

# Strengthening the Resilience of Our Islands and our Communities to Climate Change Programme (SRIC-CC)

Porokaramu akamatutu'anga o te iti tangata i te tuatau  
manakokore'ia no te tau'anga reva



ADAPTATION FUND



Office of the Prime Minister



## PROJECT INCEPTION PHASE REPORT

Office of the Prime Minister

Government of the Cook Islands

July – December, 2012

Programme Period:	2012 – 2017
Atlas Award ID:	00062173
UNDP Programme ID:	00079524
PIMS #	4596
Start Date:	May 1, 2012
End Date:	May 1, 2017
Management Arrangements:	NEM
First PAC Meeting Date:	22 August, 2012
Total Allocated Resources	
AF:	USD 4,960,000

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to be updated when report is finalised

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## EXECUTIVE SUMMARY

The isolated populations in the Pa Enea (sister islands to the capital island of Rarotonga) of the Cook Islands are especially vulnerable to the anticipated changes in climate, including increased frequency and intensity of rainfall and tropical storms; rising and extreme sea levels and changing wind patterns; and hotter, drier weather.

The programme “Strengthening the Resilience of our Islands and our Communities to Climate Change” (SRIC-CC) is being executed by The Government of the Cook Islands and implemented by UNDP in its capacity as Multilateral Implementing Entity to the Adaptation Fund. The concept for the Programme was submitted in October 2010, and approved by the Adaptation Fund (AF) Board in December 2010. In July 2011 the full proposal was submitted to AF Secretariat. The SRIC-CC Programme Document was approved by the Adaptation Fund Board in December 2011. The agreement was signed between the Adaptation Fund and UNDP in February 2012, and the project document between the Government of Cook Islands and UNDP in April 2012. Subsequently, the SRIC Inception Workshop was held from July 4 to 5, 2012.

Two high level frameworks guided the design of SRIC-CC, and now guide implementation of SRIC. These are the National Sustainable Development Plan (2011 – 2015), and especially Priority 5 (Resilience) and the Joint National Action Plan (JNAP) for Disaster Risk Management and Climate Change Adaptation. At Pa Enea(outer islands) level, newly prepared Community Sustainable Development Plans mirror the National Sustainable Development Plans, and therefore include a component related to CCA and DRR. These newly-prepared integrated island development plans provide the framework for enhancing the climate resilience of Pa Enea households, communities and enterprises through activities conducted at national level and at Pa Enea level.

SRIC-CC will achieve the following key results:

- Efficient and effective support at national level for disaster risk reduction and adaptation initiatives in the Pa Enea;
- Key players in Pa Enea development have the capacity to reflect disaster risk management and adaptation considerations when planning, making decisions and during operations;
- Enhanced resilience to climate change, including weather- and climate-related disasters, for all 11 inhabited Pa Enea; and
- Lessons learned and best practices improve the effectiveness of initiatives to enhance the resilience of Pa Enea and other vulnerable communities.

Discussions in preparation, during and following the Inception Workshop have resulted in adjustments and updates to the Strategic Results Framework and to the programme management organisation. Work is currently underway to further refine the description of the programme baseline, and also strengthen the programme performance indicators and targets. A multi-year work plan and first full-year annual work plan have been prepared, resulting in some adjustments to budget allocations accordingly.

Programme organization has been enhanced as a result of opportunities provided by institutional strengthening in key parts of Government. During the Inception Phase SRIC-CC has held five meetings of the Programme Advisory Committee, with the matters being discussed changing as programme implementation has progressed.

An Inception Workshop was held on 4 and 5 July, 2012, at the Cook Islands Red Cross Society. There were over 50 participants, from central and island government agencies, non-governmental organisations, Pa Enea representatives, the private sector and the UNDP. Day One focussed on outlining the objectives of the programme and ensuring the involvement and participation of all stakeholders present. Day Two was a field visit to enable the Pa Enea representatives to see, first hand, some of the climate change adaptation (CCA) and disaster risk reduction (DRR) measures which could have relevance to the Pa Enea under the programme.

The Government of the Cook Islands executes the SRIC programme with the support of UNDP under the National Execution Modality. The national executing entities are Climate Change Cook Islands and Emergency Management Cook Islands, operating jointly within the Central Policy and Planning Unit of the Office of the Prime Minister.

UNDP assists the Office of the Prime Minister to disburse the funds through the Project Management Unit using the cash transfer modality. The Letter of Agreement between UNDP and the Government for the Provision of Support Services was concluded in May 15, 2012.

The institutional arrangements for SRIC (Figure 3) are consistent with the National Sustainable Development Plan (2011 – 2015), and especially Priority 5 (Resilience) and the Joint National Action Plan (JNAP) for Disaster Risk Management and Climate Change Adaptation. Various divisions and units of the Office of the Prime Minister are responsible for preparing, implementing, monitoring and evaluating the plans.

The Office of the Prime Minister is assisted by the National Programme Manager. Implementation of the programme is carried out under the general guidance of the Programme Advisory Committee (PAC). Interactions between the Programme Management Unit and UNDP are facilitated by the UNDP Coordinator who is based in the Development Coordination Division of the Ministry of Finance and Economic Management. Coordination between SRIC and other relevant projects and programmes being implemented in the Cook Islands is facilitated by the National Platform for Disaster Risk Management and Climate Change. This has a broad-based membership, including all members of the PAC.

The Programme Director is the Head of the Cook Islands Climate Change Unit, part of the Office of the Prime Minister, and is responsible for orienting and advising the National Programme Manager on Government policies and priorities relevant to the programme. The Programme Director is also responsible for maintaining regular communication with the National Platform for Disaster Risk Management and Climate Change, as a national consultation and coordination mechanism on climate change, disaster risk management and related policy and technical issues.

The National Programme Manager is responsible for the day-to-day management of the programme, including mobilization of all project inputs, production of outputs, monitoring and evaluation processes, supervision of staff in the Project Management Unit, and of consultants and sub-contractors.

The Senior Technical Advisor commenced work on September 24, 2012, for an initial term of one year. The Senior Technical Advisor to SRIC is also a member of the PAC.

Focal Points have been appointed for two of the eleven inhabited Pa Enea. The remaining Focal Points will be appointed within the next six months. The Focal Points are the face of SRIC in the Pa Enea.

SRIC is committed to implementing the Cook Islands National Policy on Gender Equality and Women's Empowerment, especially by helping to understand and address the gender-differentiated consequences of climate related hazards and disaster. This includes consideration of the implications of climate change and how best to address them in a gender aware manner.

Programme monitoring and evaluation will be conducted by the Programme Management Unit, in accordance with established UNDP procedures, and with the support of UNDP Staff. The Strategic Results Framework for the programme provides impact and outcome level performance indicators, along with their corresponding means of verification. These will form the basis on which the programme's monitoring and evaluation procedures.

The key risks to successful implementation of SRIC have been updated, as have the risk mitigation measures.

## **1. INTRODUCTION AND PROGRAMME DESCRIPTION**

### **1.1 Programme Overview**

The isolated populations in the Pa Enea (sister islands to the capital island of Rarotonga) of the Cook Islands are especially vulnerable to the anticipated changes in climate, including increased frequency and intensity of rainfall and tropical storms; rising and extreme sea levels and changing wind patterns; and hotter, drier weather.

The concept for the Programme “Strengthening the Resilience of our Islands and our Communities to Climate Change” (SRIC-CC) was submitted in October 2010, and approved by the Adaptation Fund (AF) Board in December 2010. In July 2011 the full proposal was submitted to AF Secretariat. The SRIC-CC Programme Document was approved in December 2011 and in March 2011 the Board approved the United Nations Development Programme (UNDP) as the Multilateral Implementing Entity and Implementing Entity for SRIC-CC. The SRIC Inception Workshop was held from July 4 to 5, 2012.

Newly-prepared integrated island development plans provide the framework for enhancing the climate resilience of Pa Enea households, communities and enterprises through activities conducted at: a) national level to strengthen policy, institutional capacity, human resources and public awareness related to climate change adaptation and disaster risk reduction in the Pa Enea; and b) at Pa Enea level to increase the adaptive capacity of households, communities, businesses and affected sectors and strengthen livelihoods through: diversifying food production, processing and related subsistence and income-earning activities amongst local communities; improving protection of household and business assets; reducing the risks of disease and death associated with climate-related extreme events; and enhancing the resilience of terrestrial, coastal and marine ecosystems on which the communities, businesses and sectors depend.

### **1.2 Key Results and Assumptions**

SRIC-CC will achieve the following key results (outcomes) (see Figure 1):

- Efficient and effective support at national level for disaster risk reduction and adaptation initiatives in the Pa Enea;
- Key players in Pa Enea development have the capacity to reflect disaster risk management and adaptation considerations when planning, making decisions and during operations;
- Enhanced resilience to climate change, including weather- and climate-related disasters, for all 11 inhabited Pa Enea; and
- Lessons learned and best practices improve the effectiveness of initiatives to enhance the resilience of Pa Enea and other vulnerable communities.

The main assumptions regarding the ability to achieve these outcomes are as follows:

- Availability of necessary expertise and experience to undertake activities required to integrate climate risk management in relevant policies and other instruments;
- Political will and commitment by senior government officials to integrate climate risk management into development planning and processes;
- Strong coordination amongst climate change and disaster risk reduction stakeholders in country; and

- Strong community leadership and support for, and engagement in project activities in the Pa Enea.

