
I. SITUATION ANALYSIS

Environmental challenges and concerns in Solomon Islands

Solomon Islands has diverse natural resources, both in terrestrial and marine environment, which will be affected by climate change. The formulation of National Environmental Management Strategy (NEMS) in 1993 was the first major commitment of the Government of Solomon Islands to taking environmental conservation issues into developmental decision-making. This commitment was further formalized with the promulgation of the Environment Act in 1998. Furthermore, at the beginning of the millennium, Solomon Islands conformed to localizing the Millennium Development Goals (MDGs), with complementary MDG Plus goals, targets and indicators. However, at present the country is facing challenges in the achievement of the country's MDGs, in particular MDG1 (Eradicate extreme poverty and hunger), MDG3 (Promote gender equality and empower women) and MDG7 (Ensure environmental sustainability)¹.

Ensuring environmental sustainability is critical for Solomon Islands as over 95% of the population depends on natural resources for their livelihoods². Available information points to a clear decline in forest resources and many commercially-valuable marine species^{3 4}. The setting of an MDG Plus target to cap and reduce commercial logging is an example of the country's concern towards the rapid loss of forest resources, and its environmental, social and economic consequences. There are more serious concerns regarding the achievement of MDG7 in Solomon Islands. For instance, the country currently has no formal system of protected areas for biodiversity conservation; land use planning and regularisation of temporary occupation licenses have still not materialized; degradation of agricultural land and depletion of marine resources is becoming more severe in the recent years; and infrastructure and coral resources in coastal areas are potentially vulnerable to changes in sea quality and level. The knock-on effects of all the environmental problems are an increased degradation of land and coastal landscapes, a reduction in food production, water scarcity, and a reduction in power and influence of rural communities⁵. Additionally, the imminent impacts of climate change will greatly exacerbate these existing problems.

Environmental management initiatives work best when people's dependence on natural resources and various cultural practices that are closely associated with natural resource management are taken fully into account. People in the Solomon Islands depend heavily on forest, coastal and marine resources for meeting their subsistence needs; a majority of them are increasingly engaged in earning economic benefits by commercializing forest and marine products; and people attach many cultural rituals and values to them. The recently formulated Solomon Islands' National Biodiversity Strategy and Action Plan (NBSAP) has also made it clear that it would require great amount of effort to effectively incorporate participatory approaches including strengthening the capacity of local biodiversity management and the participation in decision-making processes. However, the subsistence sector – primarily the forest and marine resources are also under constant threats from the predicted impacts of climate change. Already the country's agricultural, forestry, fisheries, coastal infrastructures are susceptible to natural disasters and the climate change impacts will only aggravate the existing conditions and will drive people and ecosystems to the brink of vulnerability.

¹ MDPAC and UNCT (2005) Solomon Islands Millennium Development Goals Report, Scoring Fundamental Goals 2004

² MECM (2008) Solomon Islands State of Environment Report 2008, Honiara, Solomon Islands.

³ WWF (2005) A Forest Strategy for Solomon Islands 2006-2011, Final Report from WWF SI Forest Strategy Planning Workshop, WWF Solomon Islands.

⁴ MECM (2006) Solomon Islands National Forest Resource Assessment Update, Solomon Islands Forestry Management Project II (SIFMP II). An AusAID funded project, Honiara, Solomon Islands.

⁵ MECM (2008) Solomon Islands National Adaptation Programme of Action, Honiara, Solomon Islands.

Establishment of Ministry of Environment, Conservation and Meteorology

Against the backdrop of the problems associated with environmental sustainability and its continued commitment towards MDG 7, the Solomon Islands Government established the Ministry of Environment, Conservation and Meteorology (MECM) in December 2007. In effect, it is the merger and upgrading of Solomon Islands Meteorological Service and Environment and Conservation Division of the Ministry of Forestry. To further strengthen environmental management and to give due emphasis to the importance of climate change, the Government has created a new Climate Change Division, separate from the Meteorology Division. This new institutional arrangement provides a significant boost to the environmental management framework of Solomon Islands; however, as identified by the Solomon Islands National Environment Capacity Development Action Plan (NECDAP), the capacity of the new ministry needs to be developed to ensure positive impacts in terms of environmental management. The following challenges have been identified in the NECDAP:

- Lack of coordination in environmental mainstreaming;
- Need of comprehensive environmental legal and policy framework;
- Weak compliance and enforcement of environmental Acts and Regulations;
- Inadequate capacities of relevant environmental agencies and departments such as departments within MECM and Ministry of Forestry to tackle existing and emerging environmental problems;
- Lack of proper scientific environmental data and information; and
- Poor technology development and transfer (including loss of traditional knowledge)

The MECM is primarily responsible for protecting the environment through the development of environmental policies and the enforcement of existing environmental legislation. The MECM has developed National Adaptation Programme of Action (NAPA) in 2008 and National Biodiversity Strategic Action Plan (NBSAP), National Waste Management Strategy and Coral Triangle Initiative (CTI) Action Plan in mid-2009. Although the MECM is the national body with the overall mandate for environmental protection, the Ministries of Agriculture and Livestock, Mines and Energy, Forestry, Lands, and Fisheries have specific responsibilities regarding land management, forest management, energy planning and use of natural resources. Therefore, the environmental decision-making process in Solomon Islands is increasingly becoming a multi-sectoral process and it requires integrated actions towards sustainable development and achievement of MDGs.

Furthermore, decentralized government structures such as Provincial Governments and community resource owner groups are increasingly having major stakes in the management of natural resources and their environment. Without proper coordination among the stakeholders and appropriate capacity building at national and local level, sustainable development for the country cannot be visualised. The weakness of the current system is that it lacks clear and sustainable mechanisms for regular, multi-agency monitoring system that would greatly contribute to environmental decision-making and information sharing.

On-going and forthcoming programmes and stakeholders

Several traditional and emerging development partners are supporting various programmes and projects regionally and nationally.

a) Climate Change

Global Initiative

The Australian Government announced the Adaptation to Climate Change Initiative in 2008. Likewise, the Government of Japan launched the Cool Earth Partnership; United Kingdom (UK) established the Global Equity Fund; and European Union (EU) adopted Global Climate Change Alliance (GCCA) at the global level. FAO, UNDP and UNEP jointly established UN-REDD Programme to reduce carbon emission from forest degradation.

Country/Regional Programme

At the country level, the World Bank is programming GEF adaptation funds for NAPA implementation in water and food security sectors; and UNDP is implementing Second National Communication (SNC) to UNFCCC. As for forthcoming programmes, EU commits its support to develop national climate change policy. In addition, several regional and global programmes have been initiated/implemented around the region. The World Bank is implementing a regional project to provide micro credit for renewable energy and UNDP has two ongoing regional projects that address adaptation and renewable energy. A common climate change adaptation (CCA) activity in the region is disaster risk reduction (DRR) that addresses the expected increase of climatic disasters. JICA is currently conducting a preparatory study for a radio broadcasting network for early warning; a few other agencies are involved in CCA-DRR programme, e.g. International Federation of Red Cross (IFRC), UNDP (Pacific Centre), SOPAC, etc.

b) Bio-diversity/Natural Resource Management

Biodiversity Programme

A majority of issues associated with marine biodiversity conservation is led by a coalition of international NGOs including The Nature Conservancy, World Wildlife Fund, World Fish Centre, etc., through the Coral Triangle Initiative (CTI). This initiative focuses on ecosystems approach to biodiversity conservation, fisheries management and food security and has been aligned with the NBSAP. The CTI is a six-country partnership initiative in the Pacific and the Asian Development Bank (ADB) has committed a big share of funding to it. UNDP is also assisting MECM to develop national protected area system through Programme of Works for Protected Area (PoWPA) Project. The SPREP, in the past, had implemented a Pacific regional study on invasive species.

Natural Resource Sector Programme

Many donors are supporting key environment sectors such as fisheries (New Zealand), forestry (Australia and EU), and agriculture (FAO and UNDP).

c) Waste and Pollution Sectors

JICA is assisting MECM to develop National Solid Waste Management Strategy. GEF has Persistent Organic Pollutants (POPs) as one of its focal areas and a pesticide control project is in pipeline.

d) Institutional Strengthening

UNDP assisted the Government in developing key environmental policy frameworks which have enabled the country to strengthen its commitment to implementing Multilateral Environmental Agreements (MEAs). UNDP created grounds to build capacity to better integrate environmental concerns into national and provincial planning processes, sectoral plans and strategies. The outputs of these projects, documents, reports and action plans provide vital national baseline information, which lay the groundwork for future environment programs.

e) Community Programme

Community level environmental management such as rural water supply, marine protected area, alternative livelihood, etc., has been implemented through EU Micro-project, Australian Community Sector Programme (CSP), and Japan Grassroots Project. UNDP/GEF Small Grant Programme (SGP) in Solomon Islands was launched in March 2009 and is in the process of initial grant disbursement.

f) Environmental sector co-ordination

UNDP is coordinating donor forums of Environment Thematic Group to facilitate the information sharing and partnership building. Key International and Regional NGOs are establishing a partnership with MECM to support the implementation of CBD related national strategies and actions.

II. STRATEGY

UNDP's assistance to development of environmental management in the country has started since its 2003-2007 programme cycle and has become even more significant in the current programme cycle (2008-2012). The Country Programme Action Plan (CPAP) 2008–2012 has prioritised UNDP's interventions in the pursuit of "the development of policies and legislations and strengthening of institutional support encompassing science-based and traditional systems of environment management and indigenous knowledge."

This Project is the roll out of the Preparatory Assistance (PA) project that identified and prioritized the capacity challenges for alleviating the adverse effects of climate change and strengthening sound environmental management in Solomon Islands. The objective of the Project is to assist the Government of Solomon Islands in capacity development for environmental management. In effect the project will focus on strengthening the executing capacity of MECM, provincial government and community institutions to address climate change and other environmental issues and challenges, and to mainstream the natural resource conservation and environmental management in Solomon Islands.

Capacity building in Solomon Islands, where human, technological, institutional and financial capacities are currently limited, would be essential for promoting the sustainable development in the country. This project would primarily contribute to the capacity function to generate and increase access to and use of information and knowledge. It would enhance inter-sectoral cooperation as well as availability of information to the general public. This project, in addition to building national capacity to create critical functions such as capacities for policy and legislation development, management and implementation, and public engagement in environment decision making, will develop provincial and community capacities for environmental management, monitoring and reporting.

The project strategy will concentrate on following four areas:

1: Strengthening capacity to develop and implement national environment policy and plan

The environmental policies in Solomon Islands have been developed in an un-coordinated manner and have not been effectively implemented due to insufficient supportive regulatory guidelines, manuals or standards. Solomon Islands should, therefore, take measures – both preventive and remedial – to safeguard its environment, for faster, deeper, wider, more cost-effective, and more lasting impact on environmental sustainability and human well-being in the long-term.

Particular focus will be paid towards a review and update of the National Environmental Management Strategy (NEMS) of 1992 as the highest level of policy document covering all environmental aspects. This project will also strengthen other legal and policy frameworks (both new and existing) to promulgate urgent legal instruments to address issues including the climate change policy framework, the access to benefit sharing and genetic resources, and environmental regulations and guidelines. Similarly, the project supports capacity building for the Departments and Units of MECM, Provincial Governments and communities to manage and monitor the natural resources and environmental regulations since the major constraint faced by Solomon Islands is the inadequacy of environmental monitoring systems.

