



**OFFICE OF THE PUBLIC AUDITOR**  
**REPUBLIC OF PALAU**

**PERFORMANCE AUDIT REPORT**

ON

**CLIMATE CHANGE ADAPTATION AND  
DISASTER RISK REDUCTION STRATEGIES**



**OFFICE OF ENVIRONMENTAL RESPONSE AND COORDINATION (OERC)**  
**REPUBLIC OF PALAU**

**FOR THE PERIOD OF OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2012**

**CCADRRS-10-12P\*01-21**

REPUBLIC OF PALAU



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February 4, 2014  
*Serial#: opa14-052au*

Ms. Charlene Mersai  
National Environmental Planner/National Climate Change Coordinator  
Office of the Environmental Response and Coordination (OERC)  
Koror, Republic of Palau

**Subject: Final Report on Audit of Climate Change Adaptation and Disaster Risk Reduction Strategies for the period of October 1, 2009 through September 30, 2012.**

Dear Ms. Mersai:


This report presents the results of our audit on the Performance Audit of Climate Change Adaptation and Disaster Risk Reduction Strategies for the period from October 1, 2009 through September 30, 2012.

The Office of the Public Auditor (OPA) received your response to the draft audit report. Your response has been incorporated and published in the final audit report. The OPA also has included responses (or lack thereof) from other agencies having responsibilities regarding matters discussed in the report.

The OPA has established an Audit Recommendation Tracking System (ARTS) to keep track of the status of recommendations issued in this report. Accordingly, the OPA will conduct follow up inspections on your responses and corrective action measures to assess their implementation and operation. On a semi-annual basis, June 30 and December 31 each year, the OPA will report the status of the recommendations to the Office of the President and Presiding Officers of the Olbiil Era Kelulau for their information and disposition.

If you have any questions regarding matters of audit findings and recommendations, the OPA will be available to discuss such matters at your request.

Sincerely,



Satrunino Tewid  
Public Auditor, ROP

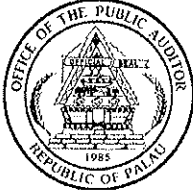
# Climate Change Adaptation and Disaster Risk Reduction Strategies

Period from October 1, 2009 to September 30, 2012

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February 4, 2014

Charlene Mersai  
National Environmental Planner/National Climate Change Coordinator  
Office of Environmental Response and Coordination  
Koror, Republic of Palau

**Subject: Final Report on Audit of Climate Change Adaptation and Disaster Risk Reduction Strategies for the period from October 1, 2009 through September 30, 2012**

Dear Ms. Mersai:

This audit report presents the result of our audit on Climate Change Adaptation and Disaster Risk Reduction Strategies for the Republic of Palau for the three year period ended September 30, 2012. Specifically, the audit covered the period from October 1, 2009 through September 30, 2012.

The objective of the audit is to assess whether the Office of Environmental Response and Coordination (OERC) is performing its functions regarding climate change adaptation and disaster risk reduction strategies effectively, efficiently, and economically. The audit focused on vulnerability assessment and proposed adaptation measures to respond to the future impacts of climate change, specifically on coastal erosion in the Republic of Palau.

In the audit of Climate Change Adaptation and Disaster Risk Reduction Strategies, the Office of the Public Auditor (OPA) focused on coastal erosion or coastal management as it is more vulnerable to the impact of climate change, especially the anticipated global rise in sea levels.

The Public Auditing Act of 1985 empowers the Office of the Public Auditor to specifically act to prevent fraud, waste, and abuse in the collection and expenditures of public funds. The Public Auditor may make recommendations on the prevention and/or detection of fraud, waste, and abuse of public funds.

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

In summary, based on our audit the Office of Environmental Response and Coordination did not perform its functions regarding climate change adaptation and disaster risk reduction strategies effectively, efficiently, or economically. As a result, there were a number of weaknesses and deficiencies observed relating to the OERC's performance which we believe should be brought to the attention of the President for appropriate action. We further believe that if these weaknesses and deficiencies are addressed and corrected, the Republic of Palau will be better able to adapt to the future impact of climate change and mitigate the risk of disasters associated with this weather phenomenon as further described below:

**First**, the Republic of Palau does not have a national policy framework in place to address threats and mitigate the risk of disasters that may result from climate change.

We recommend that the Office of the Environmental Response and Coordination (OERC) and the Office of the President collaborate with the Olbiil Era Kelulau (OEK) to develop a National Policy Framework for climate change for the Republic of Palau.

**Second**, the Office of Environmental Response and Coordination lacks qualified staff to perform the functions of the agency as intended by Executive Order No. 189.

We recommend that qualified staff be recruited and hired for the positions such as Climate Change Coordinator, Chief Financial Officer, Administrative Staff, and such other essential positions critical to carrying out the functions of the OERC.

**Third**, the OERC does not have rules, regulations, policies and procedures in place to guide staff members in performing their duties and responsibilities and define the level of interaction, coordination, and collaboration between OERC and other government agencies with concurrent responsibilities regarding the Republic's response to the threats posed by climate change.

We recommend that OERC promulgate rules, regulations, and policies and procedures to provide guidelines for its employees in the discharge of their duties and responsibilities and its relationship with other government agencies with concurrent responsibilities regarding the Republic's response to the threats posed by climate change.



**Fourth**, the OERC has not conducted a vulnerability assessment or proposed adaptation and risk reduction strategies to address the impact of climate change.

We recommend the President of the Republic of Palau appoint a Climate Change Coordinator for the OERC and direct the Coordinator to complete the Second National Communication for the Republic of Palau, which will include the vulnerability assessment and propose adaptation and risk reduction strategies to address the impact of climate change.

**Fifth**, In our audit of Climate Change Adaptation and Disaster Risk Reduction Strategies, we initially were unable to obtain project and program documents, reports, interview key staff, and conduct such other required audit procedures as the staff of the OERC were released during the transition between the outgoing and incoming administration.

We recommend the President of the Republic of Palau re-evaluate the functional structure of OERC (Executive branch agency, semi-autonomous, independent, etc...) and organize and establish the agency as a political subdivision of the national government, which would ensure political stability and continuity.

**Sixth**, OERC did not issue annual reports to the President and the Olbiil era Kelulau (OEK) in compliance with Executive Order No. 189.

We recommend the President fill the essential positions of OERC, including the position of Climate Change Coordinator, so that the required domestic, regional, and international obligations can be timely achieved and complied with.


**Seventh**, the impact of Super Typhoon Bopha revealed that the Republic of Palau is vulnerable to extreme weather conditions and that a vulnerability assessment of coastal areas and proposed adaptation and risk reduction strategies are urgent.

We recommend the OERC conduct an assessment of coastal areas, which are most vulnerable to the impact of climate change, and propose adaptation and risk reduction strategies to ensure that local people, food production sources, and public infrastructures are adequately protected and the risk of disaster mitigated.

Office of the Public Auditor

Finally, we would like to extend our appreciation to the management and staff of the Office of the Environmental Response and Coordination for their cooperation and professional courtesy extended to us during the audit.

Sincerely,



Satrunino Tewid  
Public Auditor, ROP

## **INTRODUCTION**

The Republic of Palau is comprised of 350 island archipelago in the South-Western Pacific Ocean with a population of approximately 20,000, according to 2005 census. The State of Koror is the most populous state with a population of 13,000 (65%) followed by the neighboring State of Airai with approximately 3,000 (15%). The combined population of Koror and Airai State, 16,000, represents about 80% of Palau's population, while the remaining 4,000 (20%) is dispersed amongst the remaining 14 States.

The largest island is Babeldaob with 153 square miles of land, containing 10 of the Republic's 16 States. It is connected to Koror, the main commercial and most populated state, by a bridge. The remaining 5 states are remote, low-lying islands without connecting roads to the main island and therefore the only means of transportation is by boat.

Four states are located on the Eastern side of Babeldaob (Ngaraard, Ngiwai, Melekeok, and Ngchesar) with reefs closer to shore and limited mangrove growth for protection and therefore are very exposed and sensitive to coastal erosion. In addition, the other five (5) remote, low-lying states (Kayangel, Angaur, Peleliu, Hatohobei, and Sonsorol) are all surrounded by water and also exposed and sensitive to coastal erosion.

The following climate change effects could have a negative impact on Palau:

- Increase in air temperature;
- Increase in sea surface temperature;
- Sea level rise;
- King tide;
- Frequent storm, storm surges and tropical cyclones;
- El-Nino and La-Nina; and
- Unstable rainy and dry seasons.





Ngeruluobel, Airai- 4/26/13



Ngaremlengui Road – 4/26/13

*An illustration of a house and a road located near coastal areas exposed to and threatened by climate change, especially sea level rises.*



T-Dock, Koror – 4/29/13



Delui, Dngeronger, Koror – 4/29/13

*Another example of sea level rise encroaching on public infrastructure and a house.*

## Why Audit Climate Change Adaptation

The Office of the Public Auditor's duties and responsibilities include the assessment of the expenditure of public funds to ensure that funds are expended in accordance with their intended purpose. The primary reason for selecting the topic "Climate Change Adaptation and Disaster Risk Reduction Strategies" with a focus on Vulnerability Assessment and Proposed Adaptation Measures is to respond to the anticipated detrimental impact of climate change, especially on coastal areas in the Republic of Palau, as manifested by the recent devastation brought upon the Republic by Super Typhoon Bopha.

The Pacific Association of Supreme Audit Institutions (PASAI) at its 15<sup>th</sup> Congress held in Noumea, New Caledonia in 2012, endorsed the fourth regional Cooperative Performance Audit on Climate Change Adaptation and Disaster Risk Reduction Strategies. The Cooperative Performance Audit is part of an initiative developed by the PASAI with the support of the Asian Development Bank (ADB) and International Organization of Supreme Audit Institutions (INTOSAI) Development Initiative (IDI). Ten PASAI member countries in the Pacific, including

the Republic of Palau, participated in the cooperative performance audit. Other participating audit offices include Cook Islands, Fiji, Tuvalu, Samoa, Solomon Islands, Tonga, FSM-National, FSM-Kosrae and FSM-Pohnpei.

The audit team representing the Republic of Palau's Audit Office met with other member countries in New Zealand on November 19 – 24, 2012 and prepared an audit plan on climate change adaptation and disaster risk reduction strategies. During the preliminary study, the Office of the Public Auditor decided to conduct the audit on a particular aspect of Climate change dealing with coastal erosion. The audit plan focused on Office of the Environmental Response and Coordination's (OERC), the agency responsible for spearheading programs on climate change, including conducting vulnerability assessment and proposed adaptation and risk reduction measures in response to the future impacts of climate change, specifically on coastal erosion in the Republic of Palau.

### **Pacific Adaptation to Climate Change (PACC)**

The PACC Project is designed to promote climate change adaptation as a key prerequisite to sustainable development in Pacific Island countries. Its objective therefore is to enhance the capacity of the participating countries to adapt to climate change and climate variability in key development sectors.

The PACC project is funded by the Global Environment Facility (GEF) and Australian Government Aid (AusAid), with the United Nations Development Program (UNDP) as its implementing agency and the Secretariat of the Pacific Environmental Program (SPREP) as implementing partner. On July 31, 2009, the Republic of Palau was awarded a grant of \$800,000 by the SPREP for the PACC Project for fiscal years 2009 through 2013. The OERC is the grantee agency for the Republic of Palau and is responsible for implementing the program on the ground.

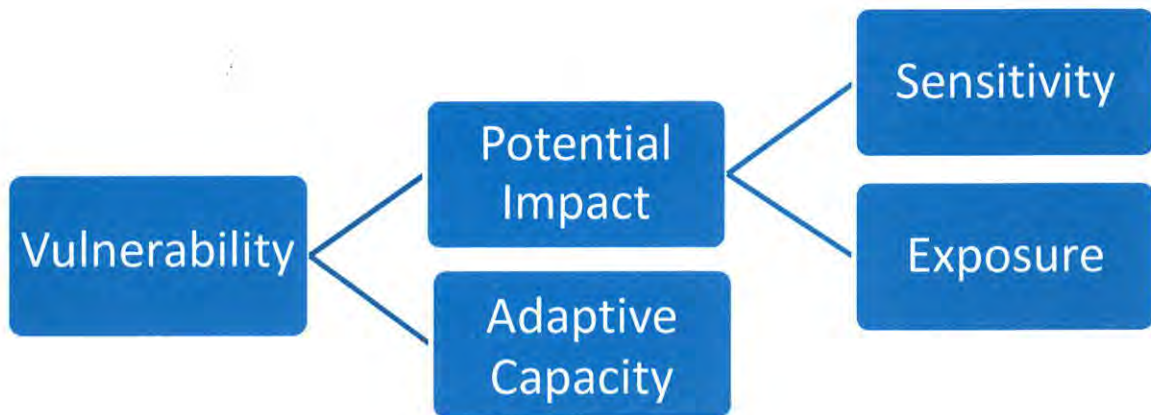
The PACC project covers 14 Pacific island countries and territories to help develop three key development areas that build resilience to climate change in Pacific communities.

Under the project, Fiji, Palau, Papua New Guinea, and the Solomon Islands will focus on food production and food security. The Cook Islands, Federated States of Micronesia, Samoa, Tokelau and Vanuatu are assigned the responsibility of developing Coastal Management capacity and Nauru, Niue, Republic of Marshall Islands, Tonga and Tuvalu are looking at strengthening their water resources management.

