Evaluation ▪ Action 5.2.1: Undertake Mid-term and Final Evaluation (as outlined in Section VI)	*UNDP/MECDM*	*Consultant (International)-$40,000* *Consultant (National)-$20,000* *Project Manager-$80,000* *Project Assistant/Support-$48,000* *Contractual services(companies)-$5,000* *Travel-USD$15,000* *Office Rental-$65,000* *Supplies-$18,000* ***Sub-total - $291,000***

[14] Based on targets established by the Capacity Assets and Needs Identified in the MECDM Human Resource Development Plan

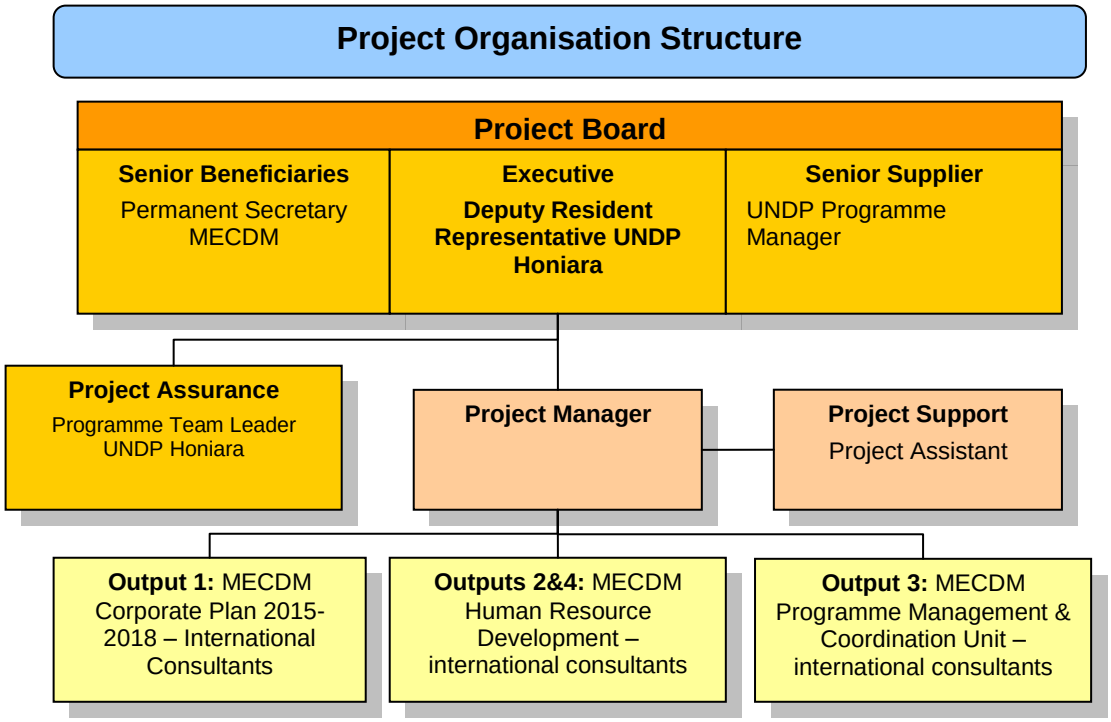
IV. ANNUAL WORK PLAN

Year: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2014				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount(USD)
Output 1: MECDM Corporate Plan 2015-2018 Targets (year 1) 1. Draft Corporate Plan 2015-2018 2. Endorsed Corporate Plan 2015-2018	1.1 Establish approach for corporate planning 1.2 Review MECDM Corporate Plan 2011-2014 1.3 Activity Result: Formulate MECDM Corporate Plan		X	X	X	MECDM/MDPAC/PMO	UNDP TRAC	71200 Consultant (International) 71600 Travel 75705 Workshop 75705 Training/Learning 72200 Office Equipment 72300 Office Supplies	37,000 4,000 21,000 15,000 5,000 2,000
Output 2: MECDM Human Resource Development Plan *Targets (year 1)* *1. Stakeholders engaged on MECDM Human Resource Development Plan* *2. MECDM Capacity Assets and Needs Assessed / stock take of Human resources* *3. MECDM Human Resource Development Plan formulated*	2.1 Engage stakeholders on MECDM HRD Plan 2.2 Assess Human Resource Assets and Needs 2.3 Formulate Human Resources Development Plan			X	X	MECDM/MPS	UNDP TRAC	71200 Consultant (International) 71600 Travel 75705 Workshop 75705 Training/Learning 72200 Office Equipment 72300 Office Supplies	31,000 4,000 4,000 8,000 5,000 2,000
Output 3:MECDM Programme Management & Coordination Unit Mechanism Targets (year 1) 1. PMCU structure formulated *2.* Establishment of PMCU	3.1 Identify the Government process for setting up a PMCU in MECDM 3.2 Establish MECDM Programme Management Unit		X	X	X	MECDM	UNDP TRAC	71200 Consultant (International) 71600 Travel 75705 Workshop 71300 Consultant(local) 72200 Office Equipment 72300 Office Supplies	27,000 4,000 3,000 12,000 5,000 6,000