2: Establishing information management and scientific/technical knowledge base

Documenting and measuring progress toward achieving MDG7 (ensuring environmental sustainability) will require strengthening of monitoring systems for impacts/changes in greenhouse gas emission, forest cover and marine resources, land degradation, soil fertility, pollution levels, disaster risk, endangered species, etc., and keeping track of emerging problems. Interventions and

investments in such monitoring systems will provide policy makers with reliable data and information to make appropriate interventions at the right time. It will also allow identification of accurate indicators that reflect linkages between MDG7 targets and others MDG targets.

The Project will establish the national environment laboratory within MECM to conduct study and data collection by itself or through consultancy agreement. The laboratory – equipped with GIS system – will review and consolidate national baseline data and in-country research capacity to conduct scientific surveys. The national environment database will enable the systematic data collection and information sharing to the public through Web-based system. The database will also assist MECM in reporting obligations under UNCBD, UNCCD and UNFCCC.

3: Promoting community-based environment management and disaster risk reduction

The project will build on activities related to disaster risk reduction and environmental governance and streamline community-based environmental management initiatives/projects, following the results and baseline information generated by Isabel Community Projects, and will collaborate with GEF Small Grant Programme (SGP). SGP is recognized as a prospective fund disbursement mechanism to promote sustainable livelihood and environment management under the same scheme. Strong technical backstopping and linkage with other community-based activities will be provided.

Since Disaster Risk Reduction (DRR) is one key initiative in climate change adaptation in Pacific context, the project will also integrate some key environmental related community-based DRR activities. For this, the Project will involve key partners including National Disaster Management Office (NDMO) to develop and roll out DRR activities over the entire country. The project will also upscale its local level activities and DRR activities by integrating them into provincial developmental plans and through UNDP LEEEP (Livelihoods, Environment, Education and Economic Empowerment Project).

4: Institutionalizing human resource capacities development and awareness raising

The project will assist the MECM and other relevant agencies to upgrade their staff skills for information management and reporting on environmental management. Such skills upgrading can be divided into two areas: 1) basic skills upgrading to address day-to-day work activities; and 2) role-specific training to address more detailed in-depth capabilities. The training will also be expanded to external stakeholders and community leaders, as necessary, to promote environment mindset at provincial level.

The Project will also mobilize young qualified individuals to encourage them to contribute to national society. A Youth Environment Programme (YEP) will provide a mechanism for young people to improve their skills, job-readiness and marketability by introducing a work-and-learn opportunity. The programme, through its mechanism, addresses both environment management and youth employment issues.

5: Gender mainstreaming across all environment activities

The activities shall be undertaken with due regard to poverty-environment-gender linkages and with gender mainstreamed into the design and planning of activities in the follow-on project. Mechanisms will be put in place for gender segregated data collection, review of traditional and scientific knowledge and cultural practices from gender perspective, and gender-sensitive assessment of policies developed and potential gendered impact of their implementation.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as natural and cultural resources (<i>main outcome</i>)</p> <p>4.1 Environmental sustainability and sustainable energy are mainstreamed into regional and national policies, planning framework and programmes</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>4.2 Number of pilot initiatives in sustainable livelihoods and environment management, inadequate capacities of communities to practice responsible and equitable harvesting of natural resources, strengthen community capacity to practice responsible and equitable harvesting of natural resources through traditional knowledge and practice</p> <p>4.1 Number of national development strategies, policies and plans of PICs incorporating environmental sustainability issues, limited integration of environmental concerns in national or sectoral plans, strategies, Solomon's national development strategies, policies, plans integrating environmental sustainability issues</p> <p>4.1 Strategic environmental action plans implemented and monitored, national environmental agencies under-resourced and over-extended, capacity of environment department to support and monitor compliance to environmental legislation</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Sustainable Environment Management</p> <p>Partnership Strategy: UNDP Direct Implementation (DIM), partnership with Ministry of Environment, Conservation and Meteorology (MECM), National Disaster Management Office (NDMO), and Solomon Islands College for Higher Education (SICHE)</p> <p>Project title and ID (ATLAS Award ID): Strengthening Environment Management and Reducing the Impact of Climate Change in Solomon Islands (Award ID: 00058262)</p>
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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output:</p> <p>Executing capacity of MECM to address climate change and other environmental issues and challenges is strengthened at national policy, institutional and individual levels, and natural resource conservation and environmental management are mainstreamed in</p>	<p>Compliance monitoring by MECM conducted regularly (2010)</p> <p>Legislative/policy developments and reviews for environmental sector initiated, conducted and progressing</p>	<p>1. Strengthening capacity to develop and implement national environment policy and plan</p> <p>1.1 Policy review and development</p> <p>1.1.1 National policy framework</p> <p>a. Revise and implement National Environment Management Strategy (NEMS): NECDAP Action 11</p> <p>b. Develop Climate Change Policy for Solomon Islands (including National Framework of Carbon Trading)</p>	<p>UNDP/MECM</p>	<p>Policy advisor (NEMS) \$50,000</p> <p>Climate change policy consultant \$60,000</p> <p>Travel \$20,000</p> <p>Printing \$10,000</p> <p>Venue rental \$ 10,000</p>
		<p>1.1.2 Legislative development and review</p> <p>a. Review Wildlife Act to accommodate better protection of endemic flora and fauna: NECDAP Action 6, MECM Corporate Plan 12.4.1</p> <p>b. Develop provincial Ordinances for environmental protection: NECDAP Action 7, 80, NBSAP Project 6, MECM Corporate Plan 12.4.3</p> <p>c. Develop legislation for Protected Areas</p>	<p>UNDP/MECM</p>	<p>Legal advisors \$40,000</p> <p>Travel \$10,000</p> <p>Venue rental \$10,000</p> <p>Printing \$15,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Solomon Islands	(2011) Legislations/policies/guidelines developed/reviewed and enforced (2012)	<ul style="list-style-type: none"> d. Coordinate the formulation of Access to Genetic Resources and Benefit Sharing (ABS) legislation 1.1.3 Guideline development <ul style="list-style-type: none"> a. Develop knowledge base on poverty, gender and environment linkages through an economic analysis of costs of environmental degradation to influence and advocate for environmental mainstreaming into national and local development planning processes b. Develop guidelines for mainstreaming environment into sectoral strategies and at all levels including national, provincial and community level c. Develop environmental guidelines for key economic sectors including tourism and small business enterprises 1.2 Law enforcement and monitoring <ul style="list-style-type: none"> 1.2.1 Enforcement of Environment Act <ul style="list-style-type: none"> a. Conduct compliance monitoring and implementation of Environment Act b. Implement recommendations in EIA reports: NECDAP Action 18 1.2.2 International Conventions <ul style="list-style-type: none"> a. Establish International Convention Coordination mechanism in MECM: NECDAP Action 112 b. Develop capacity for CITES management authority: MECM Corporate Plan 12.2.7 1.2.3 Partnership development for law enforcement and monitoring <ul style="list-style-type: none"> a. Develop Public Private Partnership (PPP) strategy and action plan: NBSAP Project 5 b. Exchange MOU with key NGOs and Private Sectors for supporting Government to enforce environmental laws and regulations: NECDAP Action 60 	UNDP	<ul style="list-style-type: none"> Technical advisor (environment standards) \$20,000 Travel \$5,000
<p>Baseline: Solomon Islands' Mid-term Development Strategy included sectoral approach to environmental management mostly focusing on the Fishery and Forestry Sectors. National authorities and local communities lack adequate capacity to address key environmental challenges</p> <p>Indicators: National and</p>	GIS laboratory	<ul style="list-style-type: none"> 2. Establishing information management and scientific/technical knowledge base <ul style="list-style-type: none"> 2.1 Environmental scientific knowledge and needs assessment <ul style="list-style-type: none"> 2.1.1 Initial assessment and partnership building for environmental information 	UNDP	<ul style="list-style-type: none"> Govt. Environment Officer (in-kind) Field monitoring consultant \$10,000 Travel \$60,000 Legal Officer (Environment) \$30,000 Computer \$2,000
		UNDP	<ul style="list-style-type: none"> Consultant (PPP strategy) \$20,000 Partnership Assistant \$10,000 Computer \$2,000 Printing \$2,000 	
		UNDP	Environmental Scientist \$30,000	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
provincial policies, strategies, laws and regulations on global environmental issues;	established and operational (2010)	<p>system</p> <p>a. Conduct national technology needs assessment for environmental management: NECDAP Action 48, 93</p> <p>b. Conduct analysis of environmental and natural resources vulnerability and community resilience capacity to climate change impacts</p> <p>c. Establish partnership with regional research institutions and universities: NECDAP Action 50</p>		<p>Consultancy (needs assessment) \$20,000</p> <p>Printing \$2,000</p>
Environmental knowledge management mechanisms in national and provincial governments;	Environment research programme implemented annually (2011)	<p>2.1.2 Environment laboratory: database system establishment</p> <p>a. Establish GIS system: NECDAP Action 62</p> <p>b. Build MECM capacity building for GIS operation and analysis (GIS training and attachment programme)</p> <p>c. Develop MECM web-site to upload key environment information and database: MECM Corporate Plan 12.1.12</p> <p>d. Increase the accessibility to the Internet and ICT services for environment officers working in Provinces: NECDAP Action 37</p>	UNDP/MECM	<p>GIS Hardware and Software \$100,000</p> <p>Technical Assistance (local GIS consultants) \$15,000</p> <p>GIS consultant (International) 10,000</p> <p>GIS physical space/office renovation \$18,000</p> <p>GIS Data Acquisition and Capture \$25,000</p> <p>GIS training \$20,000</p> <p>Consultancy (training) \$30,000</p> <p>Printing \$5,000</p> <p>Web designer \$8,000</p> <p>Web server \$6,000</p> <p>Computer \$20,000</p> <p>Shipping \$1,000</p>
Community-based plans and actions to address environment and risk reduction issues;	Environmental information consolidated into national database and available (2012)	<p>2.1.3 Environment laboratory: environment research</p> <p>a. Develop endemic plant and animal species inventory: NBSAP Project 3</p> <p>b. Identify ecological corridors (Important plant Areas, Important Bird Areas) : NBSAP Project 7</p> <p>c. Develop national management plans for endangered species (turtle, shark, dolphin and frogs) NBSAP theme 2 strategy</p> <p>d. Develop landscape level strategy for at least 3 environmentally sensitive islands</p>	UNDP	<p>Consultancy (inventory) \$50,000</p> <p>Consultancy (ecological corridor) \$50,000</p> <p>Consultancy (management plans) \$50,000</p> <p>Consultancy (landscape strategy) \$30,000</p> <p>Travel 20,000</p>
Project ID: 00072314		<p>3. Promoting community-based environment management and disaster risk reduction</p> <p>3.0 GEF Small Grant Programme (SGP)⁶</p> <p>3.0.1 Project Grant and co-financing</p> <p>a. Call for proposal and appraisal</p> <p>b. Disburse planning grants and full grant</p> <p>c. Monitor the project progress and receive the report</p> <p>3.0.2 Country operation</p>	UNOPS	Grant \$750,000
	SGP in Solomon Islands fully established and operational (2010)		UNOPS	National Coordinator \$30,000
	CBDRR action		UNOPS	

⁶ Only SGP support component is under the scope of the project. The SGP main fund is implemented by UNOPS independently and the amount is indicative value only.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>planning completed for pilot communities (2011)</p> <p>CBDRR roll out plan completed</p>	<p>a. Mobilize National Coordinator</p> <p>b. Hold National Steering Committee</p> <p>c. Report to Global management</p> <p>3.0.3 Capacity building of NSC, NC, project proponent and grantees</p> <p>a. Conduct proposal writing training to proponents</p> <p>b. Conduct basic bookkeeping and accounting training to grantees</p> <p>c. Conduct Participatory Rural Appraisal (PRA) training to NSC and NC</p> <p>3.1 Small Grant Programme (SGP) support</p> <p>3.1.1 Technical backstopping to SGP</p> <p>a. Recruit and post SGP Analyst</p> <p>b. Provide technical review to the concept and proposal</p> <p>c. Conduct field monitoring and assessment</p> <p>3.2 Community-based adaptation and disaster risk reduction: CPAP Output 3.1.1</p> <p>3.2.1 Collate climate change scenario information about community adaptation and risk reduction</p> <p>a. Conduct feasibility study to design CBDRR community action planning to fit into local environmental context</p> <p>b. Train Provincial officers and community leaders on the methodologies and process of CBDRR</p> <p>c. Support local level key community-based institutions (educational, Custom/Kastom and religious) to create platform for local "climate-change champions"</p> <p>d. Conduct CBDRR action planning to vulnerability analysis and disaster management within the context of natural disasters and community livelihoods</p> <p>3.2.2 Lessons learned, good practices and roll out plan</p> <p>a. Summarize findings and compile action plans and reports</p> <p>b. Compile and publish good practices and traditional knowledge for climate change adaptation and CBDRR in Solomon Islands</p> <p>c. Develop roll out mechanism to expand the planning practices over the entire country</p>	<p>UNOPS</p> <p>UNDP</p> <p>UNDP/NDMO</p> <p>UNDP/NDMO</p>	<p>Travel \$30,000</p> <p>Office rental \$20,000</p> <p>Miscellaneous \$30,000</p> <p>Equipment \$2,000</p> <p>Travel \$2,000</p> <p>Training workshop \$6,000</p> <p>Miscellaneous \$5,000</p> <p>SGP Analyst \$360,000</p> <p>Travel \$15,000</p> <p>Computer \$2,000</p> <p>Govt. DRR Officer (in-kind)</p> <p>Training workshop \$30,000</p> <p>Travel \$15,000</p> <p>Consultancy workshop \$30,000</p> <p>Consultant (action planning) \$35,000</p> <p>Travel \$10,000</p> <p>Printing and publication \$10,000</p> <p>Consultancy (CBDRR) \$10,000</p> <p>Travel \$5,000</p> <p>Printing and publishing \$5,000</p>
<p>YEP secretariat established and operational (2010)</p> <p>Environment training modules developed, scheduled and implemented (2011)</p>		<p>4. Institutionalizing human resource capacities development and awareness raising</p> <p>4.1 Human resource development</p> <p>4.1.1 Institutionalize environmental education</p> <p>a. Establish environment education team in SICHE: NECDAP Action 36</p> <p>4.1.2 Training programmes for various levels of personnel</p> <p>a. Develop Environment Certificate Course in SICHE</p> <p>b. Conduct Training of Trainers (TOTs) for enforcement of environment related Acts, Regulations, Standards, Guidelines and By-laws</p> <p>c. Basic skill upgrading training for MECM staff organized by SICHE (short-term): NECDAP Action 33, 90</p>	<p>UNDP/SICHE</p> <p>UNDP/SICHE</p>	<p>Education Officer \$30,000</p> <p>Furniture \$1,000</p> <p>Computer \$2,000</p> <p>Training advisor \$40,000</p> <p>Travel \$40,000</p> <p>Projector \$2,000</p> <p>Training workshop \$30,000</p> <p>Printing \$10,000</p>

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	<p>d. Special training for EIA process, review and monitoring: NECDAP Action 66, MECM Corporate Plan 12.2.13</p> <p>e. Develop specialised human resources through long-term training programme</p> <p>f. Skills training for community groups: NECDAP Action 86, 99</p>	<p>4.2 Environment awareness raising: NBSAP Project 4</p> <p>4.2.1 Promotion materials and campaign: NECDAP Action 28, 30, 32</p> <p>a. Promote World Environment Day event and roll-out in provinces</p> <p>b. Conduct stakeholder and awareness workshops on legal enforcement</p> <p>c. Publish Human Development Report on Climate Change and other environment related booklets, posters and flyers</p> <p>d. Promote awareness on existing legal framework, Acts and guidelines through media</p>	UNDP/SICHE	<p>Consultancy (HDR) \$50,000</p> <p>Consultancy (promotion) \$7,000</p> <p>Travel \$20,000</p> <p>Printing \$100,000</p> <p>Shipping \$1,000</p>
	<p>Awareness materials published and disseminated to key stakeholders (2012)</p>	<p>4.3 Youth Environment Programme (YEP)</p> <p>4.3.1 YEP mechanism and partnership</p> <p>a. Develop TOR for the programme</p> <p>b. Establish secretariat function</p> <p>c. Establish special fund to support YEP programme</p> <p>d. Develop roster database system</p> <p>4.3.2 Mobilize YEP professionals</p> <p>a. Identify needs and positions for YEP from ministries, provincial government, NGOs, etc.</p> <p>b. Register YEP professionals with special target to qualified female graduates</p> <p>c. Deploy YEP for identified positions</p> <p>4.3.3 Capacity development programme</p> <p>a. Develop induction training programme</p> <p>b. Develop skill up programme in various environmental and development subjects</p> <p>c. Conduct trainings for YEP and YEP candidates</p>	UNDP/MECM	<p>YEP Secretariat \$30,000</p> <p>Computer \$2,000</p>
<p>Gender aspects shared among MECM staff (2010)</p> <p>Gender disaggregated information management concept developed (2011)</p> <p>MECM gender audit completed (2012)</p>	<p>5. Gender mainstreaming across all environment activities</p> <p>5.1 Gender mainstreaming</p> <p>5.1.1 Mainstreams gender into human resource development and programming strategies</p> <p>a. Maintain a sex disaggregated database for environmental surveys and analysis</p> <p>b. Conduct institutional gender audit of MECM and gender assessment of the Ministry's environmental programmes portfolio</p>	<p>5.1 Gender mainstreaming</p> <p>5.1.1 Mainstreams gender into human resource development and programming strategies</p> <p>a. Maintain a sex disaggregated database for environmental surveys and analysis</p> <p>b. Conduct institutional gender audit of MECM and gender assessment of the Ministry's environmental programmes portfolio</p>	UNDP/MECM	<p>Training advisor \$15,000</p> <p>Travel \$15,000</p> <p>Training workshop \$15,000</p> <p>Printing \$5,000</p>
<p>Project management</p>	<p>6. Project monitoring and evaluation</p> <p>6.1 Reporting and inspection</p> <p>6.1.1 Reporting</p>	<p>6. Project monitoring and evaluation</p> <p>6.1 Reporting and inspection</p> <p>6.1.1 Reporting</p>	UNDP	<p>No cost implication</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	reports submitted on time (2010)	<ul style="list-style-type: none"> a. Prepare and submit quarterly progress report to Project Board b. Prepare and submit annual project report to Project Board c. Prepare and submit end-of-project report to Project Board 		
	Mid-term review conducted (2011)	<ul style="list-style-type: none"> 6.1.2 Inspection <ul style="list-style-type: none"> a. Organize site inspection for donors, Project Board, and key stakeholders b. Arrange regular monitoring visit to Project Management Unit (PMU) 	UNDP	Travel \$20,000
	Final evaluation conducted (2012)	<ul style="list-style-type: none"> 6.2 Evaluation and accountability <ul style="list-style-type: none"> 6.2.1 Project evaluation <ul style="list-style-type: none"> a. Conduct mid-term internal review and report to Project Board b. Conduct external evaluation at the end of the project 6.2.2 Project auditing <ul style="list-style-type: none"> a. Arrange regular monitoring visit by UNDP finance officer to inspect financial and asset management b. Conduct annual project audit 	UNDP	Consultancy (evaluation) \$10,000 Travel \$5,000 Consultancy workshop \$3,000 No cost implication
		7. Project management and implementation <ul style="list-style-type: none"> 7.1 Recruitment and procurement <ul style="list-style-type: none"> 7.1.1 Project team <ul style="list-style-type: none"> a. Recruiting project management team and mobilize them b. Develop TORs for recruitment and consultancy and the facilitate the process 7.1.2 Facilities and assets <ul style="list-style-type: none"> a. Establish project office and furnish communication and information equipment b. Develop specifications for the procurement and facilitate the process c. Register and verify project assets during project period and dispose them upon the project closure 7.2 Management and control <ul style="list-style-type: none"> 7.2.1 Budget and schedule control <ul style="list-style-type: none"> a. Develop and revise workplan and budget b. Operate PMU in effective and efficient manner c. Provide project implementation support to partner agencies 7.2.2 Risk control <ul style="list-style-type: none"> a. Update risk logs and issue logs and provide appropriate measures against them 7.3 Communication and advocacy <ul style="list-style-type: none"> 7.3.1 Project inception <ul style="list-style-type: none"> a. Hold project inception workshop to stakeholders b. Conduct media promotion and call for enrolment 7.3.2 Information sharing <ul style="list-style-type: none"> a. Publish project information materials (periodicals and non-periodicals) 	UNDP	Project Manager \$450,000 Project Assistant \$30,000 Designated Govt. Officer (in-kind) Travel \$30,000 Equipment \$30,000 Furniture \$40,000 Computer and network system \$10,000 Office rental (Govt. in-kind) Renovation \$15,000
	Project Management Unit established (2010)		UNDP	
	Additional resource mobilized (2011)		UNDP	
	Project closed on time (2012)		UNDP	Communication \$30,000 Supplies \$35,000 Miscellaneous \$16,000 No cost implication
			UNDP	Travel \$2,000 Inception workshop \$5,000 Printing \$4,000 Printing \$20,000

IV. ANNUAL WORK PLAN

Year: 2010-2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPON SIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		
		Y2010 Q1234	Y2011 Q1234	Y2012 Q1234				Amount (US\$)		
								Y2010	Y2011	Y2012
See RRF	1. Strengthening capacity to develop and implement national environment policy and plan				TRAC Unfund	Sub-total 1	30,000 0	20,000 169,000	20,000 147,000	70,000 316,000
	1.1 Policy review and development				Unfund	Sub-total 1.1	0	135,000	115,000	250,000
	1.1.1 National policy framework	—	XXXX	XXXX	Unfund	International Consultant		25,000	25,000	50,000
						International Consultant		30,000	30,000	60,000
						Travel		10,000	10,000	20,000
						Rental Premises		5,000	5,000	10,000
						Printing		5,000	5,000	10,000
	1.1.2 Legislative development and review	—	XXXX	XXXX	Unfund	International Consultant		20,000	20,000	40,000
						Travel		5,000	5,000	10,000
						Rental Premises		5,000	5,000	10,000
						Printing		5,000	5,000	15,000
	1.1.3 Guideline development	—	XXXX	—	Unfund	Local Consultant		20,000		20,000
						Travel		5,000		5,000
	1.2 Law enforcement and monitoring				TRAC Unfund	Sub-total 1.2	30,000 0	20,000 34,000	20,000 32,000	70,000 66,000
	1.2.1 Enforcement of Environment Act	—XX	XXXX	XX—	TRAC	Institutional Contract	10,000			10,000
						Travel	20,000			60,000
	1.2.2 International Conventions	—	XXXX	XXXX	Unfund	Contractual Service		15,000	15,000	30,000
						IT equipment		2,000	2,000	2,000
	1.2.3 Partnership development for law enforcement and monitoring	—	XXXX	XXXX	Unfund	Local Consultant		10,000	10,000	20,000
						Contractual Service		5,000	5,000	10,000
						IT equipment		2,000	2,000	2,000
						Printing			2,000	2,000
	2. Establishing information management and scientific/technical knowledge base				TRAC Unfund	Sub-total 2	181,000 0	50,000 100,000	59,000 100,000	290,000 200,000

⁷ TRAC: UNDP core resource, Unfund: unfunded, Other: Other programme

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		
		Y2010 Q1234	Y2011 Q1234	Y2012 Q1234				Amount (US\$)		
		Y2010	Y2011	Y2012				Y2010	Y2011	Y2012
	2.1 Environmental scientific knowledge and needs assessment				TRAC Unfund	Sub-total 2.1	181,000	50,000	59,000	290,000
	2.1.1 Initial assessment and partnership building for environmental information system	XXXX	---	---	TRAC	Contractual Service Institutional Contract Printing	10,000 20,000 2,000	10,000	10,000	30,000 20,000 2,000
	2.1.2 Environment laboratory: database system establishment	XXXX	XXXX	XXXX	UNDP/MECM	International Consultant Local Consultant Local Consultant Local Consultant ICT Equipment ICT Equipment ICT Equipment Premises Alternation Printing Shipping	15,000 10,000 10,000 100,000 5,000 18,000 1,000	10,000 10,000 10,000 10,000 10,000 10,000 5,000	10,000 10,000 8,000 10,000 6,000 10,000 5,000	10,000 15,000 30,000 8,000 25,000 6,000 20,000 18,000 1,000
	2.1.3 Environment laboratory: environment research	---	XXXX	XXXX	Unfund	Institutional Contract Institutional Contract Institutional Contract Institutional Contract Travel	25,000 25,000 25,000 15,000 10,000	25,000 25,000 25,000 15,000 10,000	25,000 25,000 25,000 15,000 10,000	50,000 50,000 50,000 30,000 20,000
	3. Promoting community-based environment management and disaster risk reduction				TRAC Other	Sub-total 3	192,000	190,000	145,000	527,000
	3.0 GEF Small Grant Programme (SGP)⁸				Other	Sub-total 3.0	293,000	293,000	289,000	875,000
	3.0.1 Project Grant and co-financing	XXXX	XXXX	XXXX	Other	Grant	250,000	250,000	250,000	750,000
	3.0.2 Country operation	XXXX	XXXX	XXXX	Other	Contractual Services Travel Rental Premises Miscellaneous	10,000 10,000 7,000 10,000	10,000 10,000 7,000 10,000	10,000 10,000 6,000 10,000	30,000 30,000 20,000 30,000

⁸ Only SGP support component is under the scope of the project. The SGP main fund is implemented by UNOPS independently and the amount is indicative value only.

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPON SIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET			
		Y2010 Q1234	Y2011 Q1234	Y2012 Q1234				Amount (US\$)			Total
								Y2010	Y2011	Y2012	
	3.0.3 Capacity building of NSC, NC, project proponent and grantees	XXXX	XXXX	XXXX	Other	Travel Equipment Rental Premises Miscellaneous Sub-total 3.1	1,000 1,000 2,000 2,000 127,000	1,000 1,000 2,000 2,000 125,000	2,000 2,000 6,000 5,000 125,000	2,000 2,000 6,000 5,000 377,000	
	3.1 Small Grant Programme (SGP) support				TRAC		127,000	125,000	125,000	377,000	
	3.1.1 Technical backstopping to SGP	XXXX	XXXX	XXXX	TRAC	International Staff Travel ICT Equipment Sub-total 3.2	120,000 5,000 2,000 65,000	120,000 5,000 65,000	120,000 15,000 5,000 20,000	360,000 15,000 2,000 150,000	
	3.2 Community-based adaptation and disaster risk reduction				TRAC		65,000	65,000	20,000	150,000	
	3.2.1 Collate climate change scenario information about community adaptation and risk reduction	XXXX	XXXX	—	TRAC	Local Consultant Travel Travel Rental Premises Rental Premises Printing	20,000 15,000 30,000 10,000	15,000 10,000 30,000 10,000	35,000 15,000 10,000 30,000 30,000 10,000		
	3.2.2 Lessons learned, good practices and roll out plan	—	—	XXXX	TRAC	Local consultant Travel Printing Sub-total 4	 184,000 0	 169,000 117,000	10,000 5,000 5,000 144,000 61,000	10,000 5,000 5,000 497,000 178,000	
	4 Institutionalizing human resource capacities development and awareness raising				TRAC		60,000	55,000	40,000	155,000	
	4.1 Human resource development				TRAC		60,000	55,000	40,000	155,000	
	4.1.1 Institutionalize environmental education	XXXX	XXXX	XXXX	TRAC	Contractual Service Furniture ICT Equipment	10,000 1,000 2,000	10,000	10,000	30,000 1,000 2,000	
	4.1.2 Training programmes for various levels of personnel	XXXX	XXXX	XXXX	TRAC	Institutional Contract Travel ICT Equipment Rental Premises Printing Sub-total 4.2	15,000 15,000 2,000 10,000 5,000 0	15,000 15,000 10,000 10,000 5,000 117,000	10,000 10,000 10,000 10,000 10,000 61,000	40,000 40,000 2,000 30,000 10,000 178,000	
	4.2 Environment awareness raising				Unfund		0	117,000	61,000	178,000	

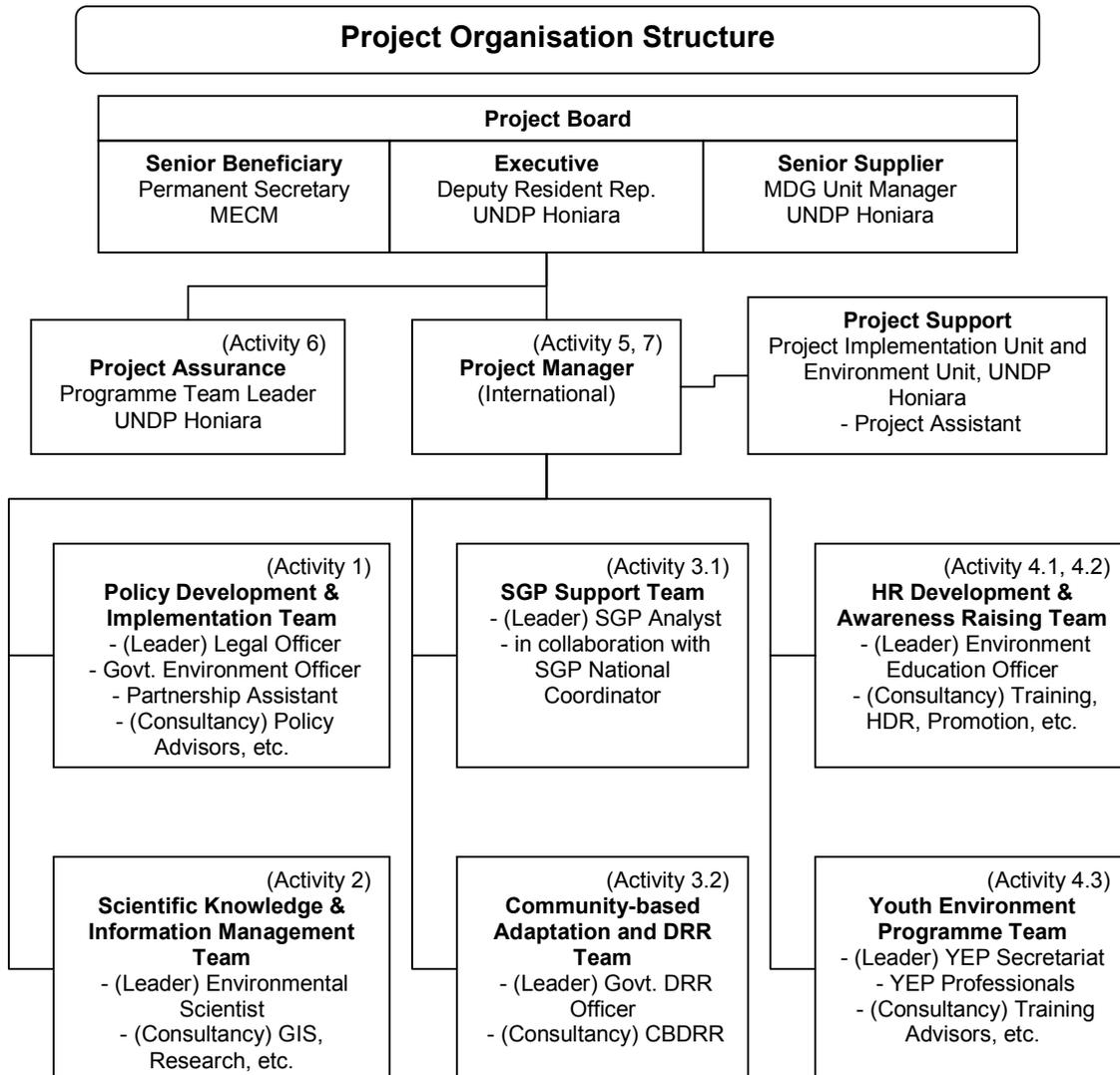
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET			
		Y2010 Q1234	Y2011 Q1234	Y2012 Q1234				Amount (US\$)			Total
								Y2010	Y2011	Y2012	
	4.2.1 Promotion materials and campaign: NECDAP Action 28, 30, 32	—	XXXX	XXXX	UNDP/SICHE	Unfund	International Consultant Local Consultant Travel Printing Shipping	50,000 7,000 10,000 50,000 1,000	50,000 7,000 10,000 50,000 1,000	50,000 7,000 20,000 100,000 1,000	342,000
	4.3 Youth Environment Programme (YEP)					TRAC	Sub-total 4.3	124,000	114,000	104,000	342,000
	4.3.1 YEP mechanism and partnership	XXXX	XXXX	XXXX	UNDP/MECM	TRAC	Contractual Service ICT Equipment	10,000 2,000	10,000	10,000	30,000 2,000
	4.3.2 Mobilize YEP professionals	XXXX	XXXX	XXXX	UNDP/MECM	TRAC	Contractual Service Travel ICT Equipment	75,000 2,000 15,000	75,000 4,000 10,000	75,000 4,000 10,000	225,000 10,000 25,000
	4.3.3 Capacity development programme	XXXX	XXXX	XXXX	UNDP/MECM	TRAC	Local Consultant Travel Rental Premises Printing	5,000 5,000 5,000 5,000	5,000 5,000 5,000 5,000	5,000 5,000 15,000 5,000	15,000 15,000 15,000 5,000
	5. Gender mainstreaming across all environment activities					TRAC	Sub-total 5	10,000	35,000	45,000	90,000
	5.1 Gender mainstreaming					TRAC	Sub-total 5.1	10,000	35,000	45,000	90,000
	5.1.1 Mainstreams gender into human resource development and programming strategies	__XX	__XX	__XX	UNDP	TRAC	International Consultant Local Consultant Rental Premises Printing	10,000	15,000 10,000 10,000	25,000 15,000 30,000 20,000	25,000 15,000 30,000 20,000
	6. Project monitoring and evaluation					TRAC	Sub-total 6	7,000	7,000	6,000	20,000
	6.1 Reporting and inspection					Unfund	Sub-total 6.1	7,000	7,000	18,000	18,000
	6.1.1 Reporting	XXXX	XXXX	XXXX	UNDP	No cost					
	6.1.2 Inspection	XXXX	XXXX	XXXX	UNDP	TRAC	Travel	7,000	7,000	6,000	20,000
	6.2 Evaluation and accountability					Unfund	Sub-total 6.2	0	0	18,000	18,000
	6.2.1 Project evaluation	—	__XX	__XX	UNDP	Unfund	Local Consultant Travel Printing			10,000 5,000 3,000	10,000 5,000 3,000
	6.2.2 Project auditing	—	X__	X__	UNDP/MECM	No cost					

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPON SIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET			Total
		Y2010 Q1234	Y2011 Q1234	Y2012 Q1234				Amount (US\$)			
		Y2010	Y2011	Y2012				Y2010	Y2011	Y2012	
	7. Project management and implementation				TRAC	Sub-total 7	264,000	187,000	186,000	637,000	
	7.1 Recruitment and procurement				TRAC	Sub-total 7.1	225,000	170,000	170,000	565,000	
	7.1.1 Project team	XXXX	XXXX	XXXX	UNDP	International Staff	150,000	150,000	150,000	450,000	
						Contractual Service	10,000	10,000	10,000	30,000	
						Travel	10,000	10,000	10,000	30,000	
	7.1.2 Facilities and assets	XXXX	XXXX	XXXX	UNDP	Equipment & Furniture	30,000			30,000	
						ICT Equipment	10,000			10,000	
						Premises Alternation	15,000			15,000	
						Equipment & Furniture		20,000	20,000	40,000	
	7.2 Management and control				TRAC	Sub-total 7.2	21,000	10,000	10,000	41,000	
	7.2.1 Budget and schedule control	XXXX	XXXX	XXXX	UNDP	Communication	10,000	10,000	10,000	30,000	
						Supplies	5,000			5,000	
						Miscellaneous	6,000			6,000	
						Supplies		15,000	15,000	30,000	
						Miscellaneous		5,000	5,000	10,000	
	7.2.2 Risk control	XXXX	XXXX	XXXX	UNDP						
	7.3 Communication and advocacy				TRAC	Sub-total 7.3	18,000	7,000	6,000	31,000	
	7.3.1 Project inception	X_	—	—	UNDP	Travel	2,000			2,000	
						Rental Premises	5,000			5,000	
						Printing	4,000			4,000	
	7.3.2 Information sharing	XXXX	XXXX	XXXX	UNDP	Printing	7,000	7,000	6,000	20,000	
	TRAC						868,000	658,000	605,000	2,131,000	
	UNFUNDED						0	426,000	366,000	792,000	
	GRAND TOTAL						868,000	1,084,000	971,000	2,923,000	
	OTHER PROGRAMME						293,000	293,000	289,000	875,000	

V. MANAGEMENT ARRANGEMENTS

The Project Board guides the project and makes project decisions based on the principle of consensual management. Project reviews by the Board are made at designated decision points during the running of the project, or as necessary when the need is raised by the Project Manager. This group comprises of three entities with the following three roles: 1) the Executive who represents the project executing body and chairs the group; 2) the Senior Supplier whose role is to provide guidance regarding the technical feasibility of the project; and 3) the Senior Beneficiary whose role is to ensure that the project benefits are realized from the perspective of project beneficiaries. Deputy Resident Representative (DRR) of the UNDP Honiara Office will take the Executive role, the Permanent Secretary (PS) of MECM will take Senior Beneficiary's role, and the MDG Unit Manager of the UNDP Honiara Office will take the Senior Supplier role.

The role of the Project Assurance is to support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Programme Team Leader of the UNDP Honiara Office will undertake the Project Assurance role for the Project Board.



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 Project Board. 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 Policy development and implementation Team will lead the legislative review and policy development process including National strategies, provincial ordinances, standards, guidelines, regulations, etc. The Team will also support the enforcement of existing legal frameworks such as Environment Act and Wildlife Act. Government's response to international obligations will be coordinated through a unit established within this Team.

Scientific knowledge and information management Team will undertake the data collection and collation for proper environmental management/decision making. The Team will establish institutional mechanism both in physical set up and information management in MECM. The improvement of the data accessibility will also be addressed through the Project.

SGP Support Team will undertake, in collaboration with GEF Small Grant Programme (SGP), community-based project development and implementation.

Community-based Adaptation and DRR Team will address the climate change adaptation and disaster risk reduction (DRR) and develop a roll out plan to expand CBDRR concept over the country.

HR development and awareness raising Team will undertake the knowledge/skill development for the Government Officers and college students as well as key stakeholders for environmental management. The awareness raising and promotion to wider audiences will also be conducted.

Youth Environment Programme Team will establish and run YEP that provides work-and-learn opportunities to qualified young professionals.

Team Leaders will implement the respective activity under his/her supervision and report to Project Manager.

The role of Project Support covers administration, logistics, Human Resource, procurement and financial management. The Project will hire a Project Assistant who looks after administration and logistics with close communication to UNDP Honiara Office. The Project Implementation Unit (PIU) in UNDP Honiara Office will provide the HR, procurement and financial function to the project and Environment Unit will support result management and programme finance to the project.

MECM is the executing entities of this project but a HACT micro-assessment has indicated 'High risk' rating in their overall assessment. This requires both UNDP and the Ministry working together to address capacity and other issues in terms of joint risk management for the project implementation. The Direct Implementation (DIM) modality has, therefore, been identified by the Government and UNDP as the most appropriate method. MECM will allocate working space to the Project Team and consultants and will provide necessary facilities to them.

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

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures and CPAP 2008-2012 between the Government of Solomon Islands and UNDP, the project will be monitored through the following:

Quarterly

Quarterly progress reports will be prepared by the Project Manager and submitted to the Project Board for oversight purposes, which includes quality management log, issues log, risks log, lessons learned log, financial report and workplan for the preceding three months. The Project Assurance function holder will review the progress reports and update the Monitoring Schedule Plan in Atlas to track key management actions/events.

Annually

An Annual Progress Review (APR) Report shall be prepared by the Project Manager and shared with the Project Board. As much as possible, the APR report should align with the CPAP annual review process. Based on the above report, an annual project review (Tripartite Project Review: TPR) meeting shall be conducted to assess the performance of the project and inform/review the Annual Work Plan (AWP) for the following year. The TPR meeting, owned by the Project Board, is the supreme governing mechanism that meets at key decision points, and it should not meet fewer than once per year. Additional TPR meetings may be called if the deviation of the project control items—such as time and cost—exceeds the predetermined tolerance level.

The Project will invite key donors/stakeholders to field visit to monitor the activities and sub-activities under the Project.

Mid-term of Project

In the second year of the implementation, an internal project performance review will be conducted by UNDP (Project Assurance) and MECM. The internal review team will examine the project results against approved workplan and submit to the Project Board.

End of Project

In the last year, a terminal TPR will be held to approve project closure. This review will be a final assessment and will be 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.

The end-of-project report will be prepared by the Project Manager within a month after the operational closure on the project. The report should include the summary of overall project results, lessons learned, financial report, asset management and follow-on action recommendations. The final evaluation will be conducted internally by the Project Assurance.

The external evaluation will be undertaken a few months before the operational closure of the Project. The Project will be evaluated with its relevance to the problems, the effectiveness of the activities, the financial efficiencies, the impact to the project goals, and the sustainability aspects of the Project.

Ad Hoc

UNDP Honiara Office will conduct ad hoc oversight of the Project.

Quality Management for Project Activity Results shall be done by the following format:

Quality Management for Project Activity Results

OUTPUT: Global environmental concerns and commitments integrated into national policy and development planning		
Activity Result 1	<i>Policy development and implementation</i>	
Purpose	<i>Strengthening capacity to develop and implement national environment policy and plan</i>	
Quality Criteria	Quality Method	Date of Assessment
Compliance monitoring by MECM conducted regularly	MECM Annual Report	December 2010
Legislative/policy developments and reviews for environmental sector initiated, conducted and progressing	Direct observation	December 2011
Legislations/policies/guidelines developed/reviewed and enforced	Direct observation	December 2012
Activity Result 1.1	<i>Policy review and development</i>	<i>Start Date: Jan. 2011 End Date: Dec. 2012</i>
Description	<p>1.1.1 National policy framework</p> <p>a. Revise and implement National Environment Management Strategy (NEMS)</p> <p>b. Develop Climate Change Policy for Solomon Islands (including National Framework of Carbon Trading)</p> <p>1.1.2 Legislative development and review</p> <p>a. Review Wildlife Act to accommodate better protection of endemic flora and fauna</p> <p>b. Develop provincial Ordinances for environmental protection</p> <p>c. Develop legislation for Protected Areas</p> <p>d. Coordinate the formulation of legislative on Access to Genetic Resources and Benefit Sharing (ABS) legislation</p> <p>1.1.3 Guideline development</p> <p>a. Develop knowledge base on poverty, gender and environment linkages through an economic analysis of costs of environmental degradation to influence and advocate for environmental mainstreaming into national and local development planning processes</p> <p>b. Develop guidelines for mainstreaming environment into sectoral strategies and at all levels including national, provincial and community level</p> <p>c. Develop environmental guidelines for key economic sectors including tourism and small business enterprises</p>	
Quality Criteria	Quality Method	Date of Assessment
NEMS revised and endorsed	Direct observation	December 2012
Carbon trading policy developed	Direct observation	December 2012
Environment ordinances developed for at least 3 new provinces	Direct observation/ activity report	December 2012
Activity Result 1.2	<i>Law enforcement and monitoring</i>	<i>Start Date: July 2010 End Date: Dec. 2012</i>
Description	<p>1.2.1 Enforcement of Environment Act</p> <p>a. Conduct compliance monitoring and implementation of Environment Act</p> <p>b. Implement recommendations in EIA reports</p> <p>1.2.2 International Conventions</p> <p>a. Establish International Convention Coordination mechanism in MECM</p> <p>b. Develop capacity for CITES management authority</p> <p>1.2.3 Partnership development for law enforcement and monitoring</p> <p>a. Develop Public Private Partnership (PPP) strategy and action plan</p> <p>b. Exchange MOU with key NGOs for supporting Government to enforce environmental laws and regulations</p>	
Quality Criteria	Quality Method	Date of Assessment
Monitoring to key businesses/projects conducted annually	MECM Annual Report	December (annually)
Obligations and activities under International Conventions managed by the Coordination Unit	MECM Annual Report	December 2012
Activity Result 2	<i>Scientific knowledge and information management</i>	
Purpose	<i>Establishing information management and scientific/technical knowledge base</i>	
Quality Criteria	Quality Method	Date of Assessment
GIS laboratory established and operational	Direct observation	December 2010

Quality Management for Project Activity Results

Environment research programme implemented annually	MECM Annual Report	December 2011
Environmental information consolidated into national database and available	Direct observation	December 2012
Activity Result 2.1	<i>Environmental scientific knowledge and needs assessment</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	2.1.1 Initial assessment and partnership building for environmental information system a. Conduct national technology needs assessment for environmental management b. Conduct analysis of environmental and natural resources vulnerability and community resilience capacity to climate change impacts c. Establish partnership with regional research institutions and universities 2.1.2 Environment laboratory: database system establishment a. Establish GIS laboratory b. Build MECM capacity building for GIS operation and analysis (GIS training and attachment programme) c. Develop MECM web-site to upload key environment information and database d. Increase the accessibility to the Internet and ICT services for environment officers working in Provinces 2.1.3 Environment laboratory: environment research a. Develop endemic plant and animal species inventory b. Identify ecological corridors c. Develop national management plans for endangered species d. Develop landscape level strategy for at least 3 environmentally sensitive islands	
Quality Criteria	Quality Method	Date of Assessment
National research and technological needs for biodiversity and environmental management identified	Related reports	December 2010
GIS laboratory established and operational	Direct observation	December 2010
Key environment data available via MECM Web	Direct observation	December 2012
Environmental research completed at least for 4 themes	Related reports	December (annually)
Activity Result 3	<i>Community-based environment management</i>	
Purpose	<i>Promoting community-based environment management and disaster risk reduction</i>	
Quality Criteria	Quality Method	Date of Assessment
SGP in Solomon Islands fully established and operational	Direct observation	December 2010
CBDRR action planning completed for pilot communities	Direct observation	December 2011
CBDRR roll out plan completed	Direct observation/ relevant plan documents	December 2012
Activity Result 3.0	<i>GEF Small Grant Programme (SGP)</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	3.0.1 Project Grant and co-financing a. Call for proposal and appraisal b. Disburse planning grants and full grant c. Monitor the project progress and receive the report 3.0.2 Country operation a. Mobilize National Coordinator b. Hold National Steering Committee c. Report to Global management 3.0.3 Capacity building of NSC, NC, project proponent and grantees a. Conduct proposal writing training to proponents b. Conduct basic bookkeeping and accounting training to grantees c. Conduct Participatory Rural Appraisal (PRA) training to NSC and NC	
Quality Criteria	Quality Method	Date of Assessment
Note: Operated under separate management establishment		
Activity Result 3.1	<i>Small Grant Programme (SGP) support</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	3.1.1 Technical backstopping to SGP	

Quality Management for Project Activity Results

	a. Recruit and post SGP Analyst b. Provide technical review to the concept and proposal c. Conduct field monitoring and assessment	
Quality Criteria	Quality Method	Date of Assessment
SGP Analyst mobilized	Direct observation	June 2010
10 grant projects identified annually	Direct observation	December (annually)
Activity Result 3.2	<i>Community-based adaptation and disaster risk reduction</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	3.2.1 Collate climate change scenario information about adaptation and risk reduction a. Conduct feasibility study to design CBDRR community action planning to fit into local environmental context b. Train Provincial officers and community leaders on the methodologies and process of CBDRR c. Support local level key community-based institutions (educational, Custom/Kastom and religious) to create platform for local "climate-change champions" d. Conduct CBDRR action planning to vulnerability analysis and disaster management within the context of natural disasters and community livelihoods 3.2.2 Lessons learned, good practices and roll out plan a. Summarize findings and compile action plans and reports b. Compile and publish good practices and traditional knowledge for climate change adaptation and CBDRR in Solomon Islands c. Develop roll out mechanism to expand the planning practices over the entire country	
Quality Criteria	Quality Method	Date of Assessment
CBDRR roll out plan developed	Direct observation, relevant report/plan	December 2012
Good practices and traditional knowledge compiled and disseminated	Direct observation	December 2012
Activity Result 4	<i>HR development and awareness raising</i>	
Purpose	<i>Institutionalize human resource capacity development and awareness raising</i>	
Quality Criteria	Quality Method	Date of Assessment
YEP secretariat established and operational	Direct observation	December 2010
Environmental training modules developed, scheduled and implemented	Direct observation, training documents	December 2011
Awareness materials published and disseminated to key stakeholders	Direct observation	December 2012
Activity Result 4.1	<i>Human resource development</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	4.1.1 Human resource development a. Establish environment education team in SICHE 4.1.2 Training programmes for various levels of personnel a. Develop Environment Certificate Course in SICHE b. Conduct Training of Trainers (TOTs) for enforcement of environment-related Acts, Regulations, Standards, Guidelines and By-laws c. Basic skill upgrading training for MECM staff organized by SICHE (short-term) d. Special training for EIA process, review and monitoring e. Develop specialised human resources through long-term training programme f. Skills training for community groups	
Quality Criteria	Quality Method	Date of Assessment
Environment Education Unit established	Direct observation	December 2010
Educational programmes by SICHE implemented	Direct observation	December (annually)
Activity Result 4.2	<i>Environment awareness raising</i>	<i>Start Date: Jan. 2011 End Date: Dec. 2012</i>
Description	4.2.1 Promotion materials and campaign a. Promote World Environment Day event and roll-out in provinces b. Conduct stakeholder and awareness workshops on legal enforcement c. Publish Human Development Report on Climate Change and other environment related booklets, posters and flyers d. Promote awareness on existing legal framework, Acts and guidelines through media	
Quality Criteria	Quality Method	Date of Assessment
Human Development Report published	Direct observation	December 2012

Quality Management for Project Activity Results

World Environment Day events conducted	Direct observation	December (annually)
Activity Result 4.3	Youth Environment Programme (YEP)	Start Date: Jan. 2010 End Date: Dec. 2012
Description	<p>4.3.1 YEP mechanism and partnership</p> <p>a. Develop TOR for the programme</p> <p>b. Establish secretariat function</p> <p>c. Establish special fund to support YEP programme</p> <p>d. Develop roster database system</p> <p>4.3.2 Mobilize YEP professionals</p> <p>a. Identify needs and positions for YEP from ministries, provincial government, NGOs, etc.</p> <p>b. Register YEP professionals with special target to qualified female graduates</p> <p>c. Deploy YEP for identified positions</p> <p>4.3.3 Capacity development programme</p> <p>a. Develop induction training programme</p> <p>b. Develop skill up programme in various environmental and development subjects</p> <p>c. Conduct trainings for YEP and YEP candidates</p>	
Quality Criteria	Quality Method	Date of Assessment
YEP secretariat established and operational	Direct Observation	December 2010
50 YEC professionals trained and deployed	MECM Annual Report	June 2012
Activity Result 5	Gender Mainstreaming	
Purpose	Gender mainstreaming across all environment activities	
Quality Criteria	Quality Method	Date of Assessment
Gender aspects shared among MECM staff	Direct observation	December 2010
Gender disaggregated information management concept developed	Direct observation	December 2011
MECM Gender audit completed	Gender audit report	December 2012
Activity Result 5.1	Gender Mainstreaming	Start Date: July 2010 End Date: Dec. 2012
Description	<p>5.1.1 Mainstream gender into human resource development and programming strategies</p> <p>a. Maintain a sex disaggregated database for environmental surveys and analysis</p> <p>b. Conduct institutional gender audit of MECM and gender assessment of the Ministry's environmental programmes portfolio</p>	
Quality Criteria	Quality Method	Date of Assessment
MECM Gender audit conducted	Audit report	June 2012
Activity Result 6	Project monitoring and evaluation	
Purpose	Assuring the project results to meet quality criteria determined by Project Board	
Quality Criteria	Quality Method	Date of Assessment
Project management reports submitted on time	Direct observation	December 2010
Mid-term review conducted	Review report	December 2011
Final evaluation conducted	Evaluation report	December 2012
Activity Result 6.1	Reporting and inspection	Start Date: Jan. 2010 End Date: Dec. 2012
Description	<p>6.1.1 Reporting</p> <p>a. Prepare and submit quarterly progress report to Project Board</p> <p>b. Prepare and submit annual project report to Project Board</p> <p>c. Prepare and submit end-of-project report to Project Board</p> <p>6.1.2 Inspection</p> <p>a. Organize site inspection for donors, Project Board, and key stakeholders</p> <p>b. Arrange regular monitoring visit to Project Management Unit (PMU)</p>	
Quality Criteria	Quality Method	Date of Assessment
On-site inspection visit conducted	Direct observation	December (annually)
Project management reports prepared and submitted	Project reports	December (annually)
Activity Result 6.2	Evaluation and accountability	Start Date: Apr. 2011 End Date: Dec. 2012
Description	<p>6.2.1 Project evaluation</p> <p>a. Conduct mid-term internal review and report to Project Board</p> <p>b. Conduct external evaluation at the end of the project</p>	

Quality Management for Project Activity Results

	6.2.2 Project auditing a. Arrange regular monitoring visit by UNDP finance officer to inspect financial and asset management b. Conduct annual project audit	
Quality Criteria	Quality Method	Date of Assessment
Project audit (either internally or externally) conducted	Monitoring reports	December (annually)
Final evaluation completed	Evaluation report	December 2012
Activity Result 7	<i>Project management and implementation</i>	
Purpose	<i>Operating the project and delivering the results within allocated time and resource</i>	
Quality Criteria	Quality Method	Date of Assessment
Project management unit established	Direct observation	December 2009
Additional resource mobilized	Direct observation and reflected in budgets/outlays	December 2010
Project closed on time	Direct observation and project report/s	December 2012
Activity Result 7.1	<i>Recruitment and procurement</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	7.1.1 Project team a. Recruiting project management team and mobilize them b. Develop TORs for recruitment and consultancy and the facilitate the process 7.1.2 Facilities and assets a. Establish project office and furnish communication and information equipment b. Develop specifications for the procurement and facilitate the process c. Register and verify project assets during project period and dispose them upon the project closure	
Quality Criteria	Quality Method	Date of Assessment
Project Management Unit established and staffed	Direct observation	June 2010
All project assets properly managed and transferred	Direct observation and project report/s	December (annually)
Activity Result 7.2	<i>Management and control</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	7.2.1 Budget and schedule control a. Develop and revise workplan and budget b. Operate PMU in effective and efficient manner c. Provide project implementation support to partner agencies 7.2.2 Risk control a. Update risk logs and issue logs and provide appropriate measures against them	
Quality Criteria	Quality Method	Date of Assessment
Additional resource mobilized	Direct observation and reflected in budgets/outlays	December 2010
Project completed on time	Direct observation and project report/s	December 2012
Activity Result 7.3	<i>Communication and advocacy</i>	<i>Start Date: Jan. 2010 End Date: Dec. 2012</i>
Description	7.3.1 Project inception a. Hold project inception workshop to stakeholders b. Conduct media promotion and call for enrolment 7.3.2 Information sharing a. Publish project information materials (periodicals and non-periodicals)	
Quality Criteria	Quality Method	Date of Assessment
Inception workshop conducted	Direct observation and workshop reports	June 2010
Project update published and disseminated	Direct observation	December (annually)

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

VIII. ANNEXES

ANNEX 1: Terms of Reference: Youth Environment Programme

Background: The global emphasis on “sustainable” development attests to the strong desire to leave better environment to generations to come. In Solomon Islands, there are urgent works to be done to restore and maintain natural ecosystems over the territory. Contrarily, a large, and increasing, number of young unemployed of university and higher education-leavers are neither employed nor engaged in acquiring professional skills or trainings while environmental sector is poorly developed and understaffed in national and provincial levels.

Objectives and outlines: The Youth Environment Programme (YEP) will provide a mechanism for young people to improve their skills, job-readiness and marketability by introducing volunteering as a means to gain experience and demonstrate competence, as well as to improve the environmental management in country. The Programme will provide practical experience, education and on-the-job and/or vocational training to YEPs. Ministries, Provincial Governments, NGOs and other institutions are invited to request the attachment of the YEPs for specific tasks to be performed. The Programme will develop key priorities and focuses based on the market needs and gaps, including 1) environmental monitoring and field survey, 2) small scale infrastructure and forestation, 3) public awareness and promotion, 4) operational management and coordination, 5) information management and registry, and 6) waste management and recycling. The Programme focuses on the young unemployed in the 20-29 age-group and deploys trained YEPs for 3-month to one year period.

Conditions of service: YEPs are not employment but work-and-learn programme. After the examination and selection, YEP candidates will receive an induction training to acquire minimum skills and disciplines and then registered as YEPs. Although no regular salary applies to YEPs, daily allowance in a range of SB\$50 per day will be paid against actual working days during the attachments. Various training opportunities from different programmes will be offered to YEPs who will be fully supported by the Programme. The roster will be discontinued after the completion of two-year term or on the 30th birthday.

Planned activities:

- YEP mechanism and partnership development
 - Develop and refine the TOR of the programme and identify the implementing agency
 - Establish secretariat function including the recruitment of the Coordinator
 - Develop roster database system
 - Conduct media promotion and awareness campaign
- Mobilize YEP professionals
 - Invite to the submission of attachment request with job description
 - Call for application to YEP and conduct selection examination
 - Deploy YEPs to identified tasks
- Capacity development programmes
 - Develop and conduct induction training
 - Develop skills up training programme and conduct the training
 - Apply and enrol other training programme and in-house attachment

Organizational setup: An implementing agency will be identified and contracted to run the Programme. A secretariat may be set up within the Project Management Unit or the office of the implementing agency. The secretariat comprises a coordinator and an advisory body that provide technical support to YEP selection, training plan, matching to the attachment request, etc.

Programme timeframe and budget allocation: The Programme will run under the Project for three years and then handed over to the implementing agency of the Programme. The implementing agency may institutionalize the programme or transfer it to other agency or discontinue after the Project completion. Programme budget of approx. US\$300,000 will be funded from UNDP regular resource. Programme is targeting 50 YEP professionals mobilized during the three year period.

ANNEX 2: Terms of Reference: Project Manager

Post level: International FTA (ICS-11, P-4)

Duration of service: Twelve months, with possibility of extension for two more years subject to satisfactory performance review

Description of responsibilities:

Provides day-to-day management to the project and reports to Project Board. The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

- Overall project management and reporting for the project;
- Engagement, briefing, supervision and review of consultant and contractor inputs;
- Mobilize all project inputs in accordance with UNDP procedures;
- Develop TOR for recruitment and consultancy and manage the selection of project personnel;
- Supervise and coordinate the work of all project staff; consultants and sub-contractors;
- Prepare and revise project work and financial plans, as required to Government and UNDP;
- Manage procurement of goods and services under UNDP guidelines and provide oversight of contracts;
- Ensure proper management of funds consistent with UNDP requirements, budget planning and control;
- Prepare and ensure timely submission of quarterly financial consolidated reports, quarterly consolidated progress reports, and other reports as may be required by UNDP;
- Disseminate project reports to and respond to queries from concerned stakeholders;
- Oversee the exchange and sharing of experiences and lessons learned with relevant education, environment and development projects nationally and internationally;

Provides advisory and training input to the Project:

- Review relevant documents and research prepared leading up to the project.
- Complete legislative gap analysis and identify the environment legislations to be reviewed.
- Work with Ministry of Environment, Conservation and Meteorology (MECM) to establish the outline and facilitate the preparation of an MECM Annual Report.
- Work with MECM and environmental NGOs to develop the environment research workplan in short- and medium-terms.
- Work with MECM and other relevant ministries to establish Youth Environment Programme for young qualified unemployed.
- With NDMO, develop a community-based disaster risk reduction roll out programme that incorporate climate change adaptation and sustainable livelihood concepts.
- With SGP Analyst, review the Country Programme Strategy to improve the project impacts to the country programme.
- With other project team members and MECM, prepare a template to collect data for MECM environment database.
- Supervise institutional gender audit of MECM and gender assessment of the environment programme.
- Give applied courses/workshops on proposal development to key stakeholders.
- Organize training workshops for other Government Ministries on proposal development and UNDP project management rules and procedures.

Competencies:

- Demonstrates integrity by modelling the UN's value and ethical standards
- Promotes the visions, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treat all people fairly without favouritism
- Good understanding on Millennium Development Goals and related initiatives
- Solid understanding of development and environment issues and UN/UNDP activities
- Ability to assess institutional capacity, and formulate proposals to foster positive change
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Demonstrated understanding of and working experience in environment issues in post-conflict environments
- Proven ability to manage other project team (national and international) and manage diverse and complex tasks; establishes clear performance goals, standards and responsibilities
- Substantial management and planning skills and experience with demonstrated abilities to develop and manage partnerships with donors, government counterparts, the private sector and civil society
- Promotes a learning environment; facilitates the development of individuals and team competencies
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Demonstrates openness to change and ability to manage complexities
- Consistently approaches work with energy and a positive, constructive attitude
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment
- Strives for quality client-centred services when making decisions and taking actions
- Capacity to perform effectively under pressure and hardship conditions

Qualifications:

- Advanced degree (PhD an asset) in environmental science, governance, institutional management or related field;
- More than 7 years of experiences in project management and/or environmental study in sustainable development context with good understanding of integrating gender and similar cross-cutting priorities
- In-depth and proven knowledge as well as experience in the area of development issues, policies and programmes relating to environment and natural resource management and their impacts promoting human development and poverty reduction
- Proven actual experiences of Results Based Management (RBM) with sound knowledge on LogFrame and Project Cycle Management (PCM)
- Experience with similar assignments in similar developing countries with mixed experience in the Pacific Islands, Southeast Asia and Africa is an asset.
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource.
- Full working knowledge of English, including excellent drafting and presentation skills. Knowledge of another UN language desirable.
- Understanding of UNDP systems (e.g. Atlas) and procedures (e.g. PRINCE2) desirable.

ANNEX 3: Terms of Reference: Legal Officer (Environment)

Post level: Service Contract (ICS-9 equivalent)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the Legal Officer (Environment) will work closely with Legal Advisors and relevant Division in MECM and will have the responsibility to implement the following:

- Review relevant documents and reports prepared leading up to the project
- Assist the establishment of International Convention Coordination Unit in MECM and develop CITES management capacity in Solomon Islands
- Complete legislative gap analysis and identify the environment legislations to be reviewed.
- Facilitate and implement NEMS review process
- Work with MECM to review and amend Wildlife Act to incorporate better protection of endemic flora and fauna
- Facilitate the development of Provincial Environment Ordinances for all 9 provinces
- Develop work programme for strengthening environmental monitoring and law compliance mechanisms including partnership agreement with key NGOs to undertake field monitoring

Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
- Ability to provide input to business processes re-engineering, implementation of new system
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- Advanced degree (or equivalent) in environmental law, international relation, democratic governance or related fields
- More than three years of experience in government, NGO or legal sector with practical experience in international treaties, national and provincial legislations, and environment impact assessment with good understanding of integrating gender and similar cross-cutting priorities
- Full working knowledge of English, including excellent drafting and presentation skills
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource

ANNEX 4: Terms of Reference: Partnership Assistant

Post level: Service Contract (ICS-6 equivalent)

Duration of service: Twelve months, with possibility of extension for one year subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the Partnership Assistant will work closely with Legal Officer and will have the responsibility to implement the following:

- Review relevant documents and reports prepared leading up to the project
- Compile organization profiles of possible partners (NGOs, private business, consultancy firms, academic institutions, etc)
- Provide logistical arrangement for periodical dialogues with partner organizations to explore possible PPP activities
- With Legal Officer, exchange MOU with key NGOs to implement environmental monitoring and law enforcement
- Keep all information and records for future inquiry

Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of standard tasks related to Results Management
- Ability to provide input to business processes re-engineering, implementation of new system,
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- Hold high school certificate or equivalent. University Degree would be desirable, but it is not a requirement.
- 5 to 6 years of relevant work experiences. Experience of working in a project team as the similar role is preferable.
- Having basic knowledge on current environment issues in Solomon Islands is an asset.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
- Be fluent in both written and spoken English

ANNEX 5: Terms of Reference: Environmental Scientist

Post level: Service Contract (ICS-9 equivalent)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the Environmental Scientist will work closely with Technical Advisors and research institutes and will have the responsibility to implement the following:

- Review relevant documents and reports prepared leading up to the project
- Establish National Environment Laboratory in MECM with research instrument and scientific reference articles
- Develop standard methods and protocols for environmental monitoring
- Conduct national technology needs assessment to investigate alternative technologies and appropriate technologies for environment management and climate change adaptation
- Organize and supervise environment researches and surveys in connection with annual research plan
- Establish partnership with regional research institutions and universities and develop joint research programmes
- Supervise and provide substantive direction to develop environment database system including GIS
- Assess current information systems in use by the MECM and introduce appropriate system configuration for whole ministry
- With GIS consultants, determine the best option for developing the environmental database system. Ensure that GIS data should be integrated into the system configuration and forms the core part of the system.
- Prepare the timelines for database and website updating and reporting.

Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Promotes a knowledge sharing and learning culture
- In-depth knowledge on environment and biodiversity issues in Solomon Islands
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Actively works towards continuing personal learning and development, acts on learning plan and applies newly acquired skills
- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects
- Ability to lead implementation of new systems (business side), and affect staff behavioral/ attitudinal change
- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- Advanced degree (or equivalent) in environmental science, biology, agriculture, civil engineering or related fields
- More than three years of experience in government, NGO or science and technology related sector with practical experience in environment studies and natural resource management with good understanding of integrating gender and similar cross-cutting priorities
- Full working knowledge of English, including excellent drafting and presentation skills

- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource

ANNEX 6: Terms of Reference: Environment Education Officer

Post level: Service Contract (ICS-7 equivalent)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the Environment Education Officer will work closely with MECM Corporate Service Division and will have the responsibility to implement the following:

- Review relevant documents and reports prepared leading up to the project
- With the Project Manager and HR Manager, conduct a functional analysis of the Ministry's capacities (management and staff). Help in the implementation of the findings of the functional analysis
- Assist MECM to establish Environment Education Unit and to draw up the work programme to institutionalize the training programme within the Ministry
- Identify possible course/training providers for specific skills and knowledge and establish partnership and/or legal tie with the institutions
- Explore on-the-job opportunities in various agencies to deploy Government Officers to improve the skills and knowledge relevant to the position
- Prepare and implement a training programme to include basic skills upgrading and role-specific trainings
- Organize, participate and act as resource person for the MECM's Medium-term Visioning retreat.
- Develop civic education and awareness materials in environmental sector
- Supervise and provide direction to YEC Secretariat

Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
- Ability to provide input to business processes re-engineering, implementation of new system
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- University degree (or equivalent) in education, institutional management or related fields

- More than five years of experience in government with practical experience in capacity development and skills training with good understanding of integrating gender and similar cross-cutting priorities
- Full working knowledge of English, including excellent drafting and presentation skills
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource

ANNEX 7: Terms of Reference: Youth Environment Programme Secretariat (Coordinator)

Post level: Service Contract (ICS-7 equivalent)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the YEP Secretariat Coordinator will work closely with Environment Education Officer and will have the responsibility to implement the following:

- Review relevant documents and reports prepared leading up to the project
- With the Project Manager, establish secretariat function of the programme
- Develop detailed management and reporting procedures and protocols of the programme
- With Education Officer, develop induction training package to new YEPs
- Invite ministries, provincial governments, NGOs, and other institution for the YEP attachment request
- Call young populous to enroll the programme and conduct examination and selection
- Exchange agreement with recipient organization on the working conditions and rules and regulations of the programme
- Develop and update the roster database system
- Liaise with YEPs and YEP candidate for programme related issues
- Explore other funding opportunity for the expansion/sustainability of the programme

Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
- Ability to provide input to business processes re-engineering, implementation of new system
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- University degree (or equivalent) in education, institutional management or related fields

- More than five years of experience in government with practical experience in HR, capacity development and skills training with good understanding of integrating gender and similar cross-cutting priorities
- Full working knowledge of English, including excellent drafting and presentation skills
- Excellent computer skills (key MS Applications) and ability to use information technology as a tool and resource

ANNEX 8: Terms of Reference: SGP Analyst

Post level: International UNV (ICS-9, P-2)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the SGP Analyst will work closely with SGP National Coordinator, National Steering Committee and SGP Central Programme Management Team (CPMT) and will have the responsibility to implement the following:

- Support the SGP National Coordinator to ensure application of Results-Based Management tools for effective programme management, focusing on quality control from formulation to implementation of SGP CPS;
- Revise and simplify concept and full proposal grant application form;
- Simplify instruction sheets for use by CBOs/NGOs;
- Assist the SGP National Coordinator undertake appraisal of project concepts and proposals prior to National Steering Committee appraisal and approval;
- Assist in preparation and monitoring overall financial status of projects including budget and expenditure forecast and delivery analysis of SGP;
- Analyze environmental, economic, social and political factors to keep abreast of institutional, policy and legal development issues to guide implementation of SGP in Solomon Islands;
- Perform other SGP duties as requested by the National Coordinator

Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Ability to assess institutional capacity, and formulate proposals to foster positive change
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment
- Shares knowledge and experience
- Technical understanding of programming that addresses environment at central and provincial levels, including linkages with owners of natural resources
- Solid understanding of development issues and UN/UNDP/GEF SGP mandate and activities;
- Demonstrated understanding of and working experience in environment issues in post-conflict environments
- Substantial management and planning skills and experience with demonstrated abilities to develop and manage partnerships with donors, government counterparts, the private sector and civil society
- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills

- Builds strong relationships with clients and external actors
- Ability to work in an organized and systematic manner and demonstrate professionalism with high level of integrity in the day-to-day performance of duty
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Remains calm, in control and good humoured even under pressure

Qualifications:

- Advanced Degree (or equivalent) in Environmental Sciences, Environmental Management, Natural Sciences, Natural Resource Management or generic Development Studies with environmental specialization
- At least more than 3 years of professional experience in the area of environment/conservation and or natural resource management; at least more than 2 years of working experience in GEF or other donor funded environmental/natural resource management work in a managerial position; experience with I/NGOs is also an advantage
- In-depth and proven knowledge as well as experience in the area of development issues, policies and programmes relating to environment and natural resource management and their impacts promoting human development and poverty reduction;
- Proven experience with working across different sectors and institutional levels including with policy makers, local government officials, civil society organizations, the donor communities and other stakeholders.
- Knowledge of the Pacific and the Solomon Islands an asset
- Full working knowledge of English, demonstrable excellent writing skills including experience of report writing, project writing.
- Good computer skills and experience and ability to use information technology as a tool and resource as well as advanced knowledge of web-based management systems
- Understanding of UNDP systems and procedures desirable.

ANNEX 9: Terms of Reference: Project Assistant

Post level: Service Contract (ICS-5 equivalent)

Duration of service: Twelve months, with possibility of extension for two years subject to satisfactory performance review

Description of responsibilities:

Under the direct supervision of the Project Manager, the Project Assistant will work closely with UNDP Honiara Office and will have the responsibility to implement the following:

- Facilitate PMU to conduct their activities and keep records for future inquiry
- Keep close relation with UNDP Office for any administrative issues
- Raise requisitions and payment requests, to secure proper disbursement, and to keep records for auditing purpose
- Furnish office space to accommodate PMU and procure any necessary items to run the project
- Put project deliverables in order and distribute to relevant stakeholders for any query, including screening and collecting of projects documentation, projects data entering, preparation of revisions, filing, provision of information
- Provide information to Project Manager to prepare periodical reports

- Provide logistical arrangement for workshop, mission, consultancy, etc. including travel, accommodation, conference venue, documentation, reception, etc.
- Make meeting appointment and scheduling to the gathering organized by the Project
- Maintain the working place clean and tidy to create comfortable atmosphere to project team

Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of standard tasks related to Results Management
- Ability to provide input to business processes re-engineering, implementation of new system,
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment

Qualifications:

- Hold high school certificate or equivalent. University Degree would be desirable, but it is not a requirement.
- 3 to 5 years of relevant work experiences. Experience of working in a project team as the similar role is preferable.
- Having basic knowledge on current environment issues in Solomon Islands is an asset.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
- Be fluent in both written and spoken English

ANNEX 10: HACT Micro-assessment

Checklist A

Financial Management Capacity Questionnaire for Implementing Partners with experience working with the UNCT

Summary Assessment

Name of Implementing Partner: **Ministry of Environment, Conservation & Meteorology**

Date: 4 February 2009

Number of years Agency has worked with the IP: More than two years
(if less than two years then the questionnaire in Checklist B should be used)

1. Is the volume of expected expenditure significantly different to that of past expenditures?	<u>No</u>	If Yes, stop here and go to Checklist B
2. Has there been a significant change in administration in the past two years?	<u>Yes</u>	If Yes, stop here and go to Checklist B
3. Have there been any incidences that indicate that financial reporting has been inaccurate or unreliable?	<u>Yes/No</u>	If Yes, stop here and go to Checklist B If No, attach justification (e.g., NEX audit certification and reports, previous liquidation statements).
4. Have Agencies noted any issues, which could lead to inappropriate use of funds: <ul style="list-style-type: none"> • lack of segregation of duties • lack of supervision of staff • inadequate monitoring • inappropriate/untrained staff • large cash operation 	<u>Yes/No</u> <u>Yes/No</u> <u>Yes/No</u> <u>Yes/No</u> <u>Yes/No</u>	If Yes in any of the responses, stop here and go Checklist B
5. Has there been any incidence of unduly delayed financial reports?	<u>Yes/No</u>	If Yes, the UNCT should discuss the reasons. If identified as a significant cause of concern, proceed to use Checklist B. If not a significant cause of concern, attach explanation.
6. Is there any indication outside the above that there are weaknesses in internal controls and/or financial management, which would require a specific assessment of the financial management capacity?	<u>Yes/No</u>	If Yes, go to Checklist B If No, proceed to conclude the assessment
Result of Assessment		
If all answers are 'No', then the overall risks are considered low. If any answers are 'Yes', then the UNCT should complete Checklist B		

Checklist B: Financial Management Questionnaire⁹

Implementing Partner: **Ministry of Environment, Conservation & Meteorology** Date: 4 February 2009

Summary of Risks related to the Financial Management Capacity of Implementing Partner						
Tested Subject Area (see subsequent pages for questions for each area that should be completed and summarized in the sections below)	Risk Assessment			L	Comments	
	H	S	M			
Implementing Partner				√		
Funds Flow			√			
Staffing				√		
Accounting Policies and Procedures			√			
Internal Audit			√			
External Audit		√				
Reporting and Monitoring			√			
Information Systems				√		
Inherent Risk						
List major specific issues identified in the assessment of the country's public financial management system (macro-assessment), or specific risks related to the nature or operation of the Implementing Partner						
Overall Risk Assessment	H	S	(M)	L		

H – High S – Significant M – Moderate L –Low

⁹ This questionnaire was developed from a questionnaire used by the World Bank.

ANNEX 11: Initial Risk Log

#	Description	Date Identified	Type ¹⁰	Impact ¹¹ & Probability ¹² <i>Note: 1=low, 5=high</i>	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Bilateral political dispute may trigger the suspension or termination of assistance project	Initial	Political	Probability (P): 1 Impact (I): 4	Watch over political situation and keep close relations with development partners	Project Manager	NA (Initial identification)	Upon the project approval	Identified
2	High staff turnover rate: trained staff resign and move to other institutions or other countries	Initial	Organizational	Probability (P): 3 Impact (I): 2	Explore incentives and opportunities which trained staff could receive	Project Manager	NA (Initial identification)	Upon the project approval	Identified
3	Resurgence of tension between major ethnic groups slows down the implementation of the project	Initial	Security	Probability (P): 1 Impact (I): 3	Put special emphasis on impartiality and transparency in project activities	Project Manager	NA (Initial identification)	Upon the project approval	Identified
4	No donor agency commit to fill the funding gap of the project	Initial	Financial	Probability (P): 2 Impact (I): 3	Promote the importance of the project in donor coordination forum	Project Manager	NA (Initial identification)	Upon the project approval	Identified
5	No national recognition to environment mainstreaming	Initial	Strategic	Probability (P): 2 Impact (I): 4	Include advocacy activity in the project	Project Manager	NA (Initial identification)	Upon the project approval	Identified
6	Government staff changes following 2010 election	Initial	Political	Probability (P): 3 Impact (I): 2	Watch over political situation and keep close communication between MECM and UNDP	Project Manager	NA (Initial identification)	Upon the project approval	Identified
7	Change on Government's priorities following election	Initial	Political	Probability (P): 2 Impact (I): 3	Watch over political situation and keep close communication between MECM and UNDP	Project Manager	NA (Initial identification)	Upon the project approval	Identified
8	Project activities duplicate with Government's works and/or other project	Initial	Operational	Probability (P): 3 Impact (I): 2	Establish regular communication with other programmes/initiatives and encourage joint efforts	Project Manager	NA (Initial identification)	Upon the project approval	Identified

¹⁰ Environmental, Financial, Operational, Organizational, Political, Regulatory, Security, Strategic or Other

¹¹ 1: Adverse effect is marginal, 2: Adverse effect is moderate, 3: Adverse effect is substantial, 4: Project result is severely damaged, 5: Kill the project

¹² 1: Very unlikely, 2: Unlikely, 3: Possibly, 4: Likely, 5: Almost certain