The following model was used to determine the area that is most vulnerable to climate change. The model posits that a country’s vulnerability increases in the face of high potential impact and low adaptive capacity due to lack of resources such as personnel with expertise and funding needed to adapt.

$$\text{Exposure + Sensitivity (Potential Impact) – Adaptive Capacity = Vulnerability}$$

- **Model**



Although the Republic of Palau’s PACC project concentrated on Food Production and Food Security, the Office of the Public Auditor decided to focus the audit on coastal erosion (Coastal Management Capacity) due to high vulnerability to climate change, high potential impact and low adaptive capacity compared to Food Production and Food Security and Water Resources Management.

The Palau’s PACC adaptation activities (Food Production and Food Security) was piloted in Ngatpang State to assist farmers by providing alternative solutions to problems such as salt water inundation on taro patches that are located close to the sea. Specific activities included:

- Undertaking an assessment of the vulnerability of coastal food production systems to climate change ;
- Developing a guide to improve resilience of coastal food production systems to the impacts of climate change;
- Training technical staff in the Ngatpang Maritime Authority and other relevant institutions to apply the guidelines in a pilot situation; and



- Demonstrating the use of the guidelines through appropriate measures to reduce vulnerability of coastal food production systems to the impacts of climate change.

Therefore, the PACC project required the OERC to do more work on vulnerability assessments and the impact of climate change on food production and security (i.e., risk reduction strategies) rather than concentrating on increasing resilience.

## **BACKGROUND**

### **Office of Environmental Response and Coordination (OERC)**

#### **Executive Order 1-89**

Executive Order 1-89, which took effect on January 1, 2001, created the OERC in the Office of the President in order to accomplish the following:

- Provide coordinated planning and staffing for the nation's response to issues of global climate change, biodiversity, desertification, land degradation and other issues addressed by internationally-identified and -funded environmental initiatives;
- Develop a broad and coordinated planning approach to environmental response in the Republic of Palau;
- Integrate all governmental environmental programs into Presidential environmental response planning;
- Establish a coordinated grant writing capacity on all environmental issues faced by the Republic and to assist environmental support agencies in the development of funding assistance for environmental programs in Palau; and
- Permit economies of scale in the government's staffing of environmental programs funded by international agencies.

The Executive Order also provides that the OERC shall include management and support staff sufficient to accomplish the following:

- Develop a National Communication setting forth the Republic of Palau's vulnerabilities and domestic response to Global Climate Change;
- Develop a National Communication setting forth the Republic of Palau's vulnerabilities and domestic response to threats to domestic biodiversity;
- Establish a national strategic plan for environmental response;

- Assist the Environmental Quality Protection Board (EQPB) and the National Emergency Management Office (NEMO) in its planning efforts related to environmental emergencies;
- Assist the Palau International Coral Reef Center in identifying funding sources and programs related to both climate change and biodiversity;
- Assist all environmental programs in developing initiatives and identifying and producing grants to fund such initiatives; and
- Organize and maintain a collaborative, multi-agency effort to provide planning and response capacities to environmental issues in the Republic of Palau.

In carrying out the PACC Project, the OERC focused on food production and food security on the PACC Project, specifically:

- The baseline adaptation activities in the food production and food security sector in Palau that have been undertaken; and
- Activities that should be addressed by the PACC project that would assist Palau in increasing its resilience to current and future climate change.

### *Staffing*

The Executive Order requires that the OERC be staffed with appropriate personnel with the necessary knowledge and skills to enable them to carry out their responsibilities in accordance with grant requirements. The Executive Order; however, does not specify any particular positions within OERC. Staffs should be subject to future program developmental needs.

Organizationally, the OERC operates under the Office of the President.

### *National Communications*

The Executive Order also provides that the OERC shall, in compliance with grant guidelines and requirements, prepare a Second National Communication Report, funded by the United Nations, immediately upon the appointment of a Climate Change Coordinator, and that the Communication should include the following:

- A Greenhouse Gas Inventory;
- A Mitigation Plan (to reduce greenhouse gas emissions);
- A renewable Energy Plan;
- A Vulnerability Assessment; and

- Proposed Adaptation Measures to respond to the future impacts of climate change.

On December 9, 2005, the Republic of Palau received financial assistance from the Global Environmental Facility (GEF) in the amount of US\$405,000 for the preparation of the Second National Communication under the UN Framework Convention on Climate Change (UNFCCC).

## **OERC Budget and Expenditures**

The OERC's main source of funding comes from grants which it applies for relating to various programs and activities (i.e. climate change, PACC). There was no appropriation from the ROP to fund OERC operations or support its activities and programs (i.e., climate change and PACC).

## ***AUDIT OBJECTIVE AND SCOPE***

The audit objective is to assess whether the OERC performed its functions regarding climate change adaptation and disaster risk reduction strategies effectively, efficiently, and economically.

The audit focused on the OERC and its responsibility for conducting Vulnerability Assessment and proposed adaptation Measures to respond to the future impacts of climate change, in particular on coastal erosion in the Republic of Palau. The audit covered the period from October 1, 2009 through September 30, 2012.

## ***AUDIT METHODOLOGY***

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The Public Auditing Act of 1985 empowers the Office of the Public Auditor to specifically act to prevent fraud, waste and abuse in the collection and expenditures of public funds. The Public Auditor may make recommendations on the prevention and/or detection of fraud, waste and abuse of public funds.

To accomplish our audit objective, we reviewed files and records at the Ministry of Finance's Bureau of National Treasury, Bureau of Public Service System, and other agencies as appropriate. In addition, we also conducted interviews with the former National Environmental Planner of the OERC and also conducted site visits to some of the areas that are vulnerable to coastal erosion.

### ***PRIOR AUDIT COVERAGE***

The OERC is included in single audit of the Republic of Palau under the Office of the President. Based on inquiries with the former National Environmental Planner, there were no previous audits, attestation or performance evaluation or other studies on OERC's operations the contents of which would be relevant to the audit of Climate Change Adaptation and Disaster Risk Reduction Strategies.



## **FINDINGS AND RECOMMENDATIONS**

### **Finding No. 1 - National Policy Framework for Climate Change**

The Republic of Palau should have a national policy and legal framework in place to address the threats and mitigate the risk of disasters which result from climate change. The Republic of Palau is a party to the Framework Convention on Climate Change and Kyoto Protocol (1999), which a national policy would support. In addition, Executive Order 189 requires the OERC to submit annual reports with proposed legislation on matters requiring Presidential or Legislative action.

During the audit, we found that the Republic of Palau does not have a national policy or legal framework to address threats and reduce the risk of disasters, which result from the impact of climate change. Moreover, the Republic has not developed Disaster Risk Reduction Strategies that would address:

- Prevention: relocation of people from high risk areas
- Mitigation: development and enforcement of building codes/standards
- Adaptation: development and implementation of coastal zone protection plans to help address issues in relation to coastal degradation.

In addition, the OERC has not proposed any legislation to the President or the OEK with respect to a national policy on climate change.

We further found that a House of Delegates (OEK, National Congress) Joint Resolution No. 8-68-13, HD1 was passed during the 8<sup>th</sup> Olbiil Era Kelulau (OEK) recommending the President of the Republic to create a Climate Change Committee to develop a clear policy and program of action for the Republic of Palau. Such a Committee would support the development of a broad and coordinated planning approach as required by Executive Order 189.

The leadership of the Republic of Palau may not be working with the necessary urgency to develop a national policy framework and implementing programs to confront threats and mitigate the future impact of climate change.

Without a policy framework for managing the effects of climate change, the likely adverse impact of climate change has the potential to cause severe devastation to the people, food production, infrastructure, and environment of the Republic, resulting in a higher cost of

rebuilding and recovery, as shown in the aftermath of Typhoon Bopha, from which the Republic is still rebuilding and recovering.

**Recommendation:** We recommend the OERC and the Office of the President collaborate with the OEK to develop a National Policy Framework for climate change for the Republic of Palau. The framework should set policies for the Republic to develop and implement programs and strategies for confronting threats and mitigate risks caused by climate change.

**OERC's Response:** *Development of a National Climate Change Strategic Framework has been initiated.*

- *During the Toribiong Administration, ROP secured a grant from SPC (Secretariat of the Pacific Community) EU GCCA: PSIS to, among other things, develop a National Climate Change Policy Framework (NCCPF) and associated Action Plan or Roadmap to implement the strategy. See **Appendix 1** for the Letter of Agreement between SPC and ROP. Additional financial support to develop the NCCPF was also provided by the German Government-funded program called Coping with Climate Change in the Pacific Island Region (GIZ-CCCPiR). See **Appendix 2** for this program's overview.*
- *The development of the NCCPF is broken down into four components. Component 1 and 2 have been completed (See **Appendix 3 and 4**, which consists of Expression of Interests for both components.*

**OPA's Comments:** *The National Policy Framework on Climate Change has been a work-in-progress for quite some time now. With Components 1 and 2 completed, we anticipate that the progress will motivate the OERC to expedite the process of completing component 3 and 4 to finally complete the policy framework for the Republic.*

## **Finding No. 2 - OERC Staff and Funding**

Executive Order No. 189 requires that, within grant requirements, the OERC should be staffed with appropriate personnel with the necessary knowledge and skills to carry out its functions, and that staffing of the OERC should be subject to future program development needs.

During the audit we found that the OERC was staffed with the following part-time positions during fiscal years 2010 through 2012:

- National Environmental Planner
- Chief Financial Officer
- Senior Administrative Officer
- Administrative Assistant

- PACC Coordinator

The employees' salaries were co-funded by the OERC and other government agencies. Hence, the employees' services were split between the OERC and other government agencies that provided co-funding (i.e., Compact Review). This funding arrangement means that employees are not fully dedicated to fulfilling the intent of Executive Order No. 189 and the urgent tasks that OERC is responsible for accomplishing, like the Second National Communication, for example. In addition, all OERC employees were dismissed during the transition period between the outgoing and incoming administration, putting at risk the OERC's continuity of operations and preservation of institutional knowledge.

It appears the cause of the above condition is that OERC lacks sufficient funding to fund its operations and independence as a going-concern entity.

As a result, the OERC was unable to effectively and successfully complete the following tasks due either to lack of skilled staff or time devoted specifically to:

- Write and submit grants proposals to sub-regional and regional program offices such as Small Island Developing State, United Nations Development Program, United Nations Environmental Program, and South Pacific Regional Environment Program; and
- Compile and prepare the Second National Communication Report.

These are important tasks that OERC needs to accomplish to ensure funding for its projects, and without which the OERC cannot effectively sustain its operations. If funding sources are not sought and there is lack of communication as to the progress of projects, it could affect the sustainability of OERC's projects. The OERC was established by Executive Order No. 189 under the Office of the President to seek grant assistance from sub-regional and regional United Nations-funded programs to fund its activities. Lacking staff with grant or report writing skills, and the time required to perform the tasks, the OERC lessens its capability to access these grants and meet required reporting obligations.

**Recommendation:** We recommend that positions such as Climate Change Coordinator, Chief Financial Officer, Administrative Staff as well as other positions critical to carrying out the functions of the OERC be filled with people with the appropriate knowledge and skills as intended by Executive Order 189. Furthermore, the employees should be full-time employees fully dedicated to performing the functions of OERC rather than being shared with other agencies or activities. Finally, OERC should be set up as an independent agency, or its equivalent, and provided adequate funding to carry out its mandate, ensure continuity of operations and preservation of institutional knowledge.



**OERC's Response:** *Hiring of National Climate Change Coordinator and Administrative Staff has been done.*

- *Ms. Charlene Mersai was hired on April 2, 2013 to fill in vacated positions of National Environmental Planner and National Climate Change Coordinator.*
- *Ms. Amanda Alexander was hired on August 26, 2013 as Office Manager and Project Coordinator.*
- *Mr. Erbai Xavier Matsutaro was hired on September 9, 2013 as Associate Climate Change Coordinator and SPC National Coordinator.*
- *Ms. Tarita Holm was hired on October 1, 2013 by the US Embassy as a consultant to assist OERC to develop both the NCCPF and associated Action Plan/Roadmap.*
- *Question: Presently, OERC uses the Ministry of Finance for our accounting work. Is it necessary to hire a full-time CFO or can we continue to utilize MOF, which is preferable as we lack financial resources to hire a CFO?*

**Additional Response by former OERC staff:** *Qualified staff should be recruited to fill in positions of CC Coordinator, Administrative Staff and Chief Financial Officer, as well as other essential positions.*

*I strongly recommend to revisit the E.O. 189 and the current Organizational chart of the Ministry of Natural Resources, Environment & Tourism, namely, the Bureau of Environment that is currently listed in the Org. Chart but not funded and operationalize at this point.*

*I further recommend, the Climate Change section of OERC remains within the Office of the President, as Climate Change is an overarching issues for all the ministries. While the remaining focal points of OERC be moved into the Bureau of Environment, MNRET. In doing so, this will alleviate the burden for OERC to hire professional staff as cited in section 3 of the report.*

**OPA's Comments:** *The OPA assumes that OERC's funds (via grants) are administered through National Treasury, Ministry of Finance (MOF). If that is the case, then it is the normal and acceptable practice for the MOF to continue to assume the responsibility over your accounting functions with respect to your grants. Having said that, however, the OERC still is responsible for ensuring that its reporting obligations (to your grantor) complies with the reporting requirements (format) set forth in the grant. If those reporting requirements can be achieved in-house without hiring extra personnel (i.e. CFO), then that's a cost saving to OERC.*

**Finding No. 3 – OERC’s Policies and Procedures**

The OERC should have policies and procedures in place to provide guidelines to its employees on its operations. The policies and procedures should be designed and formulated to effectively and efficiently accomplish the mandates of Executive Order No. 189. These should include, but not be limited to, a detailed description of each position within OERC, the duties and responsibilities of each position, and qualifications for each position. The guidelines should also spell out levels of interaction, coordination, and collaboration between the OERC and other government agencies with concurrent responsibilities regarding the environment and the Republic’s response to the threats posed by climate change.