Output 4: Key Activities of the MECDM Human Resources Development Plan implemented, monitored and evaluated	4.1 Implement and monitor Human Resource Development Plan				X	MECDM/UNDP/MPS	UNDP TRAC	71200 Consultant (International) 72400 Communication & Information Management 71300 Website developer(local consultant)	35,000 10,000 10,000
Output 5: Project Management Targets (year 1) 1. PMU established 2. Project Board operational	5.1 Undertake Project Management		X	X	X	UNDP	UNDP TRAC	71400 Contracts(individual) 71200 Contracts(companies) 73100 Office Rental 72300 Office Supplies	32,000 5,000 10,000 3,000
TOTAL									**300,000**

V. MANAGEMENT ARRANGEMENTS



Project Board

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

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

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

1) An Executive: individual representing the project ownership to chair the group.
2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's

primary function within the Board is to provide guidance regarding the technical feasibility of the project.

3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Executive

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

Senior Beneficiary

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

Senior Supplier

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

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Project Assurance

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved, including equal numbers of men and women
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Gender-balanced participation ensured and related indicators monitored for compliance
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. The project will hire a Project Assistant who will be responsible for the administration and other logistical requirements of the project, as well as ensuring that administrative rules and policies are complied with in the implementation of the project. Since the project will be implemented using the Direct Implementation Modality (DIM), the Solomon Islands sub-office will provide the necessary support to the project in terms of HR and recruitment, procurement, and financial services.

The project will also support the undertaking of a Harmonized Approach to Cash Transfer (HACT) Micro-Assessment of MECDM's financial management systems, with the objective of identifying gaps that needs to be addressed for future implementation modalities. MECDM will allocate working space to the Project Team and consultants, and will provide the necessary facilities to them.

The project will follow UNDP's audit requirements and procedures under Direct Implementation Modality.

The project shall take all appropriate measures to publicise the fact that it has received funding from UNDP for its implementation. Information given to the press, the beneficiaries of the project, all related publicity material, official notices, reports and publications, shall acknowledge that the project was carried out "with support from UNDP" and shall display in an appropriate way the UNDP logo. Such measures will be carried out in accordance with the UNDP POPP guidelines on communicating for results.

VI. 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, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: MECDM Corporate Plan 2015-2018		
Activity Result 1.1, 1.2 and 1.3	*1.1 Activity Result: An approach for corporate planning established* *1.2 Activity Result: MECDM Corporate Plan 2011-2014 reviewed and evaluated* *1.3 Activity Result: MECDM Corporate Plan formulated*	Start Date: End Date:
Purpose	To formulate the MECDM Corporate Plan	
Description	The corporate plans are the coordination mechanism to give a complete picture of sectoral plans supporting the National Development Strategy (NDS).	

Quality Criteria	**Quality Method**	**Date of Assessment**
1.1 Approval of the corporate planning approach by MDPAC and MECDM	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the corporate planning approach are available
1.2 Clear, concise and applicable to the next corporate plan. The review and evaluation should have clear recommendations that can be actioned for improvement of the 2015-2018 MECDM Corporate Plan	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the new review and evaluation are available
1.3 Evidence based. The MECDM Corporate plan 2015-18 builds off the lessons from the previous plan.	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the new corporate plan is available

OUTPUT 2: MECDM Human Resource Development Plan		
Activity Result 2.1, 2.2 and 2.3 **(Atlas Activity ID)**	*2.1 Activity Result: Stakeholders Engaged on MECDM HRD Plan* *2.2 Activity Result: Human Resource Assets and Needs Assessed* *2.3 Activity Result: Human Resources Development Plan formulated*	Start Date: End Date:
Purpose	To formulate the MECM Human Resources Development Plan	
Description	The HRD Plan is built upon an understanding of the Ministry's vision, mission, values and strategic programmes and challenges. As these are formalized in the corporate plan, this is the second step once the corporate planning process is complete. The development of the HRD plan should build off the work undertaken by the Ministry of Public Service (MPS) and the recommendation of the Human Resource Management Survey in 2009 for ministries to develop their own HRM improvement plans.	