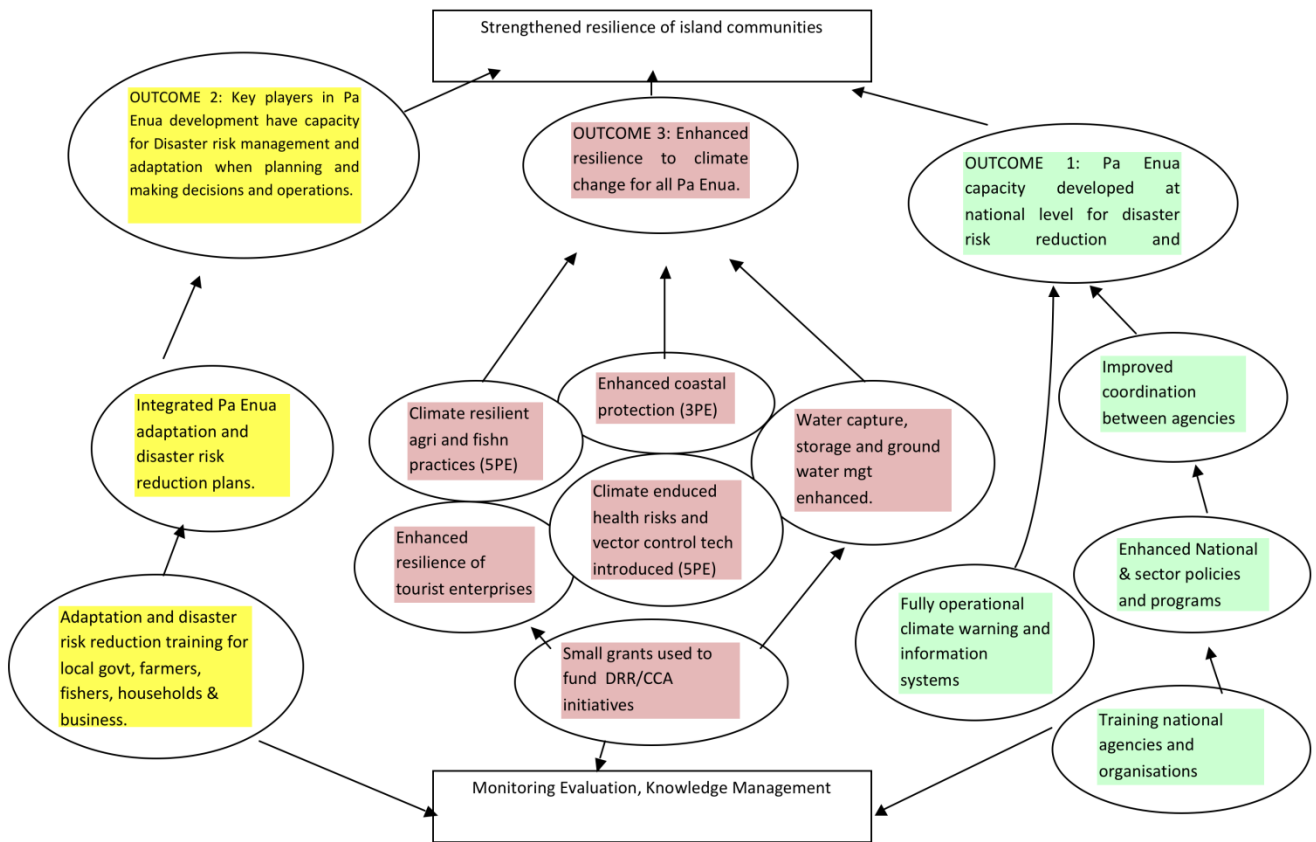


Figure 1. Key results of SRIC-CC.

This Inception Phase Report shows that the assumptions made during programme development were appropriate as they have now evolved and become reality.

Further details on key results and the related assumptions are available in the updated Strategic Results Framework (Annex 1).

### 1.3 Programme Inception Update

#### 1.3.1 Changes in the Programme Document since AF Approval

Discussions during and following the Inception Workshop have resulted in adjustments and updates to the Strategic Results Framework and to the programme management organisation. A multi-year work plan and first full-year annual work plan have been prepared, resulting in adjustments to budget allocations. These are detailed in the following sections and annexes.

#### 1.3.2 Proposed Revisions to the Strategic Results Framework

Changes recommended during the inception phase have been incorporated into the Strategic Results Framework in order to further specify and update information on scope of beneficiary organizations and communities, policy and institutional frameworks and context, as well as to phase key programme deliverables throughout



the programme duration. Work is currently underway to further refine the description of the programme baseline, and also strengthen the programme performance indicators and targets.

### 1.3.3 Revisions to the Programme Management Organization

The Programme Organization described in the approved programme document has been enhanced as a result of opportunities provided by institutional strengthening in key parts of Government. [see Annex 2 and Section 3.1 for details]

### 1.3.4 Revisions to Programme Budget

The budget in the multi-year work plan and first full-year annual work plan have been revised to reflect the scope and realistic budget allocation for each activity. The revision of the programme budget was undertaken in consultation with relevant programme partners.

## 2. INCEPTION PHASE DISCUSSIONS

### 2.1 Summary of PAC Meetings

During the Inception Phase SRIC-CC has held five meetings of the Programme Advisory Committee (PAC), with the matters being discussed changing as programme implementation has progressed – see Table 1.

Table 1

#### Date and Focus of PAC Meetings

<b>Date</b>	<b>Focus of Meeting</b>
22 Aug, 2012	Overview of SRIC; Nominate Chair and Secretary; Structure of the PMU; Recruitment; Action planning; Communications plan.
28 Sept, 2012	Linkages with vulnerability and adaptation assessments in Manihiki and Atiu.
19 Oct, 2012	Update on, and review of travel, to Pa Enea; PMU TOR and recruiting; Q4 work plan; Drafting AWP for 2013; Linkages with JNAP Committee; Linkages with DRM/Climate Change Country Platform
25 Oct, 2012	Site visits to Manihiki and Rakahanga
26 Nov, 2012	Update on SRIC; Recruitment of Programme Officer; Endorsement of TOR for PAC (Annex 2); Climate change policy development; Reporting and planning; Initiatives by and with programme partners; Site visit to Atiu; Small grants programme

### 2.2 Inception Workshop Summary

An Inception Workshop was held on 4 and 5 July, 2012, at the Cook Islands Red Cross Society. There were over 50 participants, from central and island government agencies, non-governmental organisations, Pa Enea representatives, the private sector and the UNDP.

Day One focussed on outlining the objectives of the programme and ensuring the involvement and participation of all stakeholders present. Day Two was a field visit

to enable the Pa Enea representatives to see, first hand, some of the climate change adaptation (CCA) and disaster risk reduction (DRR) measures which could have relevance to the Pa Enea under the programme.

There were high participation rates, and close alignment in the views expressed by different stakeholder groups as they outlined the concerns and opportunities needing to be addressed in planning the programme activities. Inputs from participants were invaluable in shaping the annual work plan and a communication plan. The feedback is summarised below, along with how the points raised will be addressed in the short, medium and longer terms as appropriate.

For more details, refer to the Inception Workshop Report (Annex 3) and the press release from the event (Annex 4).

### 2.3 Meetings, Activities and Discussions Subsequent to the Inception Workshop

Table 2 provides a summary of meetings, activities and discussions held since the Inception Workshop. Refer to Section 2.1 and Annex 5 for a summary of PAC meetings.

Table 2

Summary of Meetings, Activities and Discussions held since the Inception Workshop

Outcome	Meetings, Activities and Discussions
Outcome 1: Efficient and effective support at national level for disaster risk reduction and adaptation initiatives in the Pa Enea	<p>Discussions at and after the Inception Workshop:</p> <ul style="list-style-type: none"> <li>▪ resulted in a TOR being prepared for technical assistance to identify learning needs at national level related to Output 1.1, and to recommend the ways in which these needs might best be addressed;</li> <li>▪ highlighted the implications for SRIC-CC of the lack of a national climate change policy, and as a result the PAC has approved SRIC funding to prepare such a policy;</li> <li>▪ resulted in a TOR being prepared for a review of other relevant national policies to assess where and how to strengthen these in order to deliver Output 1.2;</li> <li>▪ highlighted the need to revise the Programme Document to replace the Learning and Teaching Advisor (Output 1.2.3) with technical assistance to review the national curriculum in terms of CCA and DRR, to recommend how the curriculum might be strengthened, and to undertake training of teachers to ensure they are equipped to teach CCA and DRR in the context of the revised national curriculum; and</li> <li>▪ resulted in preparation of a detailed proposal and implementation plan related to Output 1.3 – fully operational climate early warning and information systems.</li> </ul>
Outcome 2: Key players in Pa Enea development have the capacity to reflect disaster risk management and adaptation considerations when planning, making decisions and during operations	<p>Discussions at and after the Inception Workshop resulted in:</p> <ul style="list-style-type: none"> <li>▪ preparation of TORs for SRIC Focal Points and to the appointment of two such Focal Points (for Rakahanga and for Manihiki) Output 2.1.1);</li> <li>▪ preparation of Island Community Sustainable Development Plans for five of the 11 Pa Enea; building resilience to climate change and to disasters is an integral part of these Plans (Output 2.1.3);</li> <li>▪ a TOR being prepared for technical assistance to identify learning needs at Pa Enea level related to Outputs 2.1.1 to 2.1.5, and to recommend the ways in which these needs might</li> </ul>

- best be addressed; and
  - a decision meeting being convened for the SRIC Small Grants Programme, resulting in the development of: a) six generic principles regarding operation of the small grants scheme, as well as criteria for funding; b) information to be distributed to stakeholders; and c) an application form (Outputs 2.1.6 to 2.1.7).
- Outcome 3: Enhanced resilience to climate change, including weather- and climate-related disasters, for all 11 inhabited Pa Enea

Discussions at and after the Inception Workshop resulted in:

  - information and an application form for funding under the SRIC Small Grants Programme (Output 3.1);
  - engagement of the Ministries of Agriculture and Marine Resources – they are currently preparing proposals related to Output 3.2;
  - engagement of Cook Islands Tourism Corporation re Output 3.5;
  - engagement of the Ministry of Health re Output 3.6;
  - a decision by PAC to have a TOR prepared to review the current proposals under Output 3.7; to revise and prepare new proposals, as appropriate; and to prepare a call for submissions to implement the approved proposals as a package.
- Outcome 4: Lessons learned and best practices improve the effectiveness of initiatives to enhance the resilience of Pa Enea and other vulnerable communities

Best practice in programme implementation, monitoring, evaluation and reporting

Discussions at and after the Inception Workshop have resulted in:

  - a clear understanding in the PMU and among the programme partners of the need to initiate, at an early stage, identification of lessons learned, and of best practices in programme implementation and in programme management; and
  - a decision that the Communications Strategy used by the Office of the Prime Minister should be used by SRIC.
  - A highly qualified Programme Director has been appointed;
  - The PMU has been established and comprises a National Programme Manager and a Programme Officer, with support from staff in the Office of the Prime Minister and in the Ministry of Finance and Economic Management (Development Coordination Division and Finance Divisions);
  - The PAC has been established and has held five meetings;
  - A Senior Technical Advisor for the programme has been appointed; and
  - Discussions at and after the Inception Workshop resulted in a TOR being prepared for technical assistance to review and update the performance indicators, baselines and targets in the SRIC strategic results framework.

### **3. PROJECT MANAGEMENT ARRANGEMENTS**

#### **3.1 Implementation Arrangements/Management Organization**

Two high level frameworks guided the design of SRIC-CC, and now guide implementation of SRIC (Figure 2). These are the National Sustainable Development Plan (2011 – 2015), and especially Priority 5 (Resilience) and the Joint National Action Plan (JNAP) for Disaster Risk Management and Climate Change Adaptation. At Pa Enea level, Community Sustainable Development Plans mirror the National Sustainable Development Plans, and therefore include a component related to CCA and DRR. All SRIC activities are guided by the Community Sustainable Development Plan for the given island (Figure 2).