We found that the OERC does not have rules, regulations or policies and procedures in place to guide the staff in performing their duties and responsibilities. Furthermore, we found listed positions within OERC lacking detailed descriptions, duties and responsibilities, and the qualifications for each position. Moreover, there were no policies and procedures concerning the levels of interaction, coordination, or collaboration between OERC and other government agencies with concurrent responsibilities regarding the environment and the Republic’s response to the threats posed by climate change.

This condition appears to stem from the OERC’s lack of full-time permanently paid staff to organize and set up the office, which includes formulating essential office policies and procedures. The personnel assigned to OERC were not permanent OERC-paid staff and, therefore the time they spent working for OERC was subject either to the agency for which they were initially hired or the agency funding their payroll.

Thus, due to lack of funding, the OERC was unable to effectively and efficiently execute the functions mandated by Executive Order No. 189, including formulating office rules and regulations and policies and procedures.

**Recommendation:** We recommend the Office of Environmental Response and Coordination be provided seed money to fund its initial operations. The seed funding should be used to fund the salaries of the employees to enable the employees to devote the time to formulate office rules and regulations, operating policies and procedures, and such other ground work essential to get the office started.

**OERC’ Response:** *OERC Staff will develop these before the end of 2014.*

- *While OERC Staff have initiated the development of OERC Strategic Plan, we have not begun the development of these other administrative and operational guiding documents. We will develop them in 2014.*

#### **Finding No. 4 - Vulnerability Assessment and Proposed Adaptation Measures**

Executive Order No. 189 requires that the OERC shall, immediately upon the appointment of a Climate Change Coordinator, prepare a National Communication, funded by the United Nations and in compliance with grant requirements. This Communication should include a Vulnerability Assessment and Proposed Adaptation Measures to respond to the future impact of climate change.

We found that the OERC was a recipient of a Global Environment Facility (GEF) funding in the amount of \$405,000 for the preparation of the Second National Communication under the UN Framework Convention on Climate Change (UNFCCC), which commenced on December 2005 with a completion date of November 2008.

The audit revealed that although the OERC did start work on the Second National Communication, the document has not been finalized. According to the former National Environmental Planner, the draft Second National Communication included Vulnerability Assessments and Proposed Adaptation and Mitigation measures.

The vulnerability assessment is important to address the threats to and impact of climate change on the Republic of Palau, particularly coastal areas. The vulnerability and adaptation measures should set policies and strategies for mitigating these threats in order to lessen the impact of climate change and the resulting loss to the people, food production sources, and the environment of the Republic.

The delay in finalising the Second National Communication is attributed largely to the absence of a Climate Change Coordinator to do the work. The position has been vacant since June 2010.

**Recommendation:** We recommend the Office of the President of the Republic of Palau appoint a Climate Change Coordinator for the OERC to promptly complete and submit the Second National Communication as required by the grant agreement and Executive Order 189, in addition to his/her other duties and responsibilities.



**OERC's Response:** *OERC Staff will work on a national vulnerability assessment as part of the 3<sup>rd</sup> National Communications. The 2<sup>nd</sup> National Communications also included a vulnerability assessment, but due to lack of data, it focused on Melekeok State.*

- *CC Coordinator has been hired*
- *United Nations Environmental Programme (UNEP) is the Implementing Entity (IE) for Palau's Second National Communications (SNC or 2<sup>nd</sup> NatCom) to the UNFCCC (UN Framework Convention on Climate Change). As such, they are the ones that we submit our SNC to and according to Mr. Martin Okun, who is UNEP's Fund Management Officer for this project.*

*"Palau SNC report is almost finalized for submission to UNFCCC. In this respect I would appreciate if your office can organise to submit the following reports to enable us to close the SNC project and embark on the TNC (Third National Communications) project..." In other words, the official close out of this project is pending the submission of four documents below:*

1. *Final Expenditure Report*
2. *Report on non-expendable equipment*
3. *Final Audit Report*
4. *Terminal Report*

**OPA's Comments:** *The Second National Communication has been a work-in-progress for an extended period. It appears that the SNC has been completed but will not be finalized until the above-noted documents are submitted. The documents should be prepared and submitted without further delay to expedite the finalization and issuance of the Republic of Palau's Second National Communication.*

#### **Finding No. 5 - Grants Management and Documentation**

Sustainable operations of the OERC depend on effective and efficient management of grants it receives to fund its projects and programs, and the proper maintenance and retention of records and documents to support its operations.

Although we were provided with a Memorandum of Understanding (MOU) detailing the terms, conditions and funding for the PACC project, there was no documentation on file to support the drawdown of the grant funds. In addition, we were not provided quarterly reports required by the grant, a precondition for drawing down quarterly funding, to substantiate the submission of the reports to the grantor. Furthermore, the OERC was unable to provide information and documents regarding the Global Environmental Facility (GEF) funding for the Second National Communication.



It appears the OERC has not instituted a system of record keeping that ensures its records are maintained, retained, and safeguarded to support its operations. In addition, the turnover of staff is affecting continuity of operations and preservation of institutional information and records, which is vital to OERC as a going-concern entity.

Lastly, the turnover of staff has affected the OERC's ability to build an information system that facilitates continuity and preservation of institutional records and information.

**Recommendation:** We recommend the OERC establish and maintain a management information system that captures, stores and safeguards records and information in support of its operations. The management information system is critical and will enable the OERC to prepare and provide periodic reports required by donors and partnership agencies, which is essential to successfully sustain and complete projects and programs. The system should also facilitate proper monitoring of program expenditures for decision making.

**OERC's Response:** *OERC is developing a system to improve reporting – It's incorporated into the OERC Strategic Plan that we are currently developing.*

*Charlene will bring this up with the key stakeholders, including partner agencies, National Environment Protection Council and relevant hi-level ministers.*

#### **Finding No. 6 - Annual Reports**

Pursuant to Executive order No. 189, the OERC is required to issue Annual Reports to the President and the OEK. The annual report shall include an assessment of the Republic's environmental strategic planning efforts, the status of the Climate Change and Biodiversity National Communication, a review of expenditures, a summary of achievements and proposed legislation on other matters requiring Presidential or Legislative action.

Based on the interview with the former National Environmental Planner, OERC did not issue annual reports to the President and the OEK but only submitted a summary of achievements report to the President.

OERC did not have full-time, skilled staff to carry out the duties and responsibilities of the Office and therefore the required reports were not prepared and submitted.

As a result, the President and the OEK were not informed of the status of the Republic's Climate Change and Biodiversity National Communications or the activities of OERC for those periods for which the annual reports were not prepared and transmitted.

**Recommendation:** We recommend the Office of the President fill the vacant positions in OERC to enable the office to carryout its mandate in accordance with Executive order No. 189. Only when OERC is fully staffed and properly funded will the agency be able to fulfil its mandate, including preparing and submitting the required annual reports to the President and the OEK.

**OERC's Response:** *OERC will initiate this with 2013 report.*

### **Finding No. 7 – Vulnerability Assessment/Impact of Typhoon Bopha**

Timely preparation and finalization of the Republic of Palau's Second National Communication, to include Vulnerability Assessments and Adaptation Measures, will ensure that Palau has in place a national policy and strategies in place to confront threats and mitigate risks that will result from climate change, especially on coastal management.

According to the Secretariat of the Pacific Regional Environment Program, the Pacific Adaptation to Climate Change (PACC) project assists its 14 participating countries to develop three key areas in which it is vital to build resilience to the impact of climate change:

1. Food Production and Food Security
2. Coastal Management
3. Water Resources Management

The Republic of Palau Government elected to focus on food production and food security in its PACC project. The OERC as the implementing agency focused particularly on the baseline adaptation activities in the food production and food security sector that have already been undertaken to adapt to climate change and further activities that would assist Palau to increase its resilience.

Although the Palau PACC project concentrated on food production and security, we took the position that coastal management, and especially erosion, is a more emergent concern due to the exposure and vulnerability of Palau's coastal areas to the impact of climate change, which in turn affects food production and security.

While the Second National Communication is still a work-in-progress, Palau was recently visited by Super Typhoons Bopha and Haiyan, from which the Republic is still rebuilding and recovering. The Second National Communication, which includes vulnerability assessment and adaptation



measures, needs to be finalized and measures and strategies implemented so as to have a system in place to mitigate the risks created by climate change and build resilience to these risks.

The most severe damages from Typhoon Bopha occurred in areas close to the coast. The typhoon damaged taro plantations, housing, and infrastructure, especially in coastal areas.

Table I below provides estimated cost of damage to taro plantations as assessed by the Typhoon Bopha Committee.

**Table I: Cost estimates of Taro plantations damaged and/or destroyed by Typhoon Bopha**

State	Area in square meters	No. of damaged plants	80% good corms and 1 lb. per corm	\$1.25 per pound of taro/prak
Angaur	1,429.91	5,719.64	4,575.71	\$ 5,719.64
Peleliu	66,166.79	264,667.16	211,733.73	\$ 264,667.16
Melekeok	34,790.79	139,163.16	111,330.53	\$ 139,163.16
Ngaraard	51,169.92	204,679.68	163,743.74	\$ 204,679.68
Ngiwal	36,640.88	146,563.52	117,250.82	\$ 146,563.52
Kayangel	20,623.44	82,493.76	65,995.01	\$ 82,493.76
<b>Total</b>	<b>210,821.73</b>	<b>843,286.92</b>	<b>674,629.54</b>	<b>\$ 843,286.92</b>

Source: Typhoon Bopha committee report



Taro Patches in Ngkeklau, Ngaraard



Taro Patches in Kayangel  
Source: Kayangel State Government

Table II below provides estimated cost to replace residential homes in certain states (mostly on the east coast of Babeldaob and in Peleliu and Angaur) that were totally destroyed by Typhoon Bopha; most of the houses were located close to the coast. The table indicates the number of and cost to replace one- and two-bedroom houses that were totally destroyed by the typhoon. The total cost of replacing the destroyed houses in the 5 states was \$1,156,000.



**Table II: Cost of Replacing Destroyed Houses**

State	One Bedroom house	Two bedroom house	Total Cost USD
Ngaraard	7	15	\$ 574,000
Ngiwal	0	10	280,000
Melekeok	0	5	140,000
Ngchesar	1	0	22,000
Peleliu	0	4	140,000
<b>Total</b>	<b>8</b>	<b>34</b>	<b>\$ 1,156,000</b>

The above Table provides estimates only for those residential homes that were totally destroyed and required replacement. It does not include cost for those houses that sustained extensive, moderate, or minor damages.

**Houses Damaged by Typhoon Bopha due to location on the coast**



Ngkeklaui, Ngaraard



Melekeok State  
Source: Melekeok State Government



Bethania Boat smashed and rammed into an apartment, Ngaraard

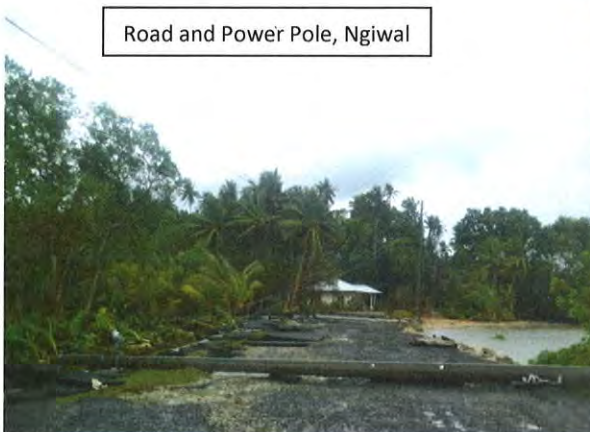


Flooded House, Ngiwal

## Infrastructure

Roads, power poles, water pipes and telephone lines buried underneath the road in coastal areas also suffered extensive damage. The damage caused by the typhoon resulted in power and water outages, as well as lack of communication for weeks, especially in Angaur, Peleliu, Melekeok, Ngaraard, Ngiwal, and Kayangel States.

### Roads Damaged by Typhoon Bopha due to coastal exposure



We further found that houses located in coastal areas that were destroyed by typhoon Bopha were being rebuilt on or around the same location. If another typhoon hits Palau approaching from the same or similar direction, it is likely that the houses will suffer similar damages, which would again require the government to give out financial assistance for rebuilding.





*One of the houses replaced as a result of typhoon Bopha, below, was built on the same location and recently inundated with sea water resulting from sea level rise.*



This is largely due to the delay in the conduct of a vulnerability assessment and formulating policies and strategies (i.e. relocation) for recommendation to the leadership for adoption as mitigation measures that address the threats and risks that result from climate change.