Quality Criteria	Quality Method	Date of Assessment
2.1 Inclusivity and Ownership. The relevant stakeholders are engaged in the MECDM HRD Plan development as outlined in an engagement plan.	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the engagement plan are available
2.2 Systematic. The MECDM HRD needs assessment should be undertaken in a systematic manner.	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the assets and needs report are available
2.3 Comprehensive and prioritized. The MECDM HRD should prioritize the most important HR investments that are needed for MECDM	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the MECDM HRD are available

OUTPUT 3: MECDM Programme Management & Coordination Unit Mechanism		
Activity Result 3.1 and 3.2 **(Atlas Activity ID)**	*3.1 Activity Result: Identify the Government process for setting up a PMCU in MECDM* *3.2 Activity Result: MECDM Programme Management Unit established*	Start Date: End Date:
Purpose	To establish a Programme Management & Coordination Unit	
Description	During the stakeholder consultations, it was identified that one some of the main functional capacities which need to be addressed are coordination, planning, monitoring and evaluation within MECDM. Whereas these are capacities that relate to specific projects there is no overarching mechanism in MECDM to coordinate, plan, monitor and evaluate. As such, and complementary to the HDR plan, a Programme Management and Coordination Unit (PMCU) will be established.	

Quality Criteria	Quality Method	Date of Assessment
3.1 Clear and specific. The process for setting up the PMCU in the MECDM should be identified and be clear and specific	Assessment by key stakeholders including Government of Solomon Islands and UNDP	When the first and final draft versions of the PMCU process are available
3.2 Efficient and Effective. The MECDM PMCU will be set up in an efficient and effective manner	Assessment by key stakeholders including Government of Solomon Islands and UNDP	Once the MECDM PMCU is established

OUTPUT 4: Activities of the MECDM Human Resources Development Plan implemented, monitored and evaluated		
Activity Result 4.1 and 4.2 **(Atlas Activity ID)**	*4.1 Activity Result: Human Resource Development Plan implemented & monitored* *4.2 Human Resource Development Plan evaluated*	Start Date: End Date:
Purpose	To implement the MECDM HRD Plan	

Description	Whereas, the details of the HDR plan are to be determined, it is envisioned the that the HRD plan will provide details on capacity development for MECDM staff including the human resource manager.	
Quality Criteria	**Quality Method**	**Date of Assessment**
4.1 Timely reporting. The monitoring of the MECDM HRD plan will be undertaken in a timely manner and provided to the senior management of MECDM	Assessment by key stakeholders including Government of Solomon Islands and UNDP	Upon submission of MECDM HRD Plan monitoring reports
4.2 Clear and specific. Clear recommendations and subsequent actions are identified in the MECDM HRD plan evaluation	Assessment by key stakeholders including Government of Solomon Islands and UNDP	Upon submission of MECDM HRD Plan evaluation

OUTPUT 5: Project Management/Monitoring and Evaluation/Project Management Unit		
Activity Result 1 (Atlas Activity ID)	*5.1 Project Management and implementation*	Start Date: End Date:
Purpose	To effectively and efficiently monitor the Project	
Description	A project manager and assistant will be hired by UNDP to directly support the implementation of the project. They will facilitate that all outputs are being implemented effectively and efficiently as outlined in their respective TORs.	
Quality Criteria	**Quality Method**	**Date of Assessment** *?*
Effective and efficient. The project management will be effective and efficient. An adaptive management approach will be applied.	Assessment by Project Board	At each Project Board Meeting

VII. LEGAL CONTEXT

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

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.