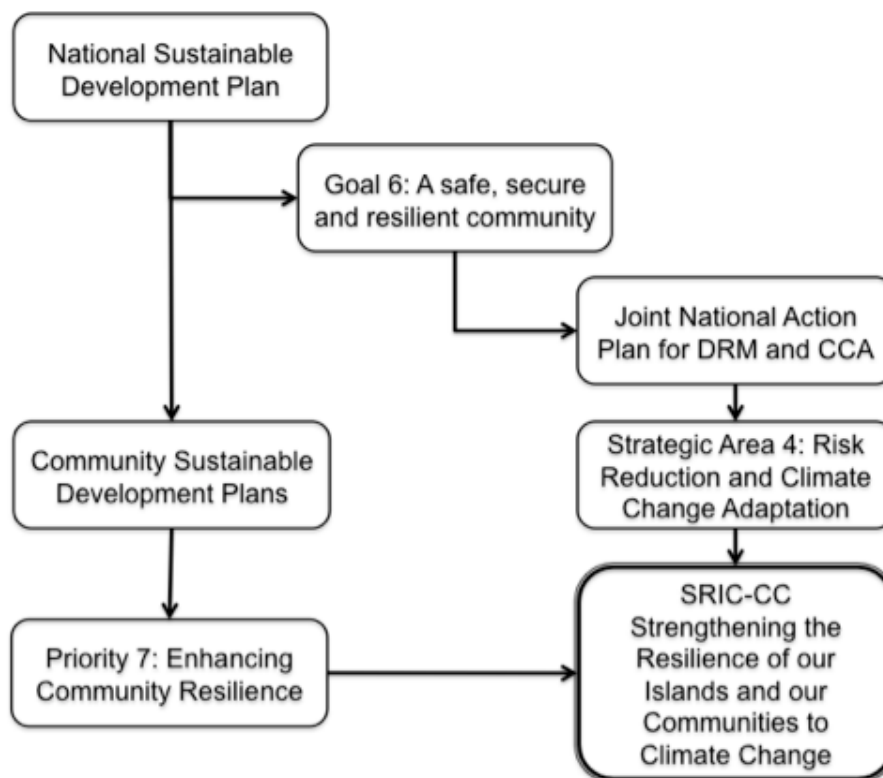


Figure 2. SRIC-CC is focussed on implementing two high level national frameworks as well as the development plan of each Pa Enuu.

The Government of the Cook Islands executes the programme with the support of UNDP under the National Execution Modality. The national executing entities are Climate Change Cook Islands and Emergency Management Cook Islands, operating jointly within the Central Policy and Planning Unit of the Office of the Prime Minister.

UNDP assists the Office of the Prime Minister to disburse the funds through the Project Management Unit using the cash transfer modality. The signature of the Project Document as implementation agreement between UNDP and the Government was concluded in May 15, 2012 (see Annex 6).

The institutional arrangements for SRIC (Figure 3) are consistent with high level plans identified in Figure 1. Various divisions and units of the Office of the Prime Minister are responsible for preparing, implementing, monitoring and evaluating the plans, as follows:

- National Sustainable Development Plan - Division of Policy and Planning;
- Community Sustainable Development Plans for each Pa Enuu – Pa Enuu Governance Unit;
- JNAP for Disaster Risk Management and Climate Change Adaptation – jointly by Climate Change Cook Islands and Emergency Management Cook Islands; and
- SRIC – PMU within the Office of the Prime Minister.

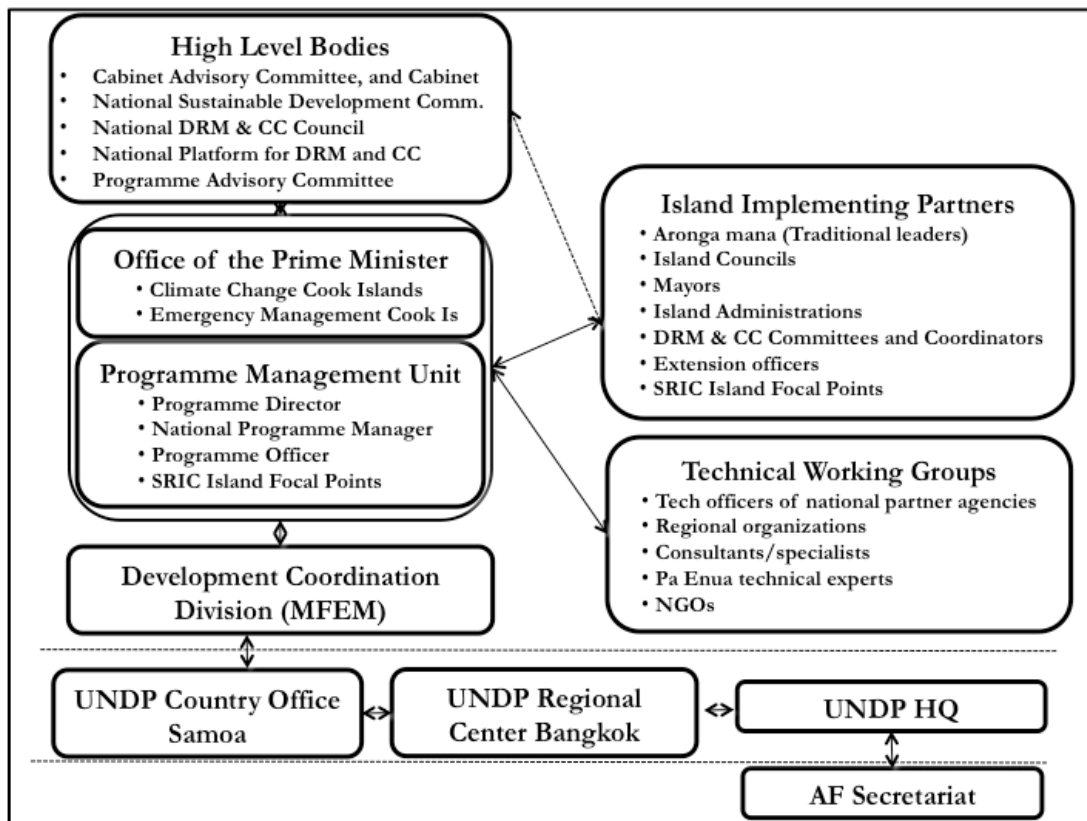


Figure 3. Institutional arrangements for SRIC-CC.

### 3.2 Roles and Responsibilities

The Office of the Prime Minister is the executing institution (in UNDP terms, “implementing partner”) responsible for ensuring that the objectives and components of the programme are delivered. The Office of the Prime Minister is assisted by the National Programme Manager. Implementation of the programme is carried out under the general guidance of the Programme Advisory Committee (PAC). Interactions between the Programme Management Unit and UNDP are facilitated by the UNDP Coordinator who is based in the Development Coordination Division of the Ministry of Finance and Economic Management. Coordination between SRIC and other relevant projects and programmes being implemented in the Cook Islands is facilitated by the National Platform for Disaster Risk Management and Climate Change. This has a broad-based membership, including all members of the PAC.

Implementation of the programme will be carried out under the general guidance of the PAC. The Programme Director is the Head of the Cook Islands Climate Change Unit, part of the Office of the Prime Minister, and is responsible for orienting and advising the National Programme Manager on Government policies and priorities relevant to the programme. The Programme Director is also responsible for maintaining regular communication with the National Platform for Disaster Risk Management and Climate Change, as a national consultation and coordination mechanism on climate change, disaster risk management and related policy and technical issues.

The Office of the Prime Minister is assisted by the Programme Manager in the preparation of the annual work plans and budgets. These are prepared in consultation with programme partners. They incorporate programme and project activities and the results to be delivered under the programme. Each annual work plan defines the execution time frame for each activity and identified the parties responsible for implementation.

The National Programme Manager is responsible for the day-to-day management of the programme, including mobilization of all project inputs, production of outputs, monitoring and evaluation processes, supervision of staff in the Project Management Unit, and of consultants and sub-contractors. The National Programme Manager reports on a regular basis to the Programme Director, to the Programme Advisory Committee and to the National Platform for Disaster Risk Management and Climate Change.

### **3.3 Programme Advisory Committee**

The success of SRIC-CC is, in part, reliant on having a strong and dedicated Programme Advisory Committee (PAC) to support and guide the SRIC Programme Management Unit, including the National Programme Manager and the Programme Director. The Terms of Reference for the PAC are provided in Annex 7.

The core membership of SRIC-PAC consists of senior representatives of:

- Director of Metrological Service, the Director of EMCI
- Director of the Pa Enea (outer islands) Governance Unit
- Vanessa Jenner representing the UN and Ministry of Finance and Economic Management (MFEM)
- Project Director, Climate Change Cook Islands;
- Emergency Management Cook Islands;

The Senior Technical Advisor to SRIC is also a member of the PAC.

As noted above, the PAC has held five meetings since programme inception.

### **3.4 UNDP Project Assurance**

Through the UNDP Coordinator in the Ministry of Finance and Economic Management, UNDP provides support to the Programme Director and to the National Programme Manager in order to maximize its reach and impact as well as the quality of its product. As mentioned earlier, UNDP also supports the Office of the Prime Minister to disburse the funds through the Project Management Unit. The financial management and accountability for the resources allocated, as well as other activities related to the execution of programme activities is undertaken by the Programme Management Unit, and being supported the UNDP Multi-Country Office located in Samoa in its project oversight and quality assurance functions.

UNDP Samoa supports project implementation by assisting in the monitoring of project budgets and expenditures, contracting project personnel and consultancy services, and subcontracting and procuring equipment at the request of the OPM. On the technical side, UNDP Samoa will monitor progress of project implementation and achievement of project outcomes/outputs as per the endorsed project document. A designated Programme Officer will be assigned in the Country Office in Samoa to provide financial and technical monitoring and implementation support services.

To deliver specific Outputs as outlined in the logical framework, OPM can delegate such responsibilities to external partners (to be referred to as *Responsible Parties*) through direct contracting. OPM bears responsibility for the delivery of those Outputs and put in adequate place measures to oversee such work. Such institutions will be contracted through appropriate modalities (as advised by UNDP).

UNDP is fully accountable for the effective implementation of the programme. As a Multilateral Implementing Entity of the Adaptation Fund, UNDP is responsible for providing a number of key general management and specialized technical support services. These are provided through UNDP's global network of country, regional and headquarters offices and units. They include assistance in: determination of execution modality and local capacity assessment; briefing and de-briefing of the programme staff and consultants; general oversight and monitoring, including participation in programme reviews; receipt, allocation and reporting to the Adaptation Fund Board of financial resources, thematic and technical backstopping; provision of systems, IT infrastructure, branding, and knowledge transfer; research and development; participation in policy negotiations; policy advisory services; programme identification and development; identifying, accessing, combining and sequencing financing; troubleshooting; identification and consolidation of learning; and training and capacity building.

### **3.5 Programme Management Unit**

Current make up of the Programme Management Unit is the Programme Director, the National Programme Manager and the Programme Officer.

### **3.6 SRIC Focal Points**

Focal Points have been appointed for two of the eleven inhabited Pa Enea. The remaining Focal Points will be appointed within the next six months. The Focal Points are the face of SRIC in the Pa Enea, and have the following responsibilities for their island:

- Planning, Information and Communications: developing a framework for implementing SRIC projects in the relevant Pa Enea, in order to strengthen the resilience of the island and its communities to disasters and climate change;
- Identifying and prioritising projects that strengthen the resilience of the island and its communities, consistent with needs and with the SRIC objectives;
- Undertaking essential research activities and analysis of information and the application of technical know-how to transform identified island and community needs into possible resilience-building projects;
- Formulation, coordination and the processing of project proposals, and facilitating the processing of these in order to meet funding and other requirements;
- Promoting and advocating for SRIC with all island stakeholders;
- Managing and overseeing SRIC project development and implementation; including monitoring and tracking all SRIC projects on the island, and assessing and documenting their progress towards successful completion;
- Providing appropriate operational advice and recommendations to the National Programme Manager and to other key stakeholders, as required from time to time, and especially on development and successful implementation of SRIC projects on the island; and
- Ensuring that the SRIC programme meets its commitments to the island communities.

### **3.7 Technical Working Groups**

Technical working groups operate on an ad hoc and informal as-needed basis. These tend to be sector based, and include agriculture, marine resources, water, health, education and tourism.

### **3.8 Senior Technical Advisor**

The Senior Technical Advisor, Professor John Hay, commenced work on September 24, 2012, for an initial term of one year. The Terms of Reference for the Advisor are provided in Annex 8, along with a work plan for 2013.



## **4. PROJECT IMPLEMENTATION**

### **4.1 Programme Schedule and Activities**

A multi year work plan has been prepared (Annex 9), It was developed in collaboration with relevant partners and the Senior Technical Advisor.

### **4.2 Work Planning and Budgeting**

Relevant programme partners are consulted on a regular basis during preparation of their activity plans and budgets. The activity schedules and budgets for the Inception Phase of the programme are incorporated into the multi year work plan. Ongoing consultation and planning meetings with implementing partners will be conducted on a regular basis, to identify relevant activities and financial requirements.

### **4.3 Coordination and Co-programming with Related Initiatives**

Ongoing coordination with related initiatives was facilitated by the discussions undertaken with relevant programme partners at the Inception Workshop, as well as by follow up meetings and field visits. As noted above, the PAC and the National Platform for Disaster Risk Management and Climate Change are also used to ensure effective coordination between SRIC and other relevant initiatives in the Cook Islands.

Annex 10 provides updated information of linkages with other relevant projects.

### **4.4 Integrating Gender Considerations into the Programme**

SRIC is committed to implementing the Cook Islands National Policy on Gender Equality and Women's Empowerment, especially by helping to understand and address the gender-differentiated consequences of climate related hazards and disaster. This includes consideration of the implications of climate change and how best to address them in a gender aware manner. SRIC is therefore committed to the equitable participation of both men and women in implementing climate change policies and interventions as this helps ensure the long-term sustainability of both adaptation and disaster risk reduction measures. SRIC provides an important opportunity to bring a Pa Enua perspective to these initiatives at national level.

Gender integration in the programme will continue to be monitored and emphasized in the implementation of project and programme activities. There is an excellent gender balance on the committees of immediate relevance to SRIC, including the PAC and the National Platform for Disaster Risk Management and Climate Change, and gender balance considerations have been identified in the selection and appointment of SRIC Focal Points. Gender considerations will also be part of the process of awarding small resilience-building grants to island communities and other stakeholders, under the SRIC Small Grants Programme.

## **5. MONITORING, EVALUATION and REPORTING**

Programme monitoring and evaluation will be conducted by the Programme Management Unit, in accordance with established UNDP procedures, and with the support of UNDP Staff. The Strategic Results Framework for the programme provides impact and outcome level performance indicators, along with their corresponding means of verification. These will form the basis on which the programme's monitoring and evaluation procedures.

## 5.1 Monitoring and Evaluation Plan and Budget

The programme monitoring and evaluation work plan and budget is provided in Table 3.

Table 3:

Programme Monitoring and Evaluation Work Plan and Budget

Activity	Schedule	Responsibility	Total Budget (USD)
Inception workshop	Within 1 <sup>st</sup> month of programme commencement	Project Coordinator UNDP-CO	5,000
Inception report	Within 2 <sup>nd</sup> month of programme commencement	Project Coordinator Local consultant UNDP-CO	2,000
Quarterly reports	Every quarter	PMU	0
Technical Reports	As required	PMU Local consultant	12,000
Meetings of National Project Steering Committee	Immediately following inception workshop, and every three months	PMU	2,000
Meeting of National Climate Change Country Team	Annually at the end of 12 months	PMU UNDP-CO	1,000
Mid-Term Evaluation	Mid way through Phase 1	PMU, UNDP-CO External consultant	20,000
Terminal Evaluation for Phase 1	At end of Phase 1	PMU, UNDP-CO External consultant	30,000
Project Terminal Report	During last quarter of final year of Phase 1	PMU	0
Annual audits	At end of each year	PMU, UNDP-CO	10,000
<b>TOTAL COST</b>			<b>82,000</b>

## 6. RISK MANAGEMENT

### 6.1 Major Risks and Operating Constraints and Management Strategies

An update of the key risks to successful implementation of SRIC are presented in a matrix of programme risks and risk mitigation measures (Table 4).

Table 4

## Updated Matrix of Programme Risks and Risk Mitigation Measures.

<b>Risk</b>	<b>Level</b>	<b>Mitigation measures</b>	<b>Responsibility</b>
Extreme climatic events and geophysical hazards damage or negate programme results, or cause major disturbances resulting in delays due to needed emergency and recovery processes	M	Close monitoring of any developing climate events over the duration of the programme and ensuring responses are effected within the national DRM response framework.	CIMS, OPM, MFEM, NES, PAC and PMU
Poor collaboration between programme partners	L	A key responsibility of PAC and the National Platform for Disaster Risk Management and Climate Change is to ensure strong coordination and collaboration between programme partners	PMU, PAC and National Platform
Finalization and implementation of the JNAP for DRM and CCA loses its momentum, and a national consensus on the institutional management of different sectors and related priorities within the Plan and the needed collaboration of key government agencies in the programme is hindered by unforeseen influences.	L	There is strong commitment from Government, civil society and development partners to ensure successful implementation of the JNAP now it has been finalized. Ongoing and effective relationships will be maintained between the PMU and stakeholders in Government, civil society and development partners, to ensure there is good understanding of how SRIC is implementing the JNAP	PMU, PAC, OPM, MFEM
Land disputes amongst community members adversely affect implementation of CCA and DRR intervention.	L	Programme technical team members will inform and encourage communities, and devise community lead solutions through participatory consultations to secure commitment and minimize disputes. Programme activities will be delivered with the active engagement of local institutional mechanisms (Island Councils, Climate Change Community Teams, local associations, Water Committees, etc.) as well as NGOs present in the islands to prevent and resolve any land-disputes.	PMU, PAC, SRIC Focal Points, Island Councils and Administrations
Limited human resources in Government Ministries and Agencies to contribute to the activities.	M	Key Ministries and Agencies became well engaged during and after the Inception Workshop. Programme monitoring will be used to identify any problems at an early stage and the PMU will arrange for alternative measures including use of NGOs and community members.	PMU, PAC and OPM
There is sufficient coordination between Island Councils and national authorities to scale up the island-based integrated CCA and DRR actions in an effective manner	L	Schedule project activities to avoid and/or respond to such occurrences. Use of existing coordination mechanisms, linking island level and national institutions (e.g. the Pa Enea Governance Unit and the National Infrastructure Committee responding to requests made by Island Councils and Administrations), extension officers and representatives of national institutions based on the islands, to strengthen coordination. Active involvement of Island Council representatives in the PMU's work, as well as in the process of devising and implementing the JNAP at national and island levels. The	PMU, PAC and OPM

		Inception Workshop resulted in active collaboration and dialogue between Pa Enea leaders and national authorities.	
The methods, tools and technologies developed are not gender aware – i.e. they increase inequity between men and women or change the social roles of men and women in a way that reduces self reliance.	M	Conduct training on gender analysis for programme team and partners, and use guidelines during selection of methods, tools and technologies	PMU, PAC and OPM
The government is no longer supportive, politically and financially, of a cross-sectoral and integrated approach to the management of climate risks and opportunities.	L	Reinforce mutual obligations for programme implementation at programme outset and during annual and mid term reviews	PMU, PAC and OPM
Stakeholders are not able to perceive reductions in vulnerability over the time-scale determined by programme duration.	M	Focus on priorities of Pa Enea communities linked with the Community Sustainable Development Plans of each Pa Enea, providing combined benefits of immediate and perceivable livelihood support, while building long-term resilience to climate change. Maintain awareness raising and tailored communication activities targeting specific community groups and intervention areas.	PMU, PAC and OPM
Stakeholders are not able to distinguish vulnerability to climate change from baseline weaknesses in land, coastal, and water resources management.	M	Conduct detailed and in-depth assessments specifying climate-driven impacts and impacts due to unsustainable use of natural resources, coupled with the application of sector-tailored climate information services, monitoring programmes, and continuous awareness raising and education activities.	PMU, PAC and OPM
Communication, access and community coordination difficulties delay timely implementation of the planned programme activities at the target community level.	L	Active engagement of key partners present in the field to support communication and coordination with communities. Establishment of community-level coordination mechanisms (such as local water committees). Use the communication strategy and outreach programme targeted to island-specific conditions in each Pa Enea.	PMU, PAC and OPM
Political or security complications in programme sites limits implementation of programme activities.	L	Project monitoring process to identify any problems at an early stage and NPC to arrange for alternative measures.	PMU, PAC, OPM, Island Councils and Administrations, Cabinet
Selection and implementation of adaptation and disaster risk reduction measures in the Pa Enea do not form part of the integrated island development plans, do not allow for vulnerability considerations, do not follow established criteria and are derailed due to political processes and influence.	M	Address adaptation planning and actions through a sectoral and integrated manner, adjusted to the procedures and status of the Community Sustainable Development Plans for each Pa Enea, and focusing on priority needs of each Pa Enea community. As part of the adaptation planning process, maintain proactive outreach communications strategy and capacity building activities for duration of programme, involving Island Councils, community leaders and local NGOs.	PMU, PAC, OPM, Island Councils and Administrations, Cabinet

High turnover rate for SRIC Focal Points	M	As part of the appointment process identify factors that might lead to the Focal Point resigning prematurely, and address these factors to the extent possible.	PMU
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**Annex 1**  
**Strategic Results Framework**

## Annex 2

### Terms of Reference for Staff in the PMU



#### OFFICE OF THE PRIME MINISTER JOB DESCRIPTION

<b>Job Title:</b>	National Programme Manager
<b>Work Unit:</b>	Climate Change Cook Islands
<b>Responsible To:</b>	Director of Climate Change
<b>Responsible For:</b>	Cook Islands Adaptation Fund Project/Programme: Akamatutu"angaiteititangata no tetuataumanakokoreia e tetai"angareva - Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC - CC)
<b>Job Purpose:</b>	Managing the Adaptation Fund Project/Programme

#### Functional Relationship Skills:

#### Key internal and/or external contacts

##### **Internal**

- Chief of Staff
- Director CCCI
- EMCI staff
- ICT Staff
- Cabinet Services and Outer Islands Government Representatives
- Central Policy and Planning Office
- Development Coordination Division (MFEM)
- Outer Island Affairs
- Corporate Services Staff

##### **External**

- Other Climate Change related government agencies
- NGOs
- Donor Organisations
- Regional and International agencies related to climate change and disaster risk reduction

#### Outputs:

The position of the Project Director encompasses the following major functions or Key Result Areas:

### Key Responsibilities

Summary of key functions:

- Provide strategic direction and guidance to the Project
- Undertake day-to-day management of the Project
- Monitoring and Evaluation (M&E) and Knowledge Management

The specific duties and responsibilities during the assignment will include, but not be limited to, the following:

1. Provide strategic direction and guidance to the Project
  - Identify/refine activities for each project output in consultation with relevant responsible parties and other development partners, especially at the Inception Workshop;
  - Draft Work Plans and Annual Budget in a timely manner, and present them to the Programme Management Board for review and approval;
  - Ensure appropriate management of funds consistent with Government, UNDP and AFB requirements
2. Undertake day-to-day management of the Project
  - (1) Project Implementation
    - Develop TORs for recruitment of project personnel and consultancy services and facilitate recruitment procedures with Government and UNDP Sub-office;
    - Facilitate procurement of goods and services according to Government and UNDP practices with UNDP Sub-office, and provide oversight of contract implementation;
    - Mobilize other project inputs in accordance with Government and UNDP procedures;
    - Supervise and coordinate the work of all project staff, consultants and sub-contractors;
    - Prepare the draft agenda for the Technical Committee, in liaison with coordinators, and facilitate the resolution technical issues related to project implementation;
  - (2) Monitoring and Evaluation (M&E) and Knowledge Management
    - Prepare and implement the monitoring and evaluation plan in a timely manner;
    - Keep CCCI and UNDP informed on project implementation and on technical, organisational and financial issues, including proposing budget revisions;
    - Ensure continual improvement in project implementation as a result of M&E findings;
    - Disseminate project reports to relevant stakeholders, and respond to queries;
    - Oversee the work of the Coordinator for Knowledge Management in relation to the exchange and sharing of experiences and lessons learned with relevant education, environment and development projects, nationally, regionally and internationally;
3. Prepare all reports required under the project
  - Prepare the required reports, including quarterly reports, six monthly technical monitoring report, mid-term and final project evaluation reports, project terminal report, audit reports and any other reports as may be required by Government, UNDP and the Adaptation Fund Board; the reports will be submitted to the Project



Management Unit for review and approval.

### Person Specification:

#### **Qualifications, knowledge and experience:**

##### **Education:**

Masters degree or equivalent in environmental science, natural resource management or related field or first level university degree in environmental science, natural resource management or related field, with seven years of experience in lieu of the below required years of experience.

##### **Experience:**

More than five years of experience (or seven years of experience, plus first level university degree in lieu of the above required masters degree) in management of environment projects, with a good understanding of integrating gender and similar cross-cutting priorities.

In-depth and proven knowledge as well as experience in implementation of development initiatives, policies and programmes relating to climate change and natural resource management, including delivery of impacts related to human development and poverty reduction.

Proven practical experience of Results Based Management (RBM), with sound knowledge on LogFrame and Project Cycle Management (PCM).

Experience working with communities, government and UN agencies, and NGOs.

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

##### **Language Requirements:**

Fluency in English, including excellent writing and presentation skills; proficiency in Cook Islands Maori would be an advantage.

#### **Key Skills /Attributes / Job Specific Competencies**

##### **Corporate Competencies:**

- Demonstrates integrity by modelling 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 people, equally regardless of gender or race
- Familiarity with UNDP guidelines and regulations

**Functional Competencies:**

- Solid understanding of climate change and development
- Ability to assess institutional capacity, and formulate proposals to foster positive change
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment

**Managerial Competencies:**

- Proven ability to manage a project team (national and/or 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

**Behavioural Competencies:**

- Ability to lead effectively, with mentoring as well as conflict resolution skills
- Demonstrates openness to change, and an 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 a multicultural environment
- Strives for quality client-centred services when making decisions and taking actions
- Capacity to perform effectively under pressure and hardship conditions

**Revisions to Job Description:**

*From time to time it may be necessary to consider changes in the job description in response to the changing nature of the work environment– including technological requirements or statutory changes. Such change may be initiated, as necessary, by the manager of this position. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle.*



**OFFICE OF THE PRIME MINISTER  
JOB DESCRIPTION**

<b>Job Title:</b>	Programme Officer
<b>Work Unit:</b>	Climate Change Cook Islands
<b>Responsible To:</b>	SRIC-CC National Programme Manager
<b>Responsible For:</b>	Assist in the management of projects within the SRIC—CC Programme funded through the Adaptation Fund: Akamatutu“angaiteititangata no tetuataumanakoreaia e tetaui“angareva Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC - CC)SRIC-CC programme
<b>Job Purpose:</b>	Assist in the management of the Adaptation Fund Project/Programme
<b>Date:</b>	30 October 2012

**Introduction**

The objective of the programme is to strengthen the ability of all Cook Island communities, and the public service, to make informed decisions and manage anticipated climate change driven pressures (including extreme events) in a pro-active, integrated and strategic manner. In achieving this objective, the programme will support, at the national, sectoral, and island levels, implementation of the Cook Islands’ new National Adaptation Plan for Disaster Risk Management and Climate Change Adaptation.

The programme has a three-pronged approach, focusing on the implementation of on-the ground adaptation and disaster risk reduction measures at island and community levels, integrated with sustainable island development processes and supported through enhanced national institutional and knowledge management capacities and initiatives. The strengthening, engagement and coordination of key institutions at national, island and community levels will combine with the integration of both DRM and CCA in national, island and community policies, plans and work programmes, and with training of key players at national, island and community levels, to ensure the success of interventions designed to enhance island and community resilience to climate change, including climate-related disasters.

The Project will be implemented through UNDP’s National Execution Modality (NEX), with the Office of the Prime Minister (OPM) and its recently established Climate Change Coordination Unit (CCCU) serving as the designated national executing agency (“Implementing Partner”) of the project. OPM will have the technical and administrative

responsibility for applying AF inputs in order to reach the expected Outcomes/Outputs as defined in this project document. OPM is responsible for the timely delivery of project inputs and outputs, and in this context, for the coordination of all other responsible parties, including other line ministries, local government authorities and/or UN agencies.

### Organisation Chart:

Please refer to annex 1 of this document. The Programme Officer will report directly to the National Programme Manager.

### Functional Relationship Skills:

<b>Contacts</b>	<b>Nature of Contacts</b>
<p><b>Internal</b></p> <ul style="list-style-type: none"> <li>▪ Chief of staff</li> <li>▪ National Programme Manager</li> <li>▪ Programme Advisory Committee</li> <li>▪ All the Directors of OPM</li> <li>▪ Director CCCI (<i>also SRIC-CC Programme Director</i>)</li> <li>▪ Director EMCI</li> <li>▪ Aid Management</li> <li>▪ ICT Staff</li> <li>▪ Cabinet Services and Outer Islands Government Representatives</li> <li>▪ Central Policy and Planning Office</li> <li>▪ Outer Island Affairs</li> <li>▪ OPM Corporate Services Staff</li> </ul>	<p><i>To seek endorsement on project movements and expenditure.</i></p> <p><i>To achieve coordination between divisions.</i></p> <p><i>Guidance, advisory and direction</i></p> <p><i>Guidance, advisory and direction</i></p> <p><i>Guidance, advisory and direction</i></p> <p><i>Seek assistance on IT matters.</i></p> <p><i>Submit cabinet submission for Cabinet.</i></p> <p><i>Assistance with policy matters.</i></p> <p><i>Liaise on outer islands visits.</i></p> <p><i>Request for advise</i></p>
<p><b>External</b></p> <ul style="list-style-type: none"> <li>▪ Ministry of Finance and Economic Management</li> <li>▪ Ministry of Foreign Affairs and Immigration</li> <li>▪ Other Climate Change related government agencies, national NGOs. (Cook Islands Climate Action Network, Telpukarea Society, Pacific Gender Climate Change Coalition, National Council of Women, and others that will</li> </ul>	<p>Budgetary matters</p> <p>External relationships between Adaptation Board, UNDP and other external agencies.</p> <p>Coordination and implementation of activities.</p>

<p>be identified during the inception phase of the project.</p> <ul style="list-style-type: none"> <li>▪ Donor Organisations</li> <li>▪ Regional and International agencies related to Climate Change and Disaster Risk Reduction</li> <li>▪ NGO's</li> </ul>	<p>Procedural and reporting matters</p> <p>Regional coordination and technical matters</p>
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**Outputs:**

**The position of the Programme Officer encompasses the following major functions or Key Result Areas:**

1. Provide administrative support in ways that ensure effective implementation and completion of the SRIC-CC projects
2. Programme financial management
3. Procurement of resources for projects and programme management activities
4. Reporting and Information Management
5. Recruitment

***The requirements in the above Outputs are broadly identified below:***

<ol style="list-style-type: none"> <li><b>1. Provide administrative support to facilitate effective project implementation, focusing on achievement of the following results:</b> <ul style="list-style-type: none"> <li>• Assist the National Programme Manager to maintain up-to-date schedule of activities undertaken by the Programme</li> <li>• Manage the following in ways that assist the National Programme Manager to ensure effective implementation of the Programme <ul style="list-style-type: none"> <li>✓ Organise meetings, workshops, seminars and learning and training activities,</li> <li>✓ draft minutes of programme meetings and follow up on agreed activities from these meetings</li> <li>✓ Arrange travel and related support for programme staff, such as facilitating accommodation and transportation and DSA payments; and</li> <li>✓ any other tasks requested by the National Programme Manager</li> </ul> </li> </ul> </li> <li><b>2. Supports Financial Management of the Programme focusing on achievement of the following results:</b> <ul style="list-style-type: none"> <li>• Support the National Programme Manager and other staff in the PMU to manage SRIC-funded projects using Atlas, by assisting in preparation of budget, budget revisions, and monitoring the balance of the budget;</li> <li>• Assist the National Programme Manager to prepare analysis of project delivery and its appropriateness against project work plans, identify delays and propose appropriate solutions;</li> <li>• Assist the National Programme Manager to assess the Annual Work Plan and conduct budget revision</li> </ul> </li> <li><b>3. Supports Procurement under the Programme and individual SRIC-funded projects focusing on the achievement of the following results:</b> <ul style="list-style-type: none"> <li>• Contribute to drafting specification of resources to be procured within the approved budget;</li> </ul> </li> </ol>
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- Create e-requisition in Atlas or payment requests;
  - Follow up procurement of equipment in a timely manner;
  - Register purchased resources as an asset and maintenance of an up-to-date inventory of assets purchased under the Programme, in accordance with Office of the Prime Minister policies and practices;
- 4. Supports Reporting and Programme Information Management, focusing on achievement of the following results:**
- Assist the National Programme Manager to prepare draft quarterly progress reports to be submitted to the Programme Advisory Committee;
  - Maintain programme information management system, with reference numbering and filing system, to keep all records and documentations in a well-organized manner.
  - Collate and maintain SRIC-funded project information from Pa Enea Focal Points, as required by the National Programme Manager.
- 5. Supports Recruitment under the Programme focusing on achievement of the following results:**
- Assist the National Programme Manager to coordinate with relevant UNDP units and follow up recruitment (staffmember and service contract holder) and/or procurement (individual consultant/consulting firm) procedures to employ required personnel in a timely manner

Jobholder is accountable for	Jobholder is successful when
<p><b><u>Providing project administrative support in ways that ensure effective implementation and completion of projects and relevant project reports</u></b></p> <ul style="list-style-type: none"> <li>• Working with Pa Enea Focal Points and respective Island Councils to ensure projects are on schedule.</li> <li>• Working with Pa Enea Focal Points and respective Island Councils to overcome challenges that may cause delays to project completion.</li> <li>• Providing information to project stakeholders (including beneficiaries) to ensure awareness of project progress.</li> <li>• Provide a brief for the NPM on the progress and challenges of projects and recommendations to address these challenges.</li> </ul>	<p>Projects are completed within expected timeframes as per agreed work plan/s.</p> <p>Implementation progress reports show operational and administrative fluidity from start of project implementation to finish.</p> <p>Stakeholders (including Pa Enea beneficiaries) are aware of project activities and progress and how the project will benefit them.</p> <p>NPM is kept aware of the progress and challenges of each project within SRIC-CC.</p>
<p><b><u>Programme financial management</u></b></p> <ul style="list-style-type: none"> <li>• Upkeep of project and programme finances.</li> <li>• Preparation of funds request forms including other programme finances as requested by the NPM.</li> </ul>	<p>Programme financials are kept current and are aligned to Cook Islands Government practices and UNDP reporting processes.</p>

<p><b><u>Procurement of resources for projects and programme management activities</u></b></p> <ul style="list-style-type: none"> <li>Working with Pa Enea Focal Points, respective Island Councils and transport agencies ensure the correct project resources are delivered to their destinations in a timely manner.</li> </ul>	<p>Through careful planning and communications, project resources are readily available when required by project implementers.</p>
<p><b><u>Reporting and Information Management</u></b></p> <ul style="list-style-type: none"> <li>Ensure progress reports are collected from Focal Points or Technical Advisors within the agreed timeframes.</li> <li>Ensure reporting requirements (content) are met and follow up information if they are not.</li> <li>Information is managed in a manner that is acceptable to good office practices.</li> <li>Information regarding projects or the SRIC-CC programme is passed through the NPM before being available to the public.</li> </ul>	<ul style="list-style-type: none"> <li><b><i>All SRIC-CC projects related reports are collated and information relating to progress is kept current.</i></b></li> <li><b><i>Stakeholder project reporting requirements are met and correct information is readily available.</i></b></li> <li>Programme or project information is managed well and only credible information is released to the public.</li> <li>NPM is kept updated on project progress at all times.</li> </ul>
<p><b><u>Recruitment</u></b></p> <ul style="list-style-type: none"> <li>Assist in logistics when recruiting or contracting organisations or individuals to implement specific activities or tasks within the SRIC-CC programme.</li> <li>Ensure CI government processes for transparent and fair recruitment/ hire of services or individuals is maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Organisations or individuals are contracted or hired in a manner that reflects professionalism.</li> </ul>

### Work Complexity:

Most challenging duties typically undertaken:

- Working within tight timeframes
- Aligning resources delivery to Pa Enea with shipping schedules

## Qualifications

### Knowledge / Experience

Essential:	Desirable:
<ul style="list-style-type: none"> <li>A Bachelor's degree in management, science or arts is preferred; however consideration will be given to someone with a solid work record and/ or pass in Form 7 in lieu of a degree.</li> </ul>	<ul style="list-style-type: none"> <li>Fluent in written and spoken English and good understanding of the Cook Islands Maori language.</li> <li>Have recently (2 years or less) worked on projects for or in the Pa Enua or in the Rarotonga community.</li> </ul>

### Key Skills /Attributes / Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

Expert level	<ul style="list-style-type: none"> <li>Communications skills</li> </ul>
Advanced level	<ul style="list-style-type: none"> <li>Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.</li> </ul>
Working Knowledge	<ul style="list-style-type: none"> <li>Proven experience in working on community projects as project manager or similar role.</li> <li>Minimum 3 years' experience of administrative support.</li> <li>Proven experience in working in the Pa Enua communities.</li> </ul>

### Change to Job Description:

*(From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment– including technological requirements or statutory changes. Such change may be initiated as necessary by the National Programme Manager. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle).*



## Annex 3

### Inception Workshop Report

#### Inception Workshop Agenda – Wednesday 4<sup>th</sup> of July

#### Objective of Day 1

To inform and seek feedback from stakeholders about the scope of the project, their roles (lead or supporting) in the project, and to allow discussion of important issues.

Chair: Niki Rattle

Time	Topic/Activity	Outcome	Facilitator
8.30am	Registration of workshop participants		Rerekura/Willie
9.00 - 9.45am	Introduction of Project Team, Workshop Participants, Objectives of workshop Project Outcomes UNDP role and support for programme		Nikki - Chair  Ana/John <b>Marta - UNDP</b>
9.45 – 11.45	Break out groups (Southern, Northern and National focused groups) <ul style="list-style-type: none"> <li>- Review and updating of project baselines <ul style="list-style-type: none"> <li>o Component 3 (1 hour)</li> <li>o Component 2 (30 mins)</li> <li>o Component 1 (30 mins)</li> </ul> </li> </ul> <p>Coffee and light refreshments while working.</p>	Stakeholders have an opportunity to review and input into the project document	Facilitators
11.45am – 12.45pm	Report back from group sessions Confirmation of Islands for Component 3 activities	Stakeholders have their priorities heard by the project team	Chair
12.45pm - 1.30pm	Lunch break <i>Side presentation over lunch – SPC Adaptation Project</i>	Stakeholder awareness	Graham Sem
1.30- 3.00pm	Break out groups (4 groups) <ul style="list-style-type: none"> <li>- Groups 1 and 2: Institutional arrangements and funding mechanisms</li> <li>- Groups 2 and 3: Communications and reporting</li> </ul>	Stakeholder input	Facilitators
3.00 – 4.00pm	Group report back	Stakeholder priorities are heard	Vanessa J
4.00pm - 4.30pm	Wrap up	Summary of day Take out	Chair

		Action points Next steps	
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**Day 2**

**Field visit**

**Participants: All stakeholders invited**

**Objective**

**To view locations in Rarotonga which relate to the Pa Enea CCA and DRR issues and to have representatives to discuss the sites & issues to enable further practical understanding for participants.**

## Inception Workshop Summary

An Inception Workshop (IW) was held on 4 & 5 July, 2012, at the Cook Islands Red Cross Society with participants from central and island government agencies, non-governmental organisations, Pa Enea representatives, the private sector and the UNDP. There were over 50 participants who attended the workshop. Day One was focussed on outlining the objectives of the programme and ensuring the involvement and participation of all stakeholders present. Day Two was a field visit to enable the Pa Enea representatives to see, first hand, some of the climate change adaptation (CCA) and disaster risk reduction (DRR) measures which could have relevance to the Pa Enea (PE) under the programme.

Feedback received through-out the workshop has been invaluable in shaping the Annual Work Plan (AWP) and Communication Plan which will be finalised over the next few months. There were high participation rates, and close alignment in the views expressed by different stakeholder groups as they outlined the concerns and opportunities needing to be addressed in planning the programme activities. The feedback is summarised below, along with how the points raised will be addressed in the short, medium and longer terms as appropriate.

<b>Feedback Received</b>	<b>Action to be taken</b>
<ul style="list-style-type: none"> <li>• Include Pa Enea representation on the JNAP committee</li> <li>• Include Health and Tourism on the Committee</li> <li>• Revise Terms of Reference (TOR) to include Programme Objectives and Monitoring and Evaluation (M&amp;E)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Director, Pa Enea Governance to sit on Committee on behalf of PE</li> <li>✓ Director responsible for representing PE views</li> <li>X Health and Tourism (and other relevant agencies) will be on the Country Platform, not the Committee – we want this to remain manageable at 8 representatives</li> <li>✓ TOR revised to include objectives and M&amp;E</li> </ul>
<ul style="list-style-type: none"> <li>• Pa Enea driven process</li> <li>• One size doesn't fit all</li> <li>• Simplified template translated into Maori</li> </ul>	<ul style="list-style-type: none"> <li>✓ Simple reporting template to be developed making it easy for Pa Enea</li> <li>✓ Director, Pa Enea Governance to be actively involved in implementation</li> <li>✓ Maori translation to be provided where appropriate and possible</li> <li>✓ Continued feedback to ensure appropriate tailoring as needed for each island</li> </ul>
<ul style="list-style-type: none"> <li>• Education and awareness</li> <li>• Training to be practical and action orientated</li> </ul>	<ul style="list-style-type: none"> <li>✓ Feedback taken on board and will form part of planning and implementation plans</li> </ul>
<ul style="list-style-type: none"> <li>• Small Grants process to be simple and owned by PE integrated into our national timings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communicating Cook Island priorities and recommended timeframes to UNDP/Adaptation Fund</li> <li>✓ Small Grants process will be worked through over the next few months with a focus on utilising national processes, simplification and PE involvement and ownership</li> </ul>
<ul style="list-style-type: none"> <li>• Communication plan very important</li> <li>• Reporting requirements kept simple</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication plan finalised once AWP is agreed, taking on board feedback and need for a budget</li> <li>✓ Incorporate SRIC update in monthly Climate Change Cook Islands Newsletter</li> <li>✓ Consider making information</li> </ul>

	<ul style="list-style-type: none"> <li>available on a website</li> <li>✓ User friendly reporting template being drafted</li> </ul>
<ul style="list-style-type: none"> <li>• Focal points in both Rarotonga and Pa Enea with potential assistants</li> </ul>	<ul style="list-style-type: none"> <li>✓ Focal points will be appointed once TOR agreed</li> <li>✓ Paid (part time) position (1)</li> <li>X No funding for Assistants to Focal Points</li> <li>✓ Integration with current island processes &amp; needs</li> </ul>
<ul style="list-style-type: none"> <li>• Baseline data to be updated</li> </ul>	<ul style="list-style-type: none"> <li>✓ Further engagement will be completed to ensure the most appropriate islands are chosen for the given initiatives</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholders not represented – especially NGO's</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication plan being put in place and will include targeting those who have not yet</li> </ul>

The organising committee for the IW was pleased that the quality of the feedback ensured recommended changes were both beneficial and responsive to the issues raised.

In addition to the above, and worth highlighting was the theme that arose around understanding and utilising the existing traditional knowledge in our Pa Enea and ensuring sustainability of the Programme beyond the 5 year timeframe. These are core building blocks as the programme moves forward. We would appreciate continued feedback on how the programme is delivering to these themes.

The timing of the workshop worked well as the programme gives us an early opportunity to implement the changes Government has made in terms of funding and administration of Pa Enea development planning and operations.

We were privileged to have Niki Rattle, Parliament Speaker acting as Chair on Day One. She did an excellent job in managing the day's activities, translating where appropriate (along with others; we are especially grateful for their contributions) and summarising the main points of the day. Her contribution was significant and valued. A special thanks to Professor John Hay who attended as a technical expert who originally wrote the Programme proposal in conjunction with National Environment Service and continues to provide excellent advice to the programme. The UNDP contributed to the planning and running of the IW. Their feedback indicated this was a useful workshop in that it helped them understand the issues and how best to work within the Cook Island national systems.

On Day 2, the Pa Enea participants visited two field sites. The first was the Titikaveka Growers Association (TGA) operated sustainable agriculture project. This project demonstrated a system that converts organic waste into useable products such as fertilisers and animal feed. The second visit was the Avatiu wharf, where details on the new boulder coastal protection system was provided. The system was installed as part of efforts to help protect the harbour and it's users against cyclones and other storms. Given the time constraint, a group discussion on these CCA measures in relation to the context of the Pa Enea did not occur. We thank the TGA and Ata Herman for being field guides.