**Recommendation:** We recommend the OERC conduct a vulnerability assessment of the Republic's coastal areas, which are more vulnerable to the impact of climate change, and propose adaptation and mitigation measures such as:

- Prevention: relocation of people from high risk areas;
- Mitigation: development and enforcement of building codes/standards; and
- Adaptation: development and implementation of coastal zone protection plans to help address issues in relation to coastal degradation.

This would ensure that local people, food production sources, public infrastructure, and other related assets are protected and diminishing the risk of climate-change-related disasters in the Republic.

**OERC's Response:** *OERC Staff has initiated some effort in this regard (e.g., seeking assistance to assist Koror State Government with updating their state's master plan with a climate change lens and specifically on coastal management and domestic relocation of coastal settlements), but acknowledges that it needs to increase its efforts to ensure completion of vulnerability assessments and associated recommendations to reduce Palau's vulnerability to climate change impacts, including coastal erosion.*

**OPA's Comments:** We concur that the Second National Communication (to include vulnerability assessment and risk reduction strategies) should be completed and finalized so as to have in place a national policy to confront the potential impact posed by climate change.

## **CONCLUSION**

In conclusion, OERC did not perform its functions regarding climate change adaptation and disaster risk reduction strategies effectively and efficiently. The Republic of Palau still does not have a policy framework for Climate Change Adaptation and Disaster Risk Reduction Strategies. In addition, the Office of the Environmental Response and Coordination does not have skilled staff to perform the duties and responsibilities and carry out the necessary functions including vulnerability assessments and adaptation measures. The vulnerability assessments should address the threats to and impact of climate change on coastal areas. The devastation caused by Typhoon Bopha highlight the urgent need to identify and address key vulnerable areas in the Republic of Palau that are exposed to the impact of climate change such as taro patches, housing, and infrastructures such as roads, power poles, water pipes, and power lines. The policies and strategies that Palau adopts in response to these vulnerabilities can mitigate or lessen the impact of climate change.

In addition, for OERC to effectively perform its duties and responsibilities, OERC should be established as an independent agency or its equivalent in order to ensure continuity of operations and preserve institutional knowledge and capability. Furthermore, OERC should be properly funded and staffed with knowledgeable and skilled employees to be able to carry out its mandated duties and responsibilities.



# APPENDIX 1



## Republic of Palau Office of the President

P.O. Box 6051, Palau, PW 96940  
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Fax. (680) 767-1662/2424  
email:rop.president@palau.net.com

May 17, 2013  
oerc/4/2013

Dr. Gillian Cambers, Project Manager  
Global Climate Change Alliance: Pacific Small Island States (GCCA:PSIS)  
SPC -Secretariat of the Pacific Community  
Level 1, Lotus Building, Ratu Mara Road, Nabua  
Private Mail Bag, Suva  
Fiji Islands

**Subject: Additional Funding from SPC to Implement the GCCA-PSIS Project from 2013-15**

Dear Dr. Cambers,

It was a pleasure working with you during your visit here a couple of weeks ago, and thank you again for your assistance with our water management efforts in the outer islands.

I am particularly pleased about the prospect of hiring new staff for the Office of Environmental Response and Coordination (OERC). As per Annex I of the Letter of Agreement between Palau and SPC to Implement the Global Climate Change Alliance: Pacific Small Island States Project (LOA), "Up to €54,000 are available as support for national coordination in each country. The allocation could also include the cost of equipment, e.g. computer hardware."

Based on recent discussions of our additional staffing needs as a result of the OERC's increased focus on climate change issues in Palau, the Government of Palau would like to modify our LOA to request assistance from the SPC-GCCA: PSIS project for support up to €81,000 for two posts within the Office of Environmental Response and Coordination for a two-year period: (1) Palau/SPC Climate Change Coordinator and (2) an assistant to the OERC's National Environmental Planner/Climate Change Coordinator. Each post, as well as office equipment to support those posts, will contribute to the effective coordination of climate change activities in Palau. Terms of reference for each post will be agreed with the SPC-GCCA: PSIS project prior to the posts being advertised in Palau.

## APPENDIX 1



We understand that the funding will be provided in two tranches, the first being €40,500, and that provision of the second tranche will be dependent on the conditions stated in the financial guidelines in Annex 2 of the Letter of Agreement between Palau and SPC.

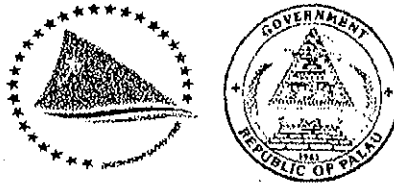
Thank you once again for your additional support and partnership.

Sincerely,

A handwritten signature in black ink, appearing to read "Charlene Mersai".

Charlene Mersai  
National Environmental Planner, OERC  
Office of the President

cc: The Honorable Elbuechel Sadang, Minister of Finance and Chief of Staff  
Judy Dean, Grant Coordinator



**LETTER OF AGREEMENT**

**BETWEEN  
THE SECRETARIAT OF THE PACIFIC COMMUNITY  
AND  
THE GOVERNMENT OF THE REPUBLIC OF PALAU**

**TO IMPLEMENT THE GLOBAL CLIMATE CHANGE ALLIANCE: PACIFIC SMALL  
ISLAND STATES PROJECT**

**PREAMBLE**

The Secretariat of the Pacific Community hereafter referred to as "SPC" and the Government of the Republic of Palau hereafter referred to as "Government" share a commitment to address the risks posed by climate change and climate variability.

In consideration of the aforementioned premises, the parties have agreed as follows.

**ARTICLE I**

**PURPOSE AND SCOPE**

This Letter of Agreement sets out the roles and responsibilities and expresses the commitment of the SPC and the Government in working together to implement the European Union (EU) funded Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project to support the governments of nine smaller Pacific Island states, namely Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Tonga and Tuvalu, in their efforts to tackle the adverse effects of climate change.

The GCCA: PSIS is a 3 year regional project financed by the EU under Agreement DCI-ENV 2011/269-297. The purpose of the project is to promote long-term strategies and approaches to adaptation and pave the way for more effective and coordinated aid delivery to address climate change at the national and regional level, in conjunction with other SPC climate change related technical assistance.

1

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Eibuchel Sadang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

## ARTICLE II

### OPERATIVE ARRANGEMENTS

#### ROLES AND RESPONSIBILITIES OF SPC

SPC will have primary responsibility for implementing the project on behalf of the participating nine countries and will provide technical support to assist Government to meet the GCCA: PSIS objectives. In consultation with Government and other stakeholders, SPC will provide training, technical advice, support for national coordination, and fund agreed adaptation projects in Palau to be carried out by the Government, non-governmental organisations (NGOs) and other participants.

Subject to approval of overall project work plans and budgets by the EU, SPC will be responsible for the release of project funding in the currency of the country for national coordination and agreed climate change adaptation projects to the Government, according to agreed in-country needs and approved work plans. The release of all approved funding to the Government, are conditional on the Government meeting and maintaining the terms set out in this Letter of Agreement

As part of the delivery of the GCCA: PSIS project, SPC has established two Climate Change Advisor positions, one based in the SPC Suva Office (South Pacific Climate Change Advisor), and one in the SPC Pohnpei Office (North Pacific Climate Change Advisor) to assist countries with the coordination and delivery of all activities relating to the GCCA: PSIS project.

SPC is providing a wide range of assistance to the Pacific Islands Countries and Territories through its technical divisions and through a suite of externally-funded climate change adaptation projects. This assistance is being delivered in an integrated manner through a "whole of organisation approach" and the GCCA: PSIS project is a part of this framework.

In summary, SPC will provide the following support:

1. Technical advice and short-term technical assistance to provide support in different aspects of climate change adaptation including accessing climate change finance.
2. Training workshops, training attachments, on-the-job training and national consultations relating to climate change adaptation.
3. Direct financial assistance to the Government to support the coordination of SPC's climate change activities including those of GCCA: PSIS and national climate change priorities. This is detailed further in Annex 1.
4. Funds for climate change adaptation projects that will increase Palau's resilience to climate change. Annex 2 provides further details relating to these projects, selection criteria and financial guidelines.

#### ROLES AND RESPONSIBILITIES OF GOVERNMENT

2

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Elbuchel Sudang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

The Government will nominate a suitably experienced, senior national representative who will serve on the Project Steering Committee. The Project Steering Committee meets once a year in person, and on an "as-needs" basis via virtual modalities at other times, to provide overall guidance and assessment of project activities and work plans and specifically:

- Provide guidance and input on the design of the project activities.
- Provide guidance on the planning, coordination, facilitation and implementation of the project.
- Address any potential gaps in the existing and proposed activities and reach consensus on how these may be addressed.
- Ensure that duplication with other national and regional climate change adaptation activities are minimised.
- Endorse annual work plans for the entire GCCA: PSIS project.

The Government will determine the most appropriate national mechanisms for oversight of the national activities; these may include national committees. The Government will allocate sufficient human and logistical resources for this project and encourage other stakeholders to allocate human resources for the project's national activities.

This will include human resources to backstop and benefit from any technical assistance the government may request, individuals to participate in training where the government determines such training is useful, assistance with consultations that may be required as part of mainstreaming activities. The human resources required for national adaptation project development and implementation will depend on the nature of the climate change adaptation project(s) and will likely include planning and design of the project activities, oversight of project implementation, evaluation and reporting. The project's designated Climate Change Advisor based in SPC Pohnpei Office will assist with these activities.

The Government will play a leading role in coordinating broad and inclusive national participation in the project and in particular (1) the mainstreaming of climate change in national and sectoral responses and (2) the identification, design, implementation and evaluation of a specific climate change adaptation project(s). Further details about the nature of climate change adaptation projects are presented in Annex 2.

Where appropriate, the Government may appoint a national Climate Change Coordinator, to coordinate and facilitate the implementation of SPC's climate change activities including those of the GCCA: PSIS project as well as national climate change priorities. A template for the contract and terms of reference is included in Annex 1 and may be amended according to individual country requirements.

In summary the Government will provide the following:

- 1 A suitable representative to serve on the Regional Project Steering Committee.
- 2 An appropriate national mechanism to coordinate the activities of the project.
- 3 Sufficient human resources to receive the maximum benefit from the project.
- 4 Resources to ensure that climate change adaptation is mainstreamed into the policies and programmes of the national government and its sectors.

3

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Eibuchel Sadang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

- 5 Sufficient resources to ensure the successful implementation of a national climate change adaptation project.
- 6 And where appropriate, recruitment, hosting, and management of a national climate change coordinator.

## ARTICLE III

### GOVERNANCE ARRANGEMENTS

This Letter of Agreement will be governed by the following considerations:

- 1 This Letter of Agreement becomes effective immediately upon its signing by the appropriate officer of each of the signatory institutions.
- 2 This Letter of Agreement will not prevent either party from entering into similar and separate agreements with other institutions.
- 3 Either party may terminate this Letter of Agreement by written notice to the other party; however, the Letter of Agreement shall remain effective for 30 days from date of issue of such notice. Each party pledges that in the event one party wishes to exercise their right of termination, that party will provide an explanation to the other party of the reason for termination and provide an opportunity for discussion to determine if the reasons for termination can be addressed in a way to enable continuation of this Letter of Agreement.
- 4 Disputes and disagreements relating to this Letter of Agreement will be resolved through negotiations between SPC and the Government.
- 5 If established national goals are not achieved in reasonable timeframes and without justification, funding of national activities could be suspended and reallocated to other participating countries.

## ARTICLE IV

### CONFIDENTIALITY AND INTELLECTUAL PROPERTY

Any exchange of information between SPC and Government under this Letter of Agreement, whether in relation to scientific research, financial management or other information will be subject to any reasonable conditions of confidentiality that the party disclosing the information wishes to impose, notwithstanding other areas of cooperation stated in this Letter of Agreement. Any publication arising out of joint research and work undertaken by the SPC and Government will be guided by the principles of publication and information sharing of the leading partner of that activity.

The intellectual property gained by reason of the collaboration will not be shared except by mutual agreement of both parties. Information previously being intellectual property of a respective organization remains so. This Letter of Agreement does not influence the terms and conditions of other partnership agreements already in place between each organization and third parties.

4

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Elbuehel Sadang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

In the absence of any specific agreement to the contrary, SPC and the Government hereby acknowledge that this Letter of Agreement will not act as a licence for either party to exercise the other's intellectual property rights in relation to know-how, materials or technology.

## CONCLUSION AND SIGNATURE

Successful implementation of this Letter of Agreement depends not upon the operation of law as an enforcement mechanism but upon the motivation and commitment of SPC and the Government to maximise the opportunities provided within the framework of the GCCA: PSIS project.

Signed:

For and on Behalf of the Secretariat of the Pacific Community

---


*Dr Jimmie Rodgers*  
Director General, Secretariat of the Pacific Community

Date: \_\_\_\_\_

On Behalf of the Government of Palau

  
His Excellency Tommy E. Remengesau, Jr.  
President of the Republic of Palau

Date: May 15<sup>th</sup> 2013

  
Honorable Elbuchel Sadang  
Minister, Ministry of Finance

Date: May 1st 2013

5

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Elbuchel Sadang, Ministry of Finance \_\_\_\_\_



# APPENDIX 1

## Annex 1 Support for National Engagement

Recognising the existing constraints for the coordination of climate change activities within government, provision has been made within this project to provide support for national coordination and project management. This could take different forms depending on a country's specific needs, examples include:

- Financial assistance could be provided to support a national Climate Change Coordinator who would be employed by Government and would have as one of his/her main responsibilities the coordination of SPC's climate change activities in Palau
- Other modalities could also be considered.

Whichever modality is selected it would be necessary for the individual to be recruited and employed by the Government, and subject to Government's pay scales, rules and regulations. The period of employment would extend to 31 December 2014. Specific terms of reference for the individual will need to be agreed by Government and SPC.

Up to €54,000 are available as support for national coordination in each country. The allocation could also include the cost of equipment e.g. computer hardware.

An indicative template for the terms of reference of a National Climate Change Coordinator are shown below, these will need to be amended to a country's requirements.

### Indicative Template Contract and Terms of Reference for a National Climate Change Coordinator

**GOVERNMENT OF PALAU**  
**EMPLOYMENT CONTRACT under**  
**Office of the President, Office of Environmental Response and Coordination (OERC)**  
**Secretariat of the Pacific Global Climate Change Alliance: Pacific Small Islands States (SPC**  
**GCCA:PSIS) Project**

This Employment Contract is entered into this \_\_\_ day of \_\_\_\_\_ 2012, by and between the Government of the Republic of Palau, hereinafter referred to as Government, and \_\_\_\_\_ hereinafter referred to as "Employee", whose Social Security number is \_\_\_\_\_, which is under the Social Security System of the Government:-

*Witnesseth:*

The government requires the services of a qualified **Climate Change Coordinator**.

The general duties and responsibilities of the employee shall be as specified in the Terms of Contract Service, Addendum 1

Now, therefore, in consideration of the promises, agreements and conditions herein set forth the parties agree as follows:

6

Initialed by: Dr. Jimmie Rodgers, SPC \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Elbuckel Sadang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

- 1 Employee Declaration** Employee represents that s/he is qualified, competent, and desirous of performing the duties and services of the position above described. Employee agrees to express and demonstrate loyalty to Government at all times and shall perform the duties of the position in an ethical manner and to the best of her/his ability. Employee further agrees not to engage in or promote any strike against Government. Employee certifies that s/he has not paid or promised anyone to arrange this employment with Government.
- 2 Period of Service** The Employee will diligently perform the duties of Climate Change Coordinator for the period from \_\_\_<sup>th</sup> \_\_\_\_\_ 2012 through to 31<sup>st</sup> December 2014
- 3 Duty Station** The duty station of the employee shall be Koror, Palau.
- 4 Salary** Government has determined that Employee's position is classified as Grade 14, Step 9 to 12 of the Base wage and Salary Schedule contained in the National Government and Salary and Wage act of 2006, RPPL No. 7-13. The annual salary range for this position is USD\$24,000 to \$28,000 inclusive commensurate with experience Salary will be paid by Ministry of Finance, Government of Palau on a fortnightly basis.
- 5 Work Schedules** Employee's workday and workweek may vary from time to time according to the needs of Government. Every effort will be made to maintain a reasonable five-day, forty-hour work week.
- 6 Holidays** Employee shall be released from work with pay on all legal holidays. In the event that Employee is required by Government to work on a holiday, Employee shall be allowed compensatory time off with pay equal to twice the number of hours worked on said holiday. Time off in lieu shall be taken only at times approved by Employee's supervisor.
- 7 Compensation** Employee is not eligible for overtime pay, extra holiday pay (beyond regular compensation) or compensatory time off except the extent allowed in section 6 preceding.
- 8 Allowances** Applicable in accordance with the existing policies. There are no other benefits apart from the remuneration specified above and the standard package available to a government employee covering annual and sick leave, health, social security and pension.
- 9 Annual Leave** Annual leave shall accrue to Employee at the rate of four (4) hours per fortnight pay period. This accrued leave on initial contract may only be taken after having been employed for a continuous period of ninety (90)

7

Initialled by: Dr. Jimmie Rodgers, SPG \_\_\_\_\_; His Excellency Tommy E. Remengesau, Jr.,  
President of the Republic of Palau \_\_\_\_\_; Honorable Elbuchel Sadang, Ministry of Finance \_\_\_\_\_

# APPENDIX 1

days without a break in service. Advance approval is required to use annual leave.

Unauthorised leave or leave without pay, recorded as hours not worked, shall be deducted from Employee's pay in hourly units, based on Employee's hourly rate of pay (as calculated by dividing the annual salary by 2,080 and rounded to the nearest 100<sup>th</sup> of a dollar).

- 10 Sick Leave** Sick leave shall accrue to Employee at the rate of four (4) hours per fortnight pay period and may be accumulated. Employee is entitled to use of sick leave from time such leave is first earned. Sick leave may not be used at the end of the employment contract as a means of shortening the contract.
- 11 Travel** As the need arises there may be travel associated with the position. Subject to funding availability, approved travel costs will be met by Government or projects. Travel allowances and rates to be applied in accordance with the existing policy.
- 12 Vehicle Usage** Employee shall not be furnished a vehicle by Government. Government vehicles are available for use for government business purposes only, either during or after normal working hours. Proper authorisation, including a Government operator's license is required before Employee may drive a Government vehicle
- 13 Outside Employment** Employee shall not engage in any employment outside of this position with Government as defined by this Contract.
- 14 Workers' Compensation** Employee may be entitled for time loss and disability for injuries or illnesses occurring on the job according to the terms of a workers' compensation insurance policy held by Government. Employee is responsible to Employee's supervisor as soon as practical any on the job related injury or illness.
- 15 Limitations of Government Liability** Employee is advised that Government provides no insurance except that described in Section 14 preceding. Government assumes no liability for loss or damage in other circumstances. It is recommended that Employee obtains own insurance coverage.
- 16 Taxation** Employee acknowledges that the earnings provided for under this Contract are subject to the Government Salary and Wages Tax at the prevailing rate. The rate as of the effective date of this contract is 6% of the first \$8000 earned income, and 12% thereafter. This is subject to change at any time during the contract.

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- 17 Contributions** Employee acknowledges that current law requires contributions from earnings to the Government Social Security System. The rate as of the date of this contract is \_\_\_% on the first \_\_\_ earned income in each quarter. This is subject to change at any time during the duration of this contract.
- 18 Termination of Contract** Employment may be cancelled by either Government or Employee on the giving of written notice of termination at least sixty (60) calendar days prior to the effective date of cancellation of this contract.
- If during the term of this Contract, Employee wilfully fails to fulfil the terms of employment by vacating his/her position, refuses to perform the contractual duties, or refuses to abide by all terms and conditions of this contract, or other just causes, the contract may be terminated.
- 19 Extension of the Contract** Subject to funding availability, performance, and the tasks programmed. However a decision by Government not to offer a new period of employment and not execute a new employment contract shall not constitute a basis for grievance or cause of action against Government.
- 20 Final Compensation** Government may deduct from the Employee's final compensation any indebtedness to Government, including travel advances, salary advances, utilities expenses, or taxes.
- 21 Copyright** All material and resources prepared and produced during the tenure of this position will remain the property of Government and/or Secretariat of the Pacific Community as per the Letter of Agreement between SPC and Government
- 22 Communication of unpublished information** It is a condition of appointment to Government under the Letter of Agreement between SPC and Government that anyone holding this position shall not communicate to any person or to the press any unpublished information known by reason of this official position except in the course of duty or by authorisation of the direct supervisor
- 23 Updating of the terms of this Contract**
- 1 From time to time subject to any new policies introduced and approved by Government.
  - 2 In the case where it is essential and most appropriate once there are deficiencies arise and are being observed.

**Signatories to this Contract:**

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# APPENDIX 1

**National  
Environmental  
Planner**

Endorsed by:

.....Date:.....

Approved by:

**Office of the  
President**

..... Date:.....

**Employee**

.....Date: .....

---

## Addendum 1

**Climate Change Coordinator  
Office of the President, Office of Environmental Response and Coordination (OERC)  
Secretariat of the Pacific Global Climate Change Alliance: Pacific Small Islands States (SPC  
GCCA:PSIS) Project**

### **Terms and Conditions of the Contract**

#### **Background**

The Government of the Republic of Palau (hereinafter called "Government") is aiming to enhance its coordination of activities and partnerships with regional programmes to address climate change. It has requested assistance for personnel to be based in the Office of Environmental Response and Coordination (OERC) under the Office of the President who will focus on providing national support for climate change programmes being implemented in partnership with the Secretariat of the Pacific Community (SPC).

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Funding for this national Climate Change Coordinator post, will be provided to the Government under cover of the Letter of Agreement. The funding is provided by the European Union through SPC's Global Climate Change Alliance: Pacific Small Island States project to December 2014.

OERC as the Government agency responsible for coordinating climate change programmes will undertake recruitment, management and oversight of this position according to normal Government procedures. The holder of this position will report directly to the National Environmental Planner, OERC.

SPC is committed to help Pacific Island Countries and Territories address the risks posed by climate variability and climate change through its sectors and its "whole of organization" approach. SPC is carrying out a variety of climate change activities through its divisions, and in particular through:

- Applied Geosciences and Technology Division
- Economic Development Division
- Education, Training and Human Development Division
- Fisheries, Aquaculture and Marine Ecosystems Division
- Land Resources Division
- Public Health Division
- Strategic Engagement, Policy and Planning Facility

SPC is also implementing several climate change projects funded by external partners, these include:

- Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS); funded by European Union (EU)
- Coping with Climate Change in the Pacific Island Region (CCCPIR); implemented in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)
- International Climate Change Adaptation Initiative: focusing on building resilience in the fisheries, agriculture and health sectors; funded by AusAID
- Vegetation and Land Cover Mapping and Improving Food Security for Building Resilience to a Changing Climate in Pacific Island Communities; funded by USAID

Two of these projects, GCCA:PSIS and CCCPIR have Climate Change Advisors, based in SPC-North Pacific Regional Office (SPC-NPRO), to coordinate SPC climate change project activities in the northern Pacific, designated specifically to the Federated States of Micronesia, Kiribati, Marshall Islands and Palau.

Furthermore another ongoing GCCA Project, funded by the EU and implemented by the University of the South Pacific (USP) has the objective of building adaptive capacity in the Pacific. Synergies should be facilitated with this project. A separate in-country coordinator has been appointed in Palau for this USP GCCA project.

## Scope of Work

The Climate Change Coordinator will be responsible for providing national support in Palau for all of SPC's climate change activities described above, working with the designated SPC Climate Change Advisors. In addition the Climate Change Coordinator will focus particularly on two key outputs from SPC's Global Climate Change Alliance: Pacific Small Island States project, namely:

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## *Component 1: Supporting the countries successfully mainstream climate change into their national and sector response strategies*

This will involve helping Palau identify specific adaptation actions, priority investment plans and timelines to respond to climate change impacts in key sectors. Special attention will be given to supporting its development of robust coordination, planning and financial management processes so that Palau can become eligible for a broader range of climate change funding mechanisms including national and sector budget support.

## *Component 2: Implementation of national adaptation activities*

Provision of training in project appraisal and management will help countries identify effective adaptation measures that can also be supported by other development partners. The design and implementation of a climate change adaptation project in Palau is part of this initiative.

### **Location**

Based in Koror/Ngerulmud, Palau within the Office of Environmental Response and Coordination (OERC)

### **Responsibilities:**

Working closely with the Government, SPC, Secretariat of the Pacific Regional Environment Programme (SPREP), the Council of Regional Organisations in the Pacific (CROP), the incumbent will provide support in coordination of Government and SPC's climate change related activities, and in particular

- Function as a national counterpart for the designated SPC Climate Change Advisors.
- Facilitate relevant logistics and services for programmes, national and regional counterparts and visitors.
- Ensure compliance with Government legislative and financial procedures.
- Coordinate collaborations between all relevant stakeholders, especially between the OERC and the Government designated climate change body, local government, and SPC on the implementation of the various SPC climate change activities in Palau, and in particular the Global Climate Change Alliance: Pacific Small Island States project.
- Assist OERC in monitoring and reporting on the implementation progress of Government and SPC climate change programmes, national plans of operation and subsequent reporting.
- Provide administrative assistance in general programme implementation and management, maintaining financial records, and day-to-day liaison with counterparts and provide necessary feedback and reporting to Government and SPC.
- Provide technical support to the implementation of the Government and SPC climate change programmes' work programmes and plans of operation.
- Where appropriate, and in consultation with Government and SPC, represent Government-SPC climate change programmes in national meetings, workshops, and fora.
- Inform stakeholders and members of the public on SPC climate change programmes activities, initiatives, processes, and progress in Palau.

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- Maintain close links with SPC through the designated Climate Change Advisors in executing all tasks listed below.

Within this context, she/he fulfils the following specific tasks under the guidance of the National Environmental Planner, OERC:

## Main technical tasks

- 1 Liaise closely and regularly with and provide technical support to appropriate SPC staff and regional counterparts on the implementation of Palau climate change programme activities.
- 2 Promote close collaboration and regular communication with technical national counterparts on the implementation of climate change programme activities in Palau.
- 3 Provide technical inputs, collect information and provide analysis, document and prepare reports.
- 4 Support national counterparts and the programme technical teams in the implementation of activities at implementation sites, including the documentation of programme approaches and processes undertaken in the implementation sites.
- 5 Assist Government designated climate change body members in monitoring Government-SPC programmes, plans of operation and reporting of progress in the committee meetings and to the implementation sites' task teams.
- 6 Report on progress of Government-SPC programme activities, including to SPCs official focal point in the Ministry of State
- 7 Collaborate with counterparts on the development of awareness, education and informational materials on climate change-related subjects and on subjects covered within the scope of the programme in Palau.
- 8 Ensure gender, culture and youth are considered in all programme implementation areas.

## Main administrative tasks

- 1 Assist SPC and OERC in maintaining close contacts with government counterparts, executing agency, programme partners, and other counterparts.
- 2 Provide operational support to programme activities in Palau, including consultancy missions and studies, in close liaison with SPC.
- 3 Establish monthly budgets for activities within Palau and liaise with SPC for funding requests. Ensure compliance with Government, SPC and partner budget requirements and deadlines.
- 4 Liaise with SPC for regular submission of acquittals like receipts, invoices, reports and inventory listing. Provide prompt necessary clarification to queries related to accounting to SPC.
- 5 Be responsible for day-to-day programme correspondence, information sharing and filing as well as ensuring that appropriate follow-up actions are taken.
- 6 Ensure regular and timely receipt of progress reports on relevant climate change activities including Government-SPC climate change programmes and other parallel funded activities at national level.

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- 7 Assist in the organization of and logistical preparation of workshops, seminars, presentations, visiting missions, consultancies, student attachments, field trips, and other programme-related events and activities.
- 8 Provide records of meetings, workshops and other programme events.
- 9 Ensure visibility of Government, SPC, EU and other partners in accordance with programme guidelines and agreements.

### Communication tasks:

- 1 Compile and share with SPC all relevant climate change-related data and information, reports, activities, processes, and projects in Palau.
- 2 Support Government and SPC in organising awareness-raising initiatives in Palau.
- 3 Participate in and contribute to national discussions on subjects relating to Government-SPC climate change programmes.
- 4 Procure support in translating from Palau local language to English, and vice versa, during workshops and meetings, as well as for documentation and reports and other information forms (in print, audio or visual) where necessary.

### Tasks as and when required:

Execute other tasks as and when required by Government and/or SPC Climate Change Advisors and by mutual agreement, especially during the absence of other programme staff.

### **Reports to:**

The position holder will be responsible to the National Environmental Planner OERC who will have primary day-to-day management control of duties performed by the Climate Change Coordinator. However, SPC through the designated country SPC Climate Change Advisor, and Government through the National Environmental Planner OERC will jointly agree on the annual work programme and any additional tasks required of the person appointed to the position.

Monthly status reports are to be provided for programme partners, with more detailed reporting and acquittals to be provided on an annual basis. An indicative template for monthly reporting is provided below.

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Table 1: Indicative Template for monthly reporting of SPC EU GCCA PSIS programm

<p><b>Key Results Areas KRA</b>  <b>KRA 1: Supporting national efforts to successfully mainstream climate change into national and sector response strategies</b>  <b>KRA 2: Identifying, designing and implementing the implementation of national adaptation projects</b></p>				
Status	Key Results Area	Main activities and outputs. Current Month	Outlook next reporting period, Next month	Comments, issues and concerns
	<i>Result areas from national CC strategies (to be provided by OERC)</i>			
	More detailed and substantive national and sector level climate change plans and strategies in place			
	Linkages strengthened between national line ministry			

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	officials and sector specialists and communities			
	GCCA: PSIS project designed, planned, implemented and evaluated			
	Climate change activities communicated within Palau and the region			

## Annex 2: Climate Change Adaptation Projects

The primary focus will be to support at least one climate change adaptation project in each country with concrete outcomes and good potential for replication.

### Background

A key focus of the SPC GCCA: PSIS project is to identify and support on-the-ground action that increases the resilience of the countries to climate change. Through the SPC GCCA: PSIS project at least one climate change adaptation project will be developed and implemented in each country.

Coordination and partnering with other development agencies that are active in the country will be essential to ensure that any proposal for a climate change adaptation project meets the priorities of the country and is consistent with the national and sector based climate change strategies.

The SPC GCCA: PSIS project will also provide assistance to the beneficiary countries to help identify practical on-the-ground climate change adaptation projects. This will include training on project proposal preparation, technical assistance to establish baseline monitoring systems, cost-benefit analyses of adaptation options, community impact assessments, project implementation and monitoring and evaluation.

### Planning Activities

- Complete a review of existing and planned adaptation activities in each country, this will include updating the SPC GCCA: PSIS Climate Change Profile.
- Work with host government to identify potential pilot project options which would also be suitable vehicle for project proposal development training.
- Develop a project concept note briefly describing the project and assessing it against agreed criteria
- Develop draft project proposal documents and timelines that can be used for national level discussions and community consultation.

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- Assist national government with community consultation and project impact assessment.
- Convene donor coordination meetings to discuss climate change project initiatives and to enhance national level consultation and coordination.
- Provision of technical assistance and hands on training to formulate project designs and undertake financial analysis and cost-benefit screening.
- Provision of technical assistance in project implementation and monitoring.

The types of adaptation activities that could be supported by this project will vary between countries according to their particular needs and circumstances, and the magnitude of financial resources available through this project.

## Examples of Possible Climate Change Adaptation Project

- The introduction and trialling of climate resilient crops and agricultural management techniques that reduce the risks of climate related crop losses (such as those developed by the Centre for Pacific Crops and Trees).
- Support for health sector activities that directly address climate change vulnerabilities (for example strengthened vector based and water borne disease programmes).
- Water efficiency and governance programmes that reduce the vulnerability of countries to climate induced variability in annual and seasonal precipitation regimes.
- Coastal fisheries resource management and catch maintenance techniques (such as piloting coastal Fish Aggregation Devices) that can help communities and commercial fisheries to adapt to changes in fish species availability and distribution.
- Enhanced coastal management and storm protection measures, such as mangrove planting and rehabilitation.
- Increasing the resilience of transport infrastructure through improved drainage and flood protection measures (such as debris traps).
- Integrated watershed management to reduce erosion and sediment loads that reduce the productivity of coastal fisheries and aquaculture.
- The development and implementation of improved building codes and standards to reduce loss of life and asset losses arising from extreme weather events.

Of particular importance will be to support activities that can be directly linked to, and offer potential for, future scale-up through sector wide and national adaptation programmes. Transitioning from ad-hoc project by project approaches to programmatic approaches that can underpin sector based adaptation strategies will be an important means of mainstreaming climate change into line ministries and national development planning. It will also increase the prospects of supporting adaptation response strategies through direct budget support modalities.

## Available Funding

Up to €500,000 is available to each country for national climate change adaptation project.

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## Time Frame

The climate change adaptation project must be implemented and evaluated within the time frame of the SPC GCCA: PSIS project which has an end date of December 2014.

## Specific Criteria

1. *Feasibility*: Is the proposed project feasible taking into account:
  - Time frame of SPC GCCA: PSIS project.
  - Available budget.
  - National human resources.
  - Previous track record with project implementation.
2. *Cost*: Does the project require minimal resources?
3. *Consistency*: Does the project support the country's climate change adaptation policy and planning?
4. *Urgency*: Is the project urgent or could it be delayed 10 years with minimal impact?
5. *Scientifically valid*: Is the project based on scientifically valid climate change projections?
6. *Equity*: Does the project involve all sectors of society (and include community participation and take into account gender considerations)?
7. *Replication*: Can the project be replicated in the country or elsewhere?
8. *Measurability*: Can the benefits of the project be measured and quantified?
9. *Scope of project*: Does the project focus on one sector and include a blend of visible (on-the-ground) activities and intangible support activities (e.g. policy development, capacity building)?
10. *Risks*: Identify risks to successful implementation of the climate change adaptation project

## Financial Guidelines

Detailed project design document, an approved work plan and budget must be prepared and agreed before any funds can be released by SPC. Once these documents and budgets are agreed between SPC and Government, payments may be made in tranches as determined by the nature of the project. It is envisaged that the country will administer the project budget once it is agreed with Project team

The Ministry of Finance shall be responsible to SPC for the national funds supplied under this project and will keep records of the project account with requisite degree of care, efficiency, transparency and diligence, as required by best practice in the field concerned and in compliance with the financial procedures manual.

If any of the Government partners, subcontractors or agents indulge in corrupt practices in connection with this or any other operation financed by the EC or SPC, the latter may suspend the operation or terminate the project

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- Eligible costs

To be considered eligible in the context of the operation, costs must:

- 1 Be necessary for carrying out the operation, be provided for in the work plan and comply with the principles of sound financial management, in particular value for money and cost effectiveness. For any cost over USD 1000 or designated amount in Government procurement policies, whichever is the lesser, three quotations must be obtained and the lowest of the quotations accepted. Any deviation from this rule will need prior written approval of SPC.
- 2 Have been incurred during the duration of execution of the operation.
- 3 Have actually been incurred, be recorded in the Government's accounts, be identifiable and verifiable and be backed by originals of supporting evidence.

- Non eligible costs

- 1 Provisions for possible future losses or debts
- 2 Interest owed by the Government to any third party
- 3 Purchases of lands or buildings
- 4 Currency exchange losses
- 5 Taxes that the Government is able to reclaim.

Payments shall be made into the Government's account based on requests from OERC in accordance with the agreed work plan. All payments will be made in the currency of Government to the Government's account at the Ministry of Finance with notifications of payment copied to OERC, with 80% advance with 100% acquittal following audit and financial reports. Any interest accruing from the advances paid by SPC shall be considered as income for the purpose of operating this project. It may be used to cover eligible costs of the operation.

The Government shall oversee accurate and regular records and accounts of the implementation of the operation.

- Financial transactions and financial statements shall be subject to the internal and external-auditing procedures laid down in the financial regulations, rules and directives of SPC.
- All original substantiating documents relating to each financial transaction shall form part of the monthly acquittal.
- Reimbursements of funds shall only be made on receipt of the proper acquittal of the funds already advanced.
- Fixed Assets (equipment): All fixed assets (equipment) will remain the property of SPC until the closure of the project. On closure of the project the assets will be officially handed over by SPC to the respective stakeholders in the country. An asset register of all assets purchased should be kept in the office of the Government.

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## Coping with Climate Change in the Pacific Island Region

Pacific Island countries (PICs) are among those most vulnerable to climate change impacts, and there is an urgent need to progress adaptation and mitigation measures in the region. In this context, the Secretariat of the Pacific Community (SPC) has strengthened its existing partnership with GIZ to expand a regional programme to strengthen the capacity of countries to cope with climate change impacts. The programme, known as Coping with Climate Change in the Pacific Island Region (CCCPIR), will also work in close partnership with the Secretariat of the Pacific Regional Environment Programme (SPREP).

### Programme focus and approach

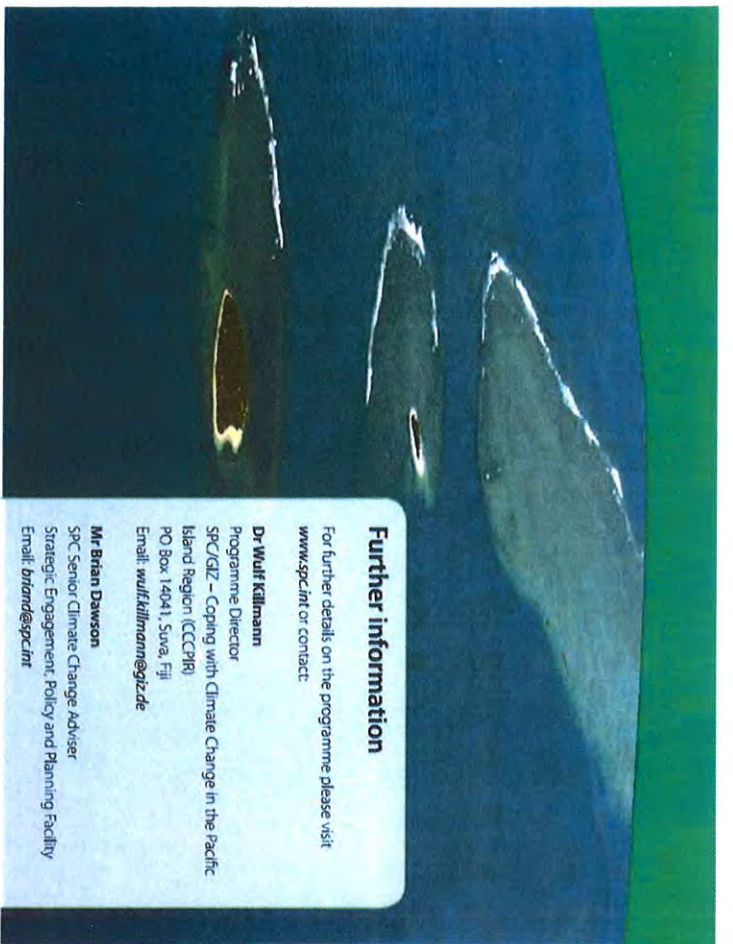
Climate change impacts such as changing rainfall patterns, more extreme floods and drought, increased cyclone intensity and rising sea level are likely to affect all communities in PICs and key economic sectors such as agriculture, forestry, fisheries and tourism. Improving the sustainable supply of energy with a focus on enhancing renewable energy and energy efficiency is critical for PICs to increase the resilience of their economies. Integrating climate change into education courses and strengthening teacher training is vital to equipping young Pacific Islanders with the information and knowledge they will need to cope with climate change impacts.