VIII. ANNEXES

Annex 1: Risk Log

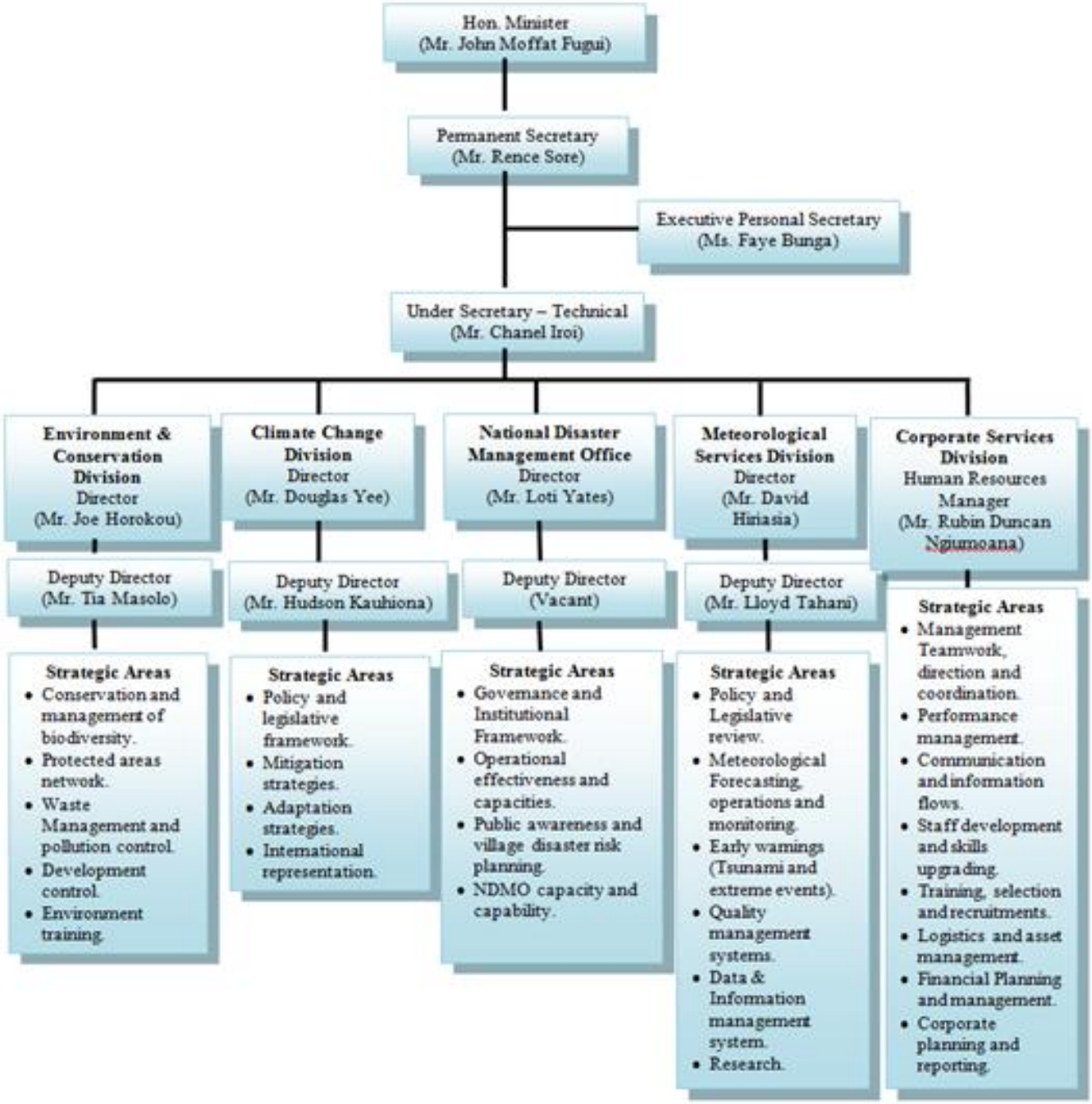
OFFLINE RISK LOG

Project Title: Solomon Islands Ministry of Environment, Climate Change , Disaster Management & Meteorology Capacity Development Project	Award ID:00079713	Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1									
1	Delayed recruitment of the Project Manager and other PMU staff		Operational Organizational	P = 3 I = 5		DRR, UNDP Solomon Islands suib-office			
2	The organizational capacity building approach seeks to address weaknesses in the organizations that deliver services; an over-reliance on a capacity-building approach may not produce optimal value for money if it does not lead to better outcomes for citizens at the local level.		Strategic	P = 2 I = 2	Linking as much as possible with existing and planned relevant projects and programmesincluding UNDP and other development partners .	Project Manager			
3	Gender issues not adequately identified or addressed during the project implementation		Strategic	P = 2 I = 4	Gender advisor at UNDP PC on standby to provide guidance, expertise, materials or other assistance as needed	Project Manager			
4	Weak commitment from the MECDM		Organizational	P=2 I= 4	Ensure the PS for MECDM is fully	Project Manager			