In summary, we would like to thank all our stakeholders for attending and enthusiastically participating in small and large group discussions. Moving forward it is vital that all stakeholders continue to take up their roles in contributing to the foundation building and implementing activities. We also thank the Commonwealth Local Governance for graciously supporting Pa Enea participation. The National Programme Manager, William Tuivaga, along with the wider Programme Management Unit (PMU), are committed to keeping stakeholders informed and the IW was an excellent start to this journey we are all going on together.

## **SRIC Inception Workshop**

### **Facilitators Notes**

#### **Morning Session: Session 1**

Each working group will be asked to review the THREE components of the Project, working through the questions below.

Facilitators are asked to please take note of the time allocations for each component.

At the start of the session, facilitators should also nominate a representative from your group to take notes and report back to the plenary.

#### **Component 3:**

1 hour for this component

1. Please take time to review update the baseline data, as relevant (ie are the baselines still relevant? What has changed since the project was developed?)
2. Please take time to review and update the Targets (are the targets still appropriate? Are the time lines appropriate? Are the units used appropriate?).
3. From the original project document/consultations, do you agree with the Pa Enea who have been selected for the sector specific components? IF not, what factors have not been considered and what proposed islands would you like to see considered (and why)?
4. Please provide additional general feedback on component three, if you desire.

#### **Component 2:**

30 minutes for this component

1. Provide your comments on how we best work with the Pa Enea island development plans and prioritise activities across the Pa Enea.
2. What is critical for you/your organization in training/education in the areas of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR)

#### **Component 1:**

30 minutes for this component

1. How do central agencies work better with key stakeholders to improve coordination of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) initiatives.
2. What national and sector policies currently exist in CCA and DRR? What is missing?

#### **SRIC Meeting Breakout Session 2 - Afternoon Session Facilitators notes**

Please note that there will be 4 break out groups for this session. Two groups to work on Management Structures, and two to work on Communications and Reporting.

AT the start of the session, please select a person from your group to report back to the plenary.

**Management Structures Group**

1. What are the benefits of the current management structure?
2. Do you have any suggestions to make on how this could be enhanced/improved?
3. Please provide your feed back on the terms of reference distributed (for the Management Committee)

**Stakeholder Communications and Reporting Group**

1. As a stakeholder, how do you want the project to communicate with you?

Please differentiate for each of the below groups of stakeholders:

- Government sector (Rarotonga based)
- Private sector
- Community groups/NGO
- Pa Enea

1. How regularly should reporting be?
  - a) from the Project Management unit to stakeholders
  - b) from stakeholders to the Project Management unit

Again, differentiate based on:

- Government sector (Rarotonga based)
- Private sector
- Community groups/NGO
- Pa Enea

2. The small grants process will be integrated with national systems, please provide comments on:

- your experience with funding mechanisms (ie national budget support, small grants etc) and where any barriers to accessing/implementing funding might have occurred
- How barriers can best be over come
- 

Type of mechanism	Barriers	Suggested solutions
Eg Small grants programe	Eg difficulties in submitting proposals	Simplify application forms, hold workshops on the forms to educate users

## List of Participants

VaineAberahama	Planter-Island council	Mauke
MakaraMurare	Machine operator -Island council	Mitiaro
George Samuela	Mayor	Mauke
TokaMakira	Government rep	Manihiki
NetiTarau	Mayor	Rakahanga
John Baxter	Mayor	Aitutaki
Pa EpiMana	Works coordinator-Councillor	Mangaia
TeremoanaAttariki	Mayor	Mangaia
Bobby Bishop	NES-Councillor	Aitutaki
NgamataNapara	Mayor	Manihiki
Taoro Brown	Mayor	Atiu
Fred Tereva	Mayor	Mitiaro
UlamilaKuraiWragg	Gender & climate change NGO	Rarotonga
Tapuni William	Govt work & Youth	Atiu
Ana Silablu	Ministry of Health	Rarotonga
Elizabeth Iro	Ministry of Health	Rarotonga
TevitaVakalalebure	Ministry of Health	Rarotonga
Tae Nootutai	Ministry of Health	Rarotonga
NimetiNimeti	Environment	Manihiki
Sandra Taringa	Internal Affairs	Rarotonga
Louisa Karika	NES	Rarotonga
Kelvin Passfield	Marine Resources	Rarotonga
PeteroOkotai	Observer	Rarotonga
Matt Easterbrook	Education	Rarotonga
Ina Herrmann	Education	Rarotonga
Jolene Bosanquet	TIS	Rarotonga
Jim Armistead	MFEM	Rarotonga
Nikki Rattle	Parliament speaker	Rarotonga
John Hay	Advisor	Rarotonga
Marta Moneo	UNDP	Samoa
Gabor Vereczi	UNDP	Samoa
Ana Tiraa	OPM-Director Climate Change	Rarotonga



PiakuraTiraa-Passfield	Student	Rarotonga
MoriaTuoro	Agriculture	Rarotonga
NgaPuna	OPM-Policy and Planning	Rarotonga
Anthony Turua	Education	Rarotonga
Joseph Brider	NES	Rarotonga
MiiMatamaki	NES	Rarotonga
RerekuraTeaurere	OPM- Coordinator Climate Change	Rarotonga
Vanessa Jenner	MFEM	Rarotonga
Peter Tierney	MFEM	Rarotonga
OthenialTangianau	OPM	Rarotonga
Taiverolro	Tiitikaveka Growers	Rarotonga

#### **Annex 4**

### **Press Release Regarding Inception Workshop**

#### **\$5 million invested in the Cook Islands!**

Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC - CC) Akamatutu'angaiteititangata no tetuataumanakokoreia e tetau'angareva.

We are pleased to announce the start of a programme which over 5 years will deliver significant benefits to our Pa Enea in the areas of building resilience to climate change and reducing our risk in case of disasters.

The programme aims to deliver the following:

- Improved coordination, training and delivery of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) initiatives on the ground in the Pa Enea
- Infrastructure to enhance water security
- Enhanced capacity of island councils, technical officers, farmers, fishers, householders and business owners
- Fully operational climate early warning and information systems
- Small grants to Pa Enea to support CCA and DRR activities

The programme is supported with funding from the Adaptation Fund aimed at building our resilience to CCA and DRR. A significant focus of the project will be in the Pa Enea, where each island will benefit through specific targeted livelihood projects.

A workshop to confirm the direction of the programme with stakeholders will take place from Tuesday 3rd to Thursday 5th July 2012. Tuesday and Wednesday's workshops will be held at the Cook Islands Red Cross. Thursday will be a field trip with two climate change adaptation related site visits on Rarotonga. The workshop was timed to run back to back with the Mayors forum to enable Mayors from the Pa Enea to attend. Each Mayor chose one nominee (from their island) under a selection

criteria to attend the workshop to increase information capacity and sharing once back on their respective islands. Additionally, the workshop will provide an opportunity for all stakeholders across government, private and community sectors to understand their roles, functions, and responsibilities to deliver the project in an integrated manner over the next 5 years.

For more information on the workshop please contact RerekuraTeaurere on [rerekura@pmoffice.gov.ck](mailto:rerekura@pmoffice.gov.ck) or phone Rerekura at the Office of the Prime Minister on 25494 ext 814.

**Annex 5**

**Minutes of First PAC Meeting**

## **Annex 6**

**Cover page of the Project Document as agreement between UNDP and teh  
government for project implementaion**

## **Annex 7**

### **Terms of Reference for the PAC**

## **Annex 8**

### **Terms of Reference for the Senior Technical Advisor**

## 2013 Work Plan for the Senior Technical Advisor

Provide guidance and oversight of assessment of training needs and delivery mechanisms for staff of relevant national agencies and organisations on strengthening policies, coordination and delivery of CCA and DRM initiatives on the ground in the Pa Enea
Provide guidance and oversight of assessment of national and sector policies, related instruments, and work programmes with potential to support CCA and DRM in the Pa Enea
Provide guidance on strengthening the national education curriculum to include DRR and CCA considerations
Provide guidance and oversight on strengthening climate early warning and information systems including strengthening the capacity of the CIMS and its observing networks
Provide guidance and oversight of the assessment of needs and delivery mechanisms to enhance the capacities of island councils, administrators, technical officers, farmers, fishers households and business owners to undertake initiatives to enhance the resilience of their islands and communities
Provide guidance and oversight of the appointment, training and funding of SRIC Focal Points for each inhabited Pa Enea
Provide guidance and oversight of the strengthening of Pa Enea development plans to include DRR and CCA considerations
Provide guidance and oversight on establishment, funding and operation of the SRIC small grants programme for the Pa Enea
Provide guidance and oversight on identifying and documenting lessons learned and best practices in relation to SRIC activities
Provide guidance and oversight on updating the project baseline and confirmation and updating of performance indicators and targets
Provide guidance and oversight on recruiting remaining staff in the PMU
Provide guidance and oversight on appointment of the National Programme Director
Provide guidance and oversight on preparation of the integrated multi-year work plan and budget (including annual and quarterly work plans and budgets), including use of UNDP template
Provide guidance and oversight of establishment and operation of the SRIC Programme Advisory Board
Review and comment on programme documentation and reports, including work plans, budgets, progress reports and awareness raising materials
Review and comment on any proposed changes to the ProDoc
Review and comment on a communications plan for the SRIC programme
Participate in meetings of the SRIC Programme Advisory Committee
Provide advice on relationships with programme partners, development organizations, NGOs and other groups
Engage in and contribute to policy dialogues at all appropriate levels
Undertake other SRIC-related activities as requested by, and agreed with, the PMU

