

United Nations Development Programme
Country: Samoa
PROJECT DOCUMENT



Project Title: Enhancing the resilience of tourism-reliant communities to climate change risks.

UNDAF Outcomes:

- OUTCOME 1: Equitable Economic Growth & Poverty Reduction.
- OUTCOME 2: Good Governance and Human Rights
- OUTCOME 4: Sustainable Environmental Management

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Promote Climate Change Adaptation.

UNDP Strategic Plan Secondary Outcome: Other

Expected MCP Outcome(s):

MCDP Outcome 1.1.1 Pro-poor national development plans and strategies developed and aligned with the MDGs
MCPD Outcome: 4.1.1. & 4.2.1 The environment-economic-governance nexus demonstrated through community-based natural resource management and use that supports implementation of gender-sensitive national policies as well as the mainstreaming of environment into national plans.

Expected CPAP Output (s)

- *Engendered MDG-based village and local level sustainable development plans developed and implemented by communities*
 - *Climate risk management options integrated into land-use planning, coastal zone management and marine resources management at national and decentralized levels to achieve MDG 7 and avoid human and material losses from adverse impacts of climate change*
 - *Institutional Plans developed to implement environmental management initiatives at decentralized levels that increase ecosystem benefits for sustainable livelihoods*
- 4.2.1.1 *Protected and conservation area management and governance systems strengthened*
4.2.2.1. *Engendered MDG-based village and local level sustainable development plans developed and implemented by communities*

Executing Entity/Implementing Partner: Samoan Tourism Authority, Ministry of Natural Resources and Environment (MNRE)

Implementing Entity/Responsible Partners: Samoan Tourism Authority, Ministry of Natural Resources and Environment (MNRE)

Brief Description

Tourism is the dominant sector of the Samoan economy contributing more than 20% of the GDP (Central Bank of Samoa). Small to medium scale Tourism operations are dominated by small beach “fale” (open hut) developments that are uniquely connected to the many small villages about the coastline of the two main islands of Upolu and Savaii. The principle resource bases of tourism are the pristine beaches, coastal, lagoon and reef areas. The small scale operators are reliant on goods and services related to agriculture, fisheries, food processing, construction, handicraft, transport, energy, water and waste management and cultural performance. The village communities are reliant on the tourism operations for employment, income and capital. There are indirect benefits as well through the extension of transport networks, upgrading of infrastructure and the provision of essential services. The value chains are therefore very strong and diverse.

70% of Samoa’s population live within the coastal strips with tourism operations mostly within 100metres of the coastline. Being adjacent to the coast many operators and reliant communities are exposed to the impacts of climate change induced extreme events and other long term incremental changes (sea-level rise, etc.). Increased vulnerability and reduced resilience to natural and human induced forces will increase due to climate change factors. Threats upon these small-scale operations will detrimentally affect the viability and profitability of community value chains both directly and indirectly.

The objective of the project is to enhance the resilience of tourism-reliant communities to climate change risks. This will be achieved by integrating climate change into development policy and instruments, and investing in adaptation actions supporting tourism reliant communities. These are priorities identified under Samoa’s National Adaptation Programme of Action (NAPA). LDCF resources will be used to integrate climate change aspects into the Samoa Tourism Development Plan and management of Tourism Development Areas (TDAs). Resources will be used to establish financial support schemes and risk transfer mechanisms, develop a sector-tailored early warning system, and implement concrete adaptation measures in high priority tourism-reliant communities and tourism sites targeting the management of coastal infrastructure, water resources, shore line and tourism resources including recreational activities.

Project outcomes are as follows:

1. Climate change adaptation mainstreamed into tourism-related policy instruments and public-private partnerships
2. Increased adaptive capacity to climate change and disaster risks of tourism-reliant communities

Programme Period:	2013 - 2017	Total resources required	19,238,500
Atlas Award ID:	00064910	Total allocated resources:	19,238,500
Project ID:	00081564	o GEF/LDCF	1,950,000
PIMS #		o GoS (in kind)	88,500
Start date:	1 May 2013	o GoS (STSP; parallel)	13,600,000
End Date	30 April 2017	o UNDP (PSSF; parallel)	3,600,000
Management Arrangements	NIM		
PAC Meeting Date	17-12-2012		

Agreed by (Government):

Date/Month/Year

Agreed by (Executing Entity/Implementing Partner):

Date/Month/Year

Agreed by (UNDP):

Date/Month/Year

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LIST OF ACRONYMS

ADB	Asian Development Bank
AF	Adaptation Fund
ALM	Adaptation Learning Mechanism
AMSL	Above Mean Sea Level
AOSIS	Association of Small Island States
APR	Annual Project Review
AWP	Annual Work Plan
CBO	Community-based Organisation
CCA	Climate change adaptation
CIF	Climate Investment Fund
CIM	Coastal Infrastructure Management
CO	Country Office
COC	Chamber of Commerce
CP	Country Programme
CRP	Climate Risk Profile
CPAP	Country Programme Action Plan
CROP	Council of Regional Organisations in the Pacific
CSIRO	Commonwealth Scientific Industry and Research Organization
CSO	Civil Society Organisation
CSR	Climate Services Reportings
CSSP	Civil Society Support Programme
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EACC	Economics of Adaptation to Climate Change
EIA	Environmental Impact Assessment
ENSO	El Niño Southern Oscillation
ESA	Environmentally Sensitive Areas
EPA	Environment Protection Agency
EPC	Electric Power Corporation
EPZ	Environmental Protection Zone
FNC	First National Communications
GDP	Gross Domestic Product
GEF	Global Environment Facility
GOS	Government of Samoa
HDI	Human Development Index
IAMP1	Infrastructure Asset Management Project Phase 1

ICCAI	International Climate Change Adaptation Initiative
IFC	International Finance Corporation
IPCC	Intergovernmental Panel on Climate Change
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
LDCEG	Least Developed Countries Expert Group
LTA	Land Transport Authority
MAF	Ministry of Agriculture and Fisheries
MDG	Millennium Development Goal
MNRE	Ministry of Natural Resources and Environment
MWTI	Ministry of Works, Transport and Infrastructure
NAPA	National Adaptation Programme of Action
NC	National Communications (to UNFCCC)
NCAR	National Climate Adaptation Research
NTCCASS	National Tourism Climate Change Adaptation Strategy for Samoa
NCCCT	National Climate Change Country Team
NCSA	National Capacity Self Assessment
NDMP	National Disaster Management Plan
NDP	National Development Plan
NEAP	National Environment Action Plan
NGO	Non-Governmental Organization
NHS	National Health Service
NPC	National Project Coordinator
NPD	National Project Director
NPM	National Project Manager
NRM	Natural resource management
NSDS	National Sustainable Development Strategy
OFP	Operational Focal Point
OLSSI	O Le Siosiomaga Society Incorporated
PSC	Project Steering Committee
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Project Management Unit
PPCR	Pilot Programme for Climate Resilience
PPCR-SC	Pilot Programme for Climate Resilience Sub Committee
RCU	Regional Coordination Unit
RTA	Regional Technical Advisor
SAT	Samoa Tala

SBAA	Standard Basic Assistance Agreement
SCCF	Strategic Climate Change Fund
SDS	Strategy for the Development of Samoa
SIAM2	Samoa Infrastructure Asset Management Phase 2(Project)
SIDS	Small Island Developing State
SLR	Sea level rise
SMD	Samoa Meteorological Division
SNC	Second National Communication
SPCR	Strategic Programme for Climate Resilience (see CRIP)
SPCZ	South Pacific Convergence Zone
SST	Sea surface temperature
STDP	Samoa Tourism Development Plan
SUNGO	Samoa Umbrella of Non-Governmental Organisations
SWA	Samoa Water Authority
TA	Thematic Area
TCCPU	Tourism Climate Change Project Unit
TDA	Tourism Development Area
TOR	Terms of Reference
TPR	Tripartite Review
UN	United Nations
UNCT	United Nations Climate Trust
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	United Nations International Strategy for Disaster Risk Reduction
USD	United States Dollar
VA	Vulnerability Assessment
WB	World Bank
WRD	Water Resources Division

1. Situation analysis

1. Tourism is the mainstay of the Samoa economy, with direct contributions of 20% to the annual Gross Domestic Product (GDP)¹ which stood at SAT\$1.55 billion (US\$0.69 billion) in 2011. As a core contributor to GDP, much of the future growth and stability of the Samoa economy depends upon tourism continuing to support livelihoods especially at the local village level. Growth in tourism has not been strong in recent years, having been badly affected by the 2008 global economic downturn and the 2009 tsunami. The sector is highly vulnerable to external shocks, including creeping climate change.

2. The tourism sector provides direct employment for over 5400 people which represents approximately 10% of the total workforce. Most of this sector workforce supports the operation of over 60 small scale community based accommodation places and resorts. The sector also provides substantive indirect employment and a range of opportunities in the fields of transport, communications, agriculture, fisheries, handicrafts, cultural performance, infrastructure, construction and manufacturing. The sector also provides the catalyst for maintaining critical economic linkages for the more remote and dispersed villages about the islands of Upolu and Savaii. In these small remote communities, tourism offers most of the new job opportunities especially for young people who are then encouraged to stay in the communities. Village level small-scale tourism is therefore a major force in local economic development, restraining urbanization and retaining the population in rural areas.

3. The tourism industry directly and indirectly accounts for a high portion of foreign currency earnings. In 2011 tourist arrivals reached more than 129,000 within a calendar year representing an average annual rate of growth of 3.5%. The Samoa Central Bank, which publishes statistics on visitor arrivals and tourist expenditures², reports that in calendar year 2011 tourist expenditures amounted to about SAT\$310 million, and in the 12 months ended July 2012 - to about SAT\$333 million (20% of GDP)³.

4. In Samoa the preferred form of tourism accommodation is small scale beach fale (the traditional Samoan hut – ‘fale’ means house or dwelling in Samoan language). These are mostly operated by local communities and families, and are often located within 20 meters of the beaches or coastlines. The beach fale areas benefit the broader village communities as fees are charged for access, for day use of fale, overnight accommodation