	human resource manager				committed to the project and has advised the MECDM resource manager accordingly about his/her critical role				
5	Lack of Coordination with other local level initiatives.		Strategic	P=3 I=3	A recent review of the Law and Justice provision under RAMSI indicated that "the organizational capacity building approach seeks to address weaknesses in the organizations that deliver services; an over-reliance on a capacity-building approach may not produce optimal value for money if it does not lead to better outcomes for citizens at the local level. As such it will be critical to ensure that this upstream work is linked to projects and programmes for better outcomes for citizens at the local level.	Project Manager			

Annex 2: MECDM Organizational Structure



Annex 3: MECDM project list

	Project title	Country focus	Sector focus	Status	Period	Donor	Budget (for entire project)	USD$	Implementing and Exec Agencies
1	Building the resilience of communities and their ecosystems to the impacts of climate change	Solomon Islands, Marshall Islands, PNG	Adaptation, Sea level rise, Natural Resource Management, Coastal Management, Food Security	Completed	June 2010 – Sept. 2011	AUSAID	AUD$950,000	1,000,981	The Nature Conservancy (TNC)with multiple partners
2	Poverty Alleviation, Mangrove Conservation and Climate Change: Carbon Offsets as Payments for Mangrove Ecosystem Services in Solomon Islands	Solomon Islands	Coastal Management and Adaptation	Completed	Apr 2009 – March 2012	AUSAID			WorldFish, MECDM
3	Building social and ecological resilience to climate change in Roviana, Solomon Islands	Solomon Islands	Adaptation and Food security	Completed	Sept. 2010 – Early 2012	AUSAID	AUD$799,912	842,839	UCSB, UQ, DCCEE, WorldFishCenter, WWF, Kastom Gaden Association (KGA),MECDM
4	Protecting Food Security through Adaptation to Climate Change in Melanesia	Solomon Islands, PNG and Vanuatu	Food Security and Agriculture	Completed	Sept 2010 - Nov 2011	AUSAID			Live and Learn Environmental Education (LLEE) and KGA
5	Ontong Java Climate Change Project: Food and Water Security	Solomon Islands	Agriculture and Food Security	Completed	Jan 2010 – Dec 2011	Episcopal Relief and Developm ent (ERD)			Anglican Church of Melanesia (ACOM)
6	National Adaptation Programmes of Action (NAPA)	Solomon Islands	Adaptation	Completed	2007 - 2008	GEF	USD$200,000	200,000	MECDM and relevant government Ministries and Agencies (UNDP implemented)
7	Vulnerability and Adaptation analysis in Solomon Islands	Solomon Islands	Adaptation	Completed	Oct 2010 – Sept 2011	USAID (CTSP)			WorldFish and WWF
8	Strengthening Food Security for Rural Livelihoods in Solomon Islands Program	Solomon Islands	Agriculture and food security	Current	2009-2014	AUSAID	AUD$4,000,000	4,214,657	Kastom Gaden Association
9	SIDS DOCK	Solomon	Mitigation	Current	2013-2014	Denmark	US$345,500	345,500	UNDP and others

		Islands							
10	Generation and adaptation of improved agricultural technologies to mitigate climate change imposed risks to food production within vulnerable smallholder farming communities in Western Pacific countries	PNG, Solomon Islands, Vanuatu	Agriculture and food security	Current	February 2011 - 2016	EU	€3,660,000 (total cost)	4,882,988	MAL in partnership with NARI (PNG) and DARD (Vanuatu)
11	Solomon Island Adaptation Project (SICAP)	Solomon Islands	Budget Support, Atoll Adaptation	Current	2011 – 2015	EU	€ 2,800,000	3,735,620	MECDM
12	Pacific Adaptation to Climate Change (PACC)	Solomon Islands and 13 other PICs	Agriculture and Food Security	Current	2009 – 2013	GEF	USD$750,000	750,000	UNDP, MECDM and MAL
13	Mangrove Eco Systems for Climate Change Adaptation and Livelihoods (MESCAL)	Solomon Islands and other PICs	Adaptation, Coastal Management and Livelihoods	Current	2010 – 2013	German governme nt			MECDM, IUCN and other partners
14	Enhancing resilience of communities in Solomon Islands to the adverse effects of climate change in agriculture and food security- Strongem Waka lo Community for Kaikai (SWOCK)	Solomon Islands	Agriculture and Food security, Governance	Current	Start Mid 2011 (4 years period)	Global Adaptation Fund	USD$ 5,100,000	5,100,000	UNDP, MECDM (plus MAL, SNR (SICHE), KGA, NGASI
15	The GEF Small Grants Programme	Solomon Islands	GEF focal areas: BD, LD, CC, IW and POPs	Current		UNOPS			
16	PEC Fund	Solomn Islands	Mitigation- Solar PV	Current		Japan	US$4,000,000	4,000,000	PIFS
17		Solomon Islands	Infrastructure	Current			AUD$2,000,000 / year		