## **Annex 9**

### **Multi-Year, Annual and Quarterly Work Plans and Budget**



## Annex 10

### Synergies and Complementarities with the SRIC Programme

Initiative	Status, results, limitations	Complementarities with the proposed SRIC
<p>Climate change adaptation project in Manihiki.</p> <p>The project 'Environmental monitoring to enhance community livelihoods and build resilience to climate change in the low-lying atolls of the Cook Islands' is a two-year project funded by the European Union (EU) through the SPC global climate change alliance: Pacific Small Island States (GCCA: PSIS) project.</p>	<p>This project will assist the communities and pearl farmers of Manihiki to better understand the impacts of climate change, to help them cope with changing conditions.</p> <p>Key objectives are to strengthen existing environmental monitoring systems in Manihiki and raise awareness and understanding of the information gathered from this monitoring.</p> <p>A study of appropriate marine-resource related livelihood activities in Penrhyn, Rakahanga, Pukapuka and Palmerston, in light of changing climate, will also be carried out.</p> <p>The project is expected to start in January 2013.</p>	<p>There are strong synergies between this project and Component 3 of SRIC. Coordination will be facilitated through the National Platform for Disaster Risk Management and Climate Change.</p>
<p>Improving Climate Resilience through Community Engagement: Capacity Building &amp; Applied Research. EU-Global Climate Change Alliance (GCCA) Project implemented by PACE-SD, the University of the South Pacific</p>	<p>The Community Engagement component will facilitate and equip at least 40 communities within the 15 Pacific ACP countries to adapt to climate change.</p> <p>Adaptation projects will cover all vulnerable sectors identified in National Communication reports.</p> <p>Major activities include a comprehensive regional review of good practices and development of community adaptation to impacts of climate change.</p>	<p>The findings of the SRIC Inception Workshop used to select Penrhyn as the recommended site for the EU-GCCA project in the Cook Islands.</p> <p>There are strong synergies between this project and Component 3 of SRIC. Coordination will be facilitated through the National Platform for Disaster Risk Management and Climate Change.</p>
<p>Pacific Adaptation Strategy Assistance Program (PASAP) - Coastal Adaptation Needs for Extreme Events and Climate Change, Avarua, Rarotonga,</p>	<p>This eight month project involves topographic and bathymetric data collection, analysis of previous cyclone events and damage, analysis and predictions of wave processes and inundation during extreme events, including consideration of the effects of climate change on risk.</p> <p>The last stage of the project involves establishing an adaptation strategy for the Avuaru area.</p>	<p>Lessons learned from this project will have some relevance to the coastal protection initiatives SRIC will implement in the Pa Enua. Coordination will be facilitated through the National Platform for Disaster Risk Management and Climate Change.</p>
<p>The Pacific Adaptation to Climate Change (PACC) 2009-2011 (UNDP-GEF),</p>	<p>PACC is a regional UNDP-GEF funded programme executed through SPREP, involving 13 PICs. Carried out by Ministry of Infrastructure and Planning (MOIP), programme in the Cook Islands is focusing on climate-proofing of the new Mangaia harbor and related policy work (aims at developing an Integrated Coastal Zone Management Policy).</p> <p>In the Cook Islands, PACC is The PACC Project is working on Mangaia to restore and strengthen</p>	<p>Lessons learnt in the Mangaia harbour climate-proofing programme (including technical assessments, and climate-proof harbor design and community-engagement) will be applied to similar programmes supported by the SRIC programme in other islands and will be extended to other sectors and types of essential infrastructure, including roads, water supply, irrigation, and sanitation systems. The Ministry of Agriculture, MOIP, and other key agencies are represented on the National Platform</p>

Initiative	Status, results, limitations	Complementarities with the proposed SRIC
	the existing harbour to make it stronger and better able to withstand future cyclones and storms..	for Disaster Risk Management and Climate Change, hence are well suited to incorporate lessons learnt from these programmes into SRIC, and vice-versa.
<p>Pacific Islands Climate Change Assistance Programme (PICCAP) – 1997-2002 (SPREP);</p> <p>Capacity Building for the Development of Adaptation Measures in Pacific Island Countries (CBDAMPIC) – 2002-2005 (CIDA);</p> <p>Comprehensive Hazard and Risk Management (CHARM) – 1998, SOPAC</p>	<p>The Cook Islands participated in the 10- country PICCAP, a regional programme managed by SPREP but implemented in each of the participating island countries, prior to 2002. PICCAP marked the start of climate change information gathering and dissemination activities in the Cook Islands and lead to the creation of the multi-disciplinary National Climate Change Country Team. Activities carried out under the programme included the implementation of national vulnerability assessments and national greenhouse gas inventory as well as the drafting of the First National Report to the UNFCCC.</p> <p>The Capacity Building for the Development of Adaptation Measures in Pacific Island Countries (CBDAMPIC) was a Canadian funded SPREP executed programme that ran from 2002-2005 with the broad aim of increasing the ability of Pacific Island people to cope with climate change. The CBDAMPIC programme was the first programme aimed at action to directly facilitate adaptation to have been piloted in the Pacific region. The Cook Islands pilot programme on the island of Aitutaki addressed the primary community concern of rainwater harvesting for drinking water. CBDAMPIC supported a number of island-specific vulnerability assessments carried out during the life of the programme.</p> <p>The Cook Islands was also included in SOPAC's (CHARM) initiative in 1998 which aimed to provide a consistent approach to risk management across the Pacific region. The approach recognised the isolation factor of the outer islands and the transportation limitations which lead to the small island's vulnerability to disaster risks. The CHARM approach to disaster management supported the shift of focus from recovery and response to preparedness and risk reduction.</p>	<p>The SRIC programme builds directly on the results of these three past successful programmes, in grounding its work on the results of the First and Second National Communications and the island-specific vulnerability assessments that have been prepared so far. The SRIC programme will apply lessons learned from the assessments carried out under the three programmes and their methodologies, and from those learned from the adaptation pilot programme in Aitutaki.</p>
Climate Change Adaptation Programme for the Pacific (CLIMAP)	The Cook Islands was a member of ADB's CLIMAP Regional programme in 2004-2005. The	Detailed assessments of the effectiveness, costs, and economic impact of adapting to climate change

Initiative	Status, results, limitations	Complementarities with the proposed SRIC
2004-2005 (ADB)	Cook Islands was selected as one of two Pacific island countries for detailed climate change and adaptation case study (the other country was the FSM). This program aimed to assist Pacific developing member countries to enhance their adaptive capacities and resilience to climate change, climate variability and extreme events. The programme undertook risk assessment, adaptation planning and policy development and by identifying ways of “climate proofing” infrastructures, community and other development initiatives. In 2004 the CLIMAP program assisted with the climate proofing of the design of the Avatiu Harbour and the breakwater for the newly developed Western Basin in Rarotonga.	and of ‘mainstreaming’ climate awareness and adaptation into land use policy, coastal development, and protection of assets from the damaging effects of extreme events was carried out under CLIMAP and the results compiled in a detailed assessment report issued in 2006. The SRIC programme will incorporate these results into the assessment, planning and design stages of adaptation and climate-proofing programmes in all islands of the country.
Emergency Management Cook Islands (EMCI)	Established in 2006 under the Office of the Prime Minister, EMCI conduct auditing and assessment of other departments and Ministries in terms of their preparedness to disaster events. The EMCI is also responsible for coordinating emergency response plans and to a large extent is carried out within the framework of the Cook Islands Joint National Action Plan for Disaster Risk Management and Climate Change Adaptation. EMCI is currently conducting public awareness programmes on disaster preparedness using local media (e.g. TV advertisements).	The SRIC programme will partner closely with EMCI to implement relevant parts of the Joint National Action Plan for Disaster Risk Management and Climate Change Adaptation, in the development of early warning systems on the islands, public awareness raising in island communities and at the national level, and dissemination of lesson learned and experience with adaptation throughout the country and overseas.
The Cook Islands Red Cross (CIRC)	The CIRC have been carrying out a “Preparedness for Climate Change Programme” on the outer islands which includes the creation of a plan of activities to prepare for and reduce risks of climate change in communities in the Cook Islands. One part of the preparedness plan, for example, involves the CIRC documenting traditional methods of food preservation which could help people store food during times of disasters and extreme climatic events. The CIRC is using the results of Vulnerability and Capacity Community Assessments undertaken in each of the Pa Enua to carry out community driven programmes, linked to Disaster Preparedness and Risk Reduction, for example emergency road access and emergency water supply.	The work of the CIRC contributes to implementation of the Community Sustainable Development Plans being prepared for each inhabited Pa Enua. SRIC will also be contributing to implementation of the resilience components of these plans. This work will be coordinated through the National Platform for Disaster Risk Management and Climate Change, where both SRIC and CIRC are represented.
Food Security for Sustainable Livelihoods Programme (FSSLP)	Cook Islands form part of this FAO regional programme. The Cook Islands’ component of FSSLP	SRIC is building synergies with this programme, by integrating climate risk and resilience considerations,

Initiative	Status, results, limitations	Complementarities with the proposed SRIC
	concentrates on enhancing food security the Southern Group.	linking with the community sustainable development plans for each of the Pa Enea, and by addressing the significance of food security in the northern islands through promotion of food preparation and preservation methodologies. This is very important particularly following natural disasters such as cyclones.
Managing Climate Change Risk in Cook Islands' Vulnerable Communities (ADB-SGA-WWF)	Implemented recently (August 2010) by WWF Cook Islands, supported through ADB's Small Grants Activity, this programme was a pilot in 3 communities (Arutanga-Ureia in Aitutaki, Matavera and Rua'au districts in Rarotonga), carrying out participatory climate risk assessments in order to develop methods and tools. It built upon earlier work by the NES, Red Cross, and employed map-based assessment and planning techniques. While this programme has produced very valuable experience it also identified general capacity needs (especially in GIS-related applications), and has not have funds to actually implement the identified community adaptation priorities and actions.	The SRIC programme is building on the experience generated through this programme, further strengthening methods and capacities for participatory and map-based climate risk assessments and adaptation planning.
Community-centered Sustainable Development Programme	Supported by UNDP, CCSDP activities have been conducted in the two Southern Islands, Mitiaro, and Mauke, including preparation of Sustainable Village Development Plans. These plans created good momentum for community engagement and participatory processes, and identified community needs and plans in agriculture, water, and coastal issues, but without integrating climate risks, and providing funds for actual implementation.	The SRIC programme will build on these plans, and will support their implementation through integrating climate risks.
Food security project-Te One Kura	The project, valued at \$3.5 million, is aimed at boosting agriculture production. It is confined to the Southern Group islands of Atiu, Mauke, Mitiaro and Mangaia. Funding is not yet secured.	SRIC will help ensure that Te One Kura outcomes reflect disaster risk reduction and climate change adaptation considerations
NZ Aid Northern Water	A \$2.2 million project is improving improved rainwater collection systems and community water tanks in the Northern Group, to help communities and local government better manage water systems and reduce risks related to droughts. Under the project 300 homes and 1,300 people on Pukapuka, Nassau, Penrhyn, Manihiki, and Rakahanga will benefit from better rainwater collection systems	SRIC is building on the lessons learn and good practices from this water project and apply them in upscaling improved water management in the five target islands as well as through replication on the other six Pa Enea. The lessons learned and good practices will also be included in the training and other knowledge management materials that SRIC will produce

Initiative	Status, results, limitations	Complementarities with the proposed SRIC
	<p>including water tanks, new guttering, community water tanks, and roof catchments.</p> <p>The project is part of the Cyclone Recovery and Reconstruction Plan (CRRP) and is a joint initiative between the Cook Islands Ministry of Infrastructure &amp; Planning, Ministry of Health (Public Health) &amp; Internal Affairs, the Ministry of Finance and Economic Management, Cook Islands Red Cross, AusAID, and the New Zealand Aid Programme.</p>	
Disaster Risk Modules, NDMO	<p>Disaster Risk Management training programmes by EMCi, the Cook Islands Red Cross Society and International partners has provided representatives from Government and Private Organisations within the Cook Islands the capability to design and exercise DRM plans and procedures within their organisations. Training courses developed by EMCi include: Emergency Operations Center (EOC); Introduction to Disaster Management (IDM); Initial Disaster Assessment (IDA); and Geographic Information Systems (GIS)</p>	<p>SRIC is building on the lessons learn and good practices from these activities. These will be included in the training and other knowledge management materials SRIC will produce</p>
NZ Aid Programme Water Sector Support	<p>Activities will upgrade infrastructure and improve water management practices to sustain drinking water quality services in Rarotonga. A substantial programme of work is planned for 2012 and 2015, involving enhancement of collection and storage capacity, rehabilitation and upgrade of existing intakes, design and construction of new treatment facilities and replacement of distribution mains and roads</p>	<p>While the upgrading work will take place on Rarotonga, the project is based on an analysis of lessons learned and adopts best practices. Both can inform similar development initiatives funds by SRIC in the Pa Enea</p>