The programme will work to integrate climate change into the service delivery of SPC and SPREP divisions and programmes in the local sectors identified above. At the national level the focal areas are determined by country priorities based on identified needs and gaps; these may therefore differ between countries. Information and knowledge sharing between countries will be supported to maximise the benefits.

The programme will build on and complement existing and proposed initiatives at the regional and national level. It supports the implementation, at the regional level, of the Pacific Island framework for Action on Climate Change (PIFACC) and at the national level of relevant adaptation (e.g. National Adaptation Programmes for Action) and mitigation strategies, national sustainable development strategies and relevant sectoral policies and frameworks.

Deutscher Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federally-owned enterprise that implements technical cooperation programmes on behalf of the German government.

For more than 30 years, Germany, through GIZ, has been cooperating with Pacific Island partners in strengthening the capacity of people and institutions to improve the lives of Pacific Island communities for this generation and generations to come. GIZ and its partners work together to balance economic, social and ecological interests through multi-stakeholder dialogue, participation and collaboration. The Pacific Island portfolio is managed under the GIZ Philippines country office in Manila.



### Further information

For further details on the programme please visit [www.spc.int](http://www.spc.int) or contact:

#### Dr. Wulf Killmann

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SPC/GIZ – Coping with Climate Change in the Pacific Island Region (CCCPIR)  
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## APPENDIX 2

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**Overall objective:**

*The capacities of regional organisations in the Pacific Island region and its member states to adapt to climate change and mitigate its causes are strengthened.*

<p><b>1</b></p> <p><b>COMPONENT</b> Strengthening regional advisory and management capacity</p> <p><b>OBJECTIVE</b> Improved advisory and management capacity in regional organisations promotes adaptation to climate change and the reduction of GHG emissions in the region</p>	<p><b>2</b></p> <p><b>COMPONENT</b> Mainstreaming climate considerations and adaptations strategies</p> <p><b>OBJECTIVE</b> Selected PICs are implementing adaptation strategies for managing natural resources and sector policies that systematically incorporate climate considerations</p>
<p><b>3</b></p> <p><b>COMPONENT</b> Implementing adaptation and mitigation measures</p> <p><b>OBJECTIVE</b> Selected PICs have successfully implemented and evaluated adaptation and mitigation measures in the field of natural resources, particularly at community level</p>	<p><b>4</b></p> <p><b>COMPONENT</b> Sustainable tourism and climate change</p> <p><b>OBJECTIVE</b> Innovative partnerships and approaches in the tourism sector are promoting adaptation to climate change and a reduction in GHGs</p>
<p><b>5</b></p> <p><b>COMPONENT</b> Sustainable energy management</p> <p><b>OBJECTIVE</b> Public and private service providers in the energy sector are strengthening and improving their climate-related services and their focus on sustainability, reliability and cost-effectiveness in the energy sector within the region</p>	<p><b>6</b></p> <p><b>COMPONENT</b> Climate change education</p> <p><b>OBJECTIVE</b> Capacities of education ministries, training institutions, schools and teachers are strengthened to plan and deliver education on climate change adaptation and mitigation</p>



**Results**

The SPC/IGZ climate change programme has been working with Fiji, Islands Tonga and Vanuatu since 2009.

Key achievements supported by the ongoing programme include:

- Integration of climate change considerations into the Tonga Forest Policy (in partnership with FAO) and the forest policy development process in Vanuatu
- The development of a REDD+ policy in Fiji Islands, an assessment of forest area and forest carbon stock change in the country since 1990, and the drafting of a national REDD+ strategic action plan, all of which contribute to Fiji's efforts to get REDD+ ready
- Integration of climate change considerations into Vanuatu legislation, e.g. Environmental Management and Conservation Act
- Establishment of pilot sites in Tonga and Vanuatu to determine appropriate land use planning approaches and technologies to strengthen capacities of local communities, using gender-sensitive approaches, to adapt to climate change
- Awareness and information sharing in all countries using various media, school awareness initiatives, national events such as agriculture shows and environment day celebrations and a restructuring of the SPC Land Resources Division website to facilitate information sharing on climate change related issues

Reducing emissions from deforestation and forest degradation



**APPENDIX 2**







### **Request for Expression of Interest EOI: 13/04**

#### **Preparation of Gaps and Needs Analysis to inform the development of a Climate Change Policy Framework for the Republic of Palau**

The Secretariat of the Pacific Community (SPC) seeks to engage a consultant to prepare a Gaps and Needs Analysis that will help inform the development of the Palau Climate Change Policy Framework. It is anticipated that this 73-day consultancy will deliver core deliverables over a 4-month period, March-June 2013. (Qualifications, skills and experience being equal, preference will be given to a locally based consultant).

Expressions of interest are invited from interested parties by 4pm Fiji time on 8<sup>th</sup> February 2013. Details for submission of your expression of interest can be downloaded at <http://www.spc.int/en/on-going-tenders.html> - Preparation of Gaps and Needs Analysis to inform the development of a Climate Change Policy Framework for the Republic of Palau (EOI: 13/04).

#### **Background**

The Republic of Palau is vulnerable to the impacts of climate change and climate variability. Palau is already experiencing several of these impacts e.g. sea level rise, higher sea surface temperatures and coral bleaching events, increased flooding and drought events, and loss of biodiversity. These impacts undermine Palau's efforts towards sustainable development. Whilst Palau has been actively engaged in addressing climate change for several years, there is no coordinated national framework guiding the many diverse initiatives across multiple organisations. During discussions between SPC and government and non-governmental organisations in January and July 2012, the need for a Climate Change Policy Framework emerged as a major issue.

Furthermore, the House Joint Resolution No. 8-68-13, which provides for the creation of a Ministerial Climate Change Committee to establish a clear policy and framework of action regarding climate change issues, was passed in June 2012.

SPC is assisting with the development of a Climate Change Policy Framework for Palau, through the Global Climate Change Alliance: Pacific Small Island States project (GCCA: PSIS) funded by European Union (EU), and the Coping with Climate Change in the Pacific Island Region program (CCCPIR) implemented in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The GCCA: PSIS and the CCCPIR are implemented under the SPC climate change one-team approach, and aim to strengthen capacities of Pacific Island Countries to adapt to and mitigate climate change, in collaboration with the Secretariat of the Pacific Regional Environment Programme (SPREP), the University of the South Pacific (USP), and other Council of Regional Organisations of the Pacific (CROP) members.

#### **Development of a Climate Change Policy Framework**

The objective of the Climate Change Policy Framework is to build the resilience of Palau to climate change.

## APPENDIX 3

The process to develop the framework will be all inclusive, build on existing initiatives and provide a framework for a coordinated approach to building resilience to climate change. (Furthermore, it will be closely coordinated with a parallel process to develop a Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management). There are four components, Components 1 and 2 will run in parallel, after which Components 3 and 4 will be conducted. The components are:

1. *Gaps and needs analysis*: This will involve a stakeholder analysis, national and state-level review of legislation and policies and how they incorporate climate change issues. Existing climate change related activities will also be compiled and reviewed. Based on this work a gaps and needs analysis will be developed to guide the future planning and prioritisation of climate change activities, including recommendations for an oversight committee.
2. *Community engagement strategy*: This will build on the community visioning activities, the Local Early Adaptation Project (LEAP), the community land use plans and other activities already undertaken. It will involve enlisting the support of a non-governmental organisation (NGO) to review these activities, synthesise and analyse the outcomes as they relate to climate change. Depending on the results of this synthesis, it may be necessary to revisit some of the communities to discuss with them how they see the added impacts of climate change, and then to update the synthesis. It will be necessary to align this work with the situation analysis community issues validation consultations being undertaken for the Joint National Action Plan on Climate Change and Disaster Risk Management.
3. *Development of a climate change framework*: This will essentially be a policy document which will require approval from the country's legislative assembly. It will also require input from the communities (see component 2). The framework will address how to build Palau's resilience to climate change and will include:
  - Overall objectives
  - High-level ways to mitigate and adapt to climate change
  - Definition of the role of government agencies
  - Definition of coordination mechanisms, including a lead team and coordination committees
  - Approaches to climate change funding
  - Provisions for regular review of the framework.
4. *Preparation of a climate change plan of action*: This will support the climate change framework by listing, costing and prioritising projects for support over the review period of the climate change framework.

This present consultancy deals with **Component 1, Gaps and Needs Analysis only**.

### **Specific Activities of the Consultant**

1. The Consultant will prepare a work plan and schedule for undertaking the work involved to complete Component 1 and confirm the schedule with the Office of Environmental Response and Coordination (OERC) and the Climate Change Advisers for the GCCA: PSIS project and the CCCPIR program.
2. Conduct a Stakeholder Analysis – compile information on relevant stakeholders in climate change in Palau including their current role, function and responsibilities in regards to climate change issues and engage with key stakeholders.
3. Prepare recommendations on composition and establishment of a climate change policy framework development advisory committee.

## APPENDIX 3

4. Review climate change policies in use in other Pacific Small Island Developing States (SIDS) and undertake a literature search of all policies and legislation in Palau related to climate change from relevant sectors at national and state level.
5. List all climate change and climate related disaster risk management activities undertaken in Palau during the past five years as they relate to specific sectors and the national situation.
6. Draw items 2-5 together into a Climate Change Issues Paper: Summary for policy makers. This will highlight key issues for coverage under the Climate Change Policy Framework including whether the framework should include mitigation as well as adaptation, and international climate change negotiating positions. Obtain endorsement from the Palau Government on the Issues Paper.
7. Carry out a Gaps and Needs Analysis with the following sub-tasks:
  - Establish the current status of climate change adaptation and mitigation inclusive of climate related disaster risk management in Palau.
  - Identify the perspective of Palauan communities on climate change issues (based on the deliverables of a separate consultancy for Component 2, and the preparation of the Joint National Action Plan on Climate Change and Disaster Risk Management which is being conducted in parallel with this consultancy).
  - Develop a vision statement describing where Palau wishes to position itself in relation to climate change, linked to the Joint National Action Plan on Climate Change and Disaster Risk Management which is being prepared in parallel with this consultancy.
  - Identify the gaps that need to be filled to reach the envisaged status.
  - Conduct at least one consultative workshop with key stakeholders.
  - Conduct at least one high-level workshop with Ministers and Secretaries to obtain approval of the gaps and needs analysis.

### Deliverables

1. Work plan and schedule.
2. Stakeholders analysis report including a log of engagement activities undertaken.
3. Terms of reference for a climate change policy framework development advisory committee.
4. Overview of at least five climate change policies used in other Pacific SIDS and listing of how climate change is incorporated into national and sectoral policies, strategies, plans and laws in Palau.
5. Spreadsheet of existing climate change related projects, duration, costing, outputs, expected outcomes.
6. Climate Change Issues Paper: Summary for policy makers.
- 7a. Gaps and Needs Analysis Report, including the current status, community perspectives, vision statement, and the gaps that need to be filled to reach the desired status (maximum 10-15 pages).
- 7b. Reports on stakeholder and high-level workshops.

### Timeframe

73 person days, the daily consultancy rate provided will be in the range USD\$250-\$400 per day depending on qualifications and experience. Additional funding is available for air travel and per diem costs if the consultant is not based in Palau, workshop costs, and local travel within Palau. (Qualifications, skills and experience being equal, preference will be given to a locally based consultant).

## APPENDIX 3

### Skills required

1. Tertiary qualifications in a climate change relevant discipline such as natural resource management/economics, climate change policy and planning.
2. At least of 5 years of professional experience related to the provision of technical, planning and policy advice to national governments in Pacific SIDS; experience in Palau would be an advantage.
3. Proven track record in climate change related work, preferably in Pacific SIDS; experience in Palau would be an advantage.
4. Excellent analytical skills and experience with complex multi-faceted systems.
5. Experience with multi-stakeholder participatory and consultative approaches especially in Pacific SIDS.
6. Excellent interpersonal and communication skills and experience in a multicultural Pacific Island environment.
7. Excellent English communication skills (oral and written); Palauan languages skills would be an advantage.

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### Request for Expression of Interest (EOI)

**Date:** 14<sup>th</sup> January, 2013

**Reference:** EOI: 13/01

**Subject:** Consultancy for the Preparation of a Community Engagement Strategy for a Climate Change Policy Framework for the Republic of Palau

Dear Sir/Madam,

1. SPC would like to invite interested Palauan-based non-governmental organizations (NGOs) to submit their Expression of Interest (EOI) to carry out specific tasks as outlined in the terms of reference for the Preparation of a Community Engagement Strategy for a Climate Change Policy Framework for the Republic of Palau.
2. To guide you in the preparation of the EOI, please find enclosed:
  - a. Annex I: Terms of reference
  - b. Annex II: Instructions to bidders
  - c. Annex III: EOI Proposal submission form
3. To submit your EOI, please provide:
  - a. Letter of interest
  - b. EOI submission form
  - c. Curriculum vitae for personnel to be involved in this consultancy
  - d. Proposal for the implementation of the consultancy, including a scheduling and costing.

This letter is not to be construed in any way as an offer to contract with you/your company.

Yours sincerely,

Akhilesh Prasad  
Administration Manager

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Country office: Honiara, Solomon Islands.

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### Annex I

#### Terms of Reference

EOI 13/01

*Preparation of a Community Engagement Strategy for Climate Change Policy Framework for the Republic of Palau*

#### a) Background to the specific work covered under this consultancy

The Republic of Palau is vulnerable to the impacts of climate change and climate variability. Palau is already experiencing several of these impacts e.g. sea level rise, higher sea surface temperatures and coral bleaching events, increased flooding and drought events, and loss of biodiversity. These impacts undermine Palau's efforts towards sustainable development. Whilst Palau has been actively engaged in addressing climate change for several years, there is no coordinated national framework guiding the many diverse initiatives across multiple organisations. During discussions between SPC and government and non-governmental organisations in January and July 2012, the need for a Climate Change Policy Framework emerged as a major issue.

Furthermore, the House Joint Resolution No. 8-68-13, which provides for the creation of a Ministerial Climate Change Committee to establish a clear policy and framework of action regarding climate change issues, was passed in June 2012.

SPC is assisting with the development of a Climate Change Policy Framework for Palau, through the Global Climate Change Alliance: Pacific Small Island States project (GCCA: PSIS) funded by European Union (EU), and the Coping with Climate Change in the Pacific Island Region program (CCCPIR) implemented in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The GCCA: PSIS and the CCCPIR are implemented under the SPC climate change one-team approach, and aim to strengthen capacities of Pacific Island Countries to adapt to and mitigate climate change, in collaboration with the Secretariat of the Pacific Regional Environment Programme (SPREP), the University of the South Pacific (USP), and other Council of Regional Organisations of the Pacific (CROP) members.

The objective of the Climate Change Policy Framework is to build the resilience of Palau to climate change. The process to develop the framework will be all inclusive, build on existing initiatives and provide a framework for a coordinated approach to building resilience to climate change. (Furthermore, it will be closely coordinated with a parallel process to develop a Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management). There are four components, Components 1 and 2 will run in parallel, after which Components 3 and 4 will be conducted. The components are:

1. *Gaps and needs analysis*: This will involve a stakeholder analysis, national and state-level review of legislation and policies and how they incorporate climate change issues. Existing climate change related activities will also be compiled and reviewed. Based on this work a

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gaps and needs analysis will be developed to guide the future planning and prioritisation of climate change activities, including recommendations for an oversight committee.

2. *Community engagement strategy*: This will build on the community visioning activities, the Local Early Adaptation Project (LEAP), the community land use plans and other activities already undertaken. It will involve enlisting the support of a non-governmental organisation (NGO) to review these activities, synthesise and analyse the outcomes as they relate to climate change. Depending on the results of this synthesis, it may be necessary to revisit some of the communities to discuss with them how they see the added impacts of climate change, and then to update the synthesis. It will be necessary to align this work with the situation analysis community issues validation consultations being undertaken for the Joint National Action Plan on Climate Change and Disaster Risk Management.
3. *Development of a climate change framework*: This will essentially be a policy document which will require approval from the country's legislative assembly. It will also require input from the communities (see component 2). The framework will address how to build Palau's resilience to climate change and will include:
  - Overall objectives
  - High-level ways to mitigate and adapt to climate change
  - Definition of the role of government agencies
  - Definition of coordination mechanisms, including a lead team and coordination committees
  - Approaches to climate change funding
  - Provisions for regular review of the framework.
4. *Preparation of a climate change plan of action*: This will support the climate change framework by listing, costing and prioritising projects for support over the review period of the climate change framework.

This present consultancy deals with **Component 2, Community engagement strategy only**.

#### **b) Scope**

The assignment will cover an extensive assessment of previous community engagement activities, a stakeholder consultation, and – if deemed necessary – preparation of a program of work for further community engagement activities to inform the development of the Climate Change Policy Framework for the Republic of Palau.

#### **c) Specific activities**

The assignment will require:

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1. Prepare a work plan and schedule for undertaking this consultancy and confirm the schedule with the Office of Environmental Response and Coordination (OERC), and the SPC Climate Change Advisers for the GCCA: PSIS project and the CCCPIR project.
2. Review community engagement activities relating to environmental management, including but not limited to community visioning activities, the Local Early Adaptation Project (LEAP) and the community land use plans already undertaken; prepare a synthesis report which also analyses how these activities relate to climate change.
3. Hold a consultative workshop(s) with key stakeholders
  - a) to review the findings of the synthesis report on community environmental engagement (prepared in Step 2 above); and determine if further community engagement activities are required to inform the climate change policy framework;
  - b) if step a) indicates further work is required, prepare a program of work including a list of prioritized activities, time frame and costing for further community engagement activities to inform the development of the climate change policy framework.
4. Present findings of this consultancy at related workshops pertaining to the Climate Change Policy Framework development and the Joint National Action Plan process on an "as required" basis.
5. Prepare and conduct public education and outreach about the development of the Climate Change Policy framework through media and other processes and document this work.
6. Prepare a final report briefly describing the processes, major outcomes and recommendations of this consultancy.

### d) Outputs

The outputs of this consultancy are as follows:

1. Work plan and schedule.
2. Synthesis report on community environmental engagement activities which also analyses how these activities address climate change.
- 3a. Report on consultative workshop(s).
- 3b. (If required) a program of further work including a list of prioritized activities with costing and schedule for climate change engagement activities.
4. Power point presentation with full notes relating to the process and outcomes of this consultancy.
5. Documentation of awareness raising and public outreach activities for the climate change policy framework process including at least one two-page flier in Palauan and English, one power point presentation in English and Palauan and two newspaper articles.
6. Final concise report describing the processes followed during the consultancy, major outputs and recommendations.

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### e) Specification of consultant team

SPC seeks to engage a Palauan-based NGO with expertise in community engagement, participatory approaches, and climate change & policy development, to conduct this assignment. All personnel should have at least 5 years of experience in their respective fields. Skills required are as follows:

1. Tertiary qualifications in a climate change relevant discipline (natural resource management, resource economics, climate change policy and planning).
2. At least 5 years of professional experience in the development field preferably in small island developing states.
3. Experience with community engagement activities, especially multi-stakeholder participatory and consultative approaches in small island developing states including Palau.
4. Proven track record in climate change related work, preferably in the Pacific Islands region.
5. Excellent interpersonal and communication skills and ability to succeed in a multicultural Pacific Island environment.
6. Excellent English communication skills (oral and written), fluency in Palauan would be an advantage.
7. Good analytical skills and experience with complex multi-faceted systems.

### f) Delivery

45 person days; the daily consultancy rate provided will be in the range USD\$250-\$400 per day depending on qualifications and experience. Additional funding is available for workshop costs and local travel within Palau.

### g) Timing

This 45 day consultancy will be delivered over a three month period, March – May 2013.

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### Annex II

#### Instruction to Bidders

13/01

#### *Preparation of a Community Engagement Strategy for Climate Change Policy Framework for the Republic of Palau*

### 1. General Conditions

- 1.1 SPC invites EOIs for the preparation of the Community Engagement Strategy for the Climate Change Policy Framework for the Republic of Palau.
- 1.2 The Bidder shall bear all costs associated with the preparation and submission of the EOI, and the SPC entity will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

### 2. Preparation of EOI

The EOI must comprise the following documents:

- (a) Letter of interest
- (b) EOI Submission Form
- (c) Curriculum vitae for personnel to be involved in the consultancy
- (d) Proposal for the implementation of the consultancy, including a schedule and costing.

### 3. Submission of EOI

- 3.1 The Bidder shall submit one copy of the EOI. The EOI shall be typed and shall be signed by the Bidder or a person or persons duly authorized to bind the Bidder to the EOI.
- 3.2 The Bidder shall submit their EOI in one of the following formats:

By email to [procurement@spc.int](mailto:procurement@spc.int) clearly stated "EOI 13/01 Preparation of a Community Engagement Strategy for a Climate Change Policy Framework for the Republic of Palau".

Or:

By sealed envelopes duly marked as "EOI 13/01 Preparation of a Community Engagement Strategy for a Climate Change Policy Framework for the Republic of Palau" to be mailed or hand delivered to:

*EOI 13/01*

Preparation of a Community Engagement Strategy for a Climate Change Policy Framework for the Republic of Palau  
*Secretariat of the Pacific Community*

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Suva  
Fiji*

- 3.3 All EOI submissions must reach SPC office on or before 8<sup>th</sup> February 2013 – 4.00pm (Fiji local time).
- 3.4 SPC may, at its discretion, extend this deadline for the submission of the EOI, in which case all rights and obligations of SPC and Bidders previously subject to the deadline will thereafter be subject to the deadline as extended.
- 3.5 Any EOI received by the SPC after the deadline for submission of EOI will be rejected and returned unopened to the Bidder.
- 3.6 The Bidder may withdraw its EOI after submission, provided that written notice of the withdrawal is received by the SPC prior to the deadline for submission. No EOI may be modified after passing of the deadline for submission of EOI.

**4. Evaluation of EOI**

- 4.1 To assist in the examination, evaluation and comparison of EOIs, SPC may at its discretion ask the Bidder for clarification of its EOI. The request for clarification and the response shall be in writing via email and no change in substance of the EOI shall be sought, offered or permitted.
- 4.2 SPC will examine the EOI to determine whether it is complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the EOI is generally in order.
- 4.3 Prior to the detailed evaluation, SPC will determine the substantial responsiveness of each EOI through preliminary examination of documents submitted. A substantially responsive offer is one which conforms to all the terms and conditions of the EOI. SPC reserves the right to waive minor deviations, if they do not affect the capability of an applicant to perform the work.
- 4.4 An EOI determined as not substantially responsive will be rejected by SPC.
- 4.5 This EOI does not entail any commitment on the part of SPC, either financial or otherwise. SPC reserves the right to accept or reject any EOI without incurring any obligation to inform the affected applicant/s of the grounds.
- 4.6 For additional information, clarification or any communication relating to this EOI, bidders may write to [procurement@spc.int](mailto:procurement@spc.int).

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<b>Annex III</b>
<p><b>EOI Submission Form</b>          13/01  <i>Preparation of a Community Engagement Strategy for Climate Change Policy Framework for the Republic of Palau</i></p>

### 1. Background

#### 1.1 Contact

<b>Name</b>	
<b>Physical address</b>	
<b>Mailing address</b>	
<b>Telephone</b>	
<b>Fax</b>	
<b>e-mail</b>	
<b>Website</b>	

#### 1.2 Legal Registration (if any)

Place of registration & registration No.	Date of incorporation	Directors' names

### 2. Previous experience

#### 2.1 Geographical coverage and experience working with international organisations

Criteria	Response
Geographical list showing where work has been conducted in the past three years	
Previous experience in working with SPC	
Previous experience working with other international organizations.	

2.2 Outline of five assignments relevant to this present EOI that were completed by the Bidder within the last three years.

Name of client and contact	Consultancy description (Include title of consultancy and a brief statement	Consultancy value	Completion date

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details	describing the nature of the assignment)	US\$	

### 2.3 Details of current consultancies in progress in 2013

Name of client and contact details	Project description (Include title of consultancy and a brief statement describing the nature of the assignment)	Contract value US\$	Completion due date

### 3.0 Personnel

List the qualifications and experience of key personnel proposed for administration and execution of the consultancy. (Curriculum vitae for personnel proposed for this consultancy should be submitted with the EOI).

Position	Name	Qualifications	Years of experience in current position

SPC Headquarters: Noumea, New Caledonia. Regional offices : Suva, Fiji Islands, and Pohnpei, Federated States of Micronesia.  
 Country office: Honiara, Solomon Islands.

For contact details – Website: [www.spc.int](http://www.spc.int) Email: [spc@spc.int](mailto:spc@spc.int)

Siège de la CPS : Nouméa (Nouvelle-Calédonie). Antennes régionales : Suva (Îles Fidji) et Pohnpei (États fédérés de Micronésie). Bureau national de coordination : Honiara (Îles Salomon).

Site Web : [www.spc.int](http://www.spc.int) Courriel : [spc@spc.int](mailto:spc@spc.int)



**SPC Headquarters**  
BP D5  
98848 Noumea Cedex  
New Caledonia  
Telephone: +687 26 20 00  
Fax: +687 26 38 18



## APPENDIX 4

**Siège de la CPS**  
BP D5  
98848 Nouméa Cedex  
Nouvelle-Calédonie  
Téléphone : +687 26 20 00  
Télécopieur : +687 26 38 18

### 4. Certification

I, the undersigned, warrant that the information provided in this form is correct and, in the event of changes, details will be provided as soon as possible:

Name \_\_\_\_\_

Functional Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Company Seal/Stamp (if any)

SPC Headquarters: Noumea, New Caledonia. Regional offices : Suva, Fiji Islands, and Pohnpei, Federated States of Micronesia.  
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Site Web : [www.spc.int](http://www.spc.int) Courriel : [spc@spc.int](mailto:spc@spc.int)



**ILLEGAL OR WASTEFUL ACTIVITIES  
SHOULD BE REPORTED TO:**

**OFFICE OF THE PUBLIC AUDITOR  
REPUBLIC OF PALAU  
P. O. BOX 850  
KOROR, REPUBLIC OF PALAU 96940**

**Ground Floor  
Orakiruu Professional Building  
Madalaii, Koror, Palau**

**TELEPHONE NOS: (680) 488-2889/5687  
FACSIMILE NO: (680) 488-2194  
WEBSITE ADDRESS: [www.palauopa.org](http://www.palauopa.org)  
E-MAIL ADDRESS: [admin@palauopa.org](mailto:admin@palauopa.org)**

**MONDAY THRU FRIDAY  
7:30 a.m. - 4:30 p.m.**

**(Closed on Legal Holidays)**