18	The Pacific Climate Change Science Program	14 Pacific Islands and East Timor		Current	2008 -2015	AUSAID			Bureau of Meteorology/CSIRO/ respective countries
19	Second National Communications (SNC) to UNFCCC: Stock-taking Exercise (STE) and Enabling Activity (EA)	Solomon Islands	Adaptation and mitigation	Current	mid 2008 – mid 2011	GEF	USD$420,000	420,000	UNDP, MECDM
20	Pacific Islands Greenhouse Gas (GHG) Abatement through Renewable Energy Project (PIGGAREP)	Solomon Islands and other PICs	Mitigation	Current	2007-2014	GEF	USD$600,000	450,000	UNDP, MECDM
21	Local Climate Adaptive Living Facility (LoCAL Facility)	Solomon Islands	Adaptation and Livelihood	Pipeline		Global Adaptation Fund			MECDM and Ministry of Provincial Government
22	Pacific Coastal Fisheries: Food Security and Climate Change	Melanesia (PNG and Solomons), Micronesia (FSM) and other SPC member countries and territories.	Fisheries, Climate Change and food security	Pipeline	In planning stage				The Nature Conservancy (TNC) with regional partners
23	Scaling Up regional Energy Programme (CIF)	Solomon Islands and Vanuatu	Mitigation	Pipeline		WB/ADB	USD$15,000,000	15,000,000	
24	APN -USP Climate Change Project	Solomon Islands	Capacity building and Adaptation		Feb-10	APN			Foundation of People of the South Pacific (FSPI) and USP
25	REDD+ Pilot Project	Solomon Islands	Forestry						Live and Learn Environmental Education (LLEE)
26	Solomon Island Water	Solomon	Water	Pipeline		GEF-	USD$6.85m	6,850,000	Water Resources

	Sector Adaptation Project (SIWSAP)	Islands				LDCF			Department of the Ministry of Mines, Energy and Rural Electrification (WRD-MMERE), UNDP
27	Pacific Risk Resilience Programme	Solomon Islands, Fiji, Tonga and Vanuatu	Risk Reduction	Current	2013	AusAID	USD$16m	16,000,000	UNDP and other partners
28	GEF Small Grants Programme	Solomon Islands	Environment, Climate Change	Current		GEF			UNDP and other partners

Annex 4: Solomon Island Environment, Climate Change and Disaster Risk Management Coordination Mechanisms.

- Environment
  - Environment and Conservation Standing Committee of Parliament
  - National Environment Advisory Council
- Climate Change Policy
  - Parliamentary Standing Committee on Environment and Climate Change
  - National Climate Change Council
  - National Climate Change Working Group
  - Thematic Working groups
  - Provincial government coordinating bodies
  - National Climate Change Roundtable
- National Disaster Risk Management Plan
  - National Disaster Council
  - NDC Committees (4)
  - Municipal Disaster Committee
  - Provincial Disaster Committee
  - MDC/PDC Sub-Committees
  - Ward & Village level DRC

Annex 5: List of persons consulted

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Annex 6: Full Project Management TORs (Project Board, Executive, Senior Beneficiary, Senior Supplier, Project Manager, Project Assurance and Project Support.)

Project Board

Overall responsibilities[15]**:** The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

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

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

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

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;

[15] Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

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

Closing a project

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

Executive

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

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

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

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

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

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

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

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

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

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

Senior Supplier

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

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

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management

- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

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

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

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

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

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;

- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

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

Project Assurance

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed

- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

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

Running a project

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

Closing a project

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

Project Support

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

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

Provision of administrative services:

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

Project documentation management:

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

Financial Management, Monitoring and reporting

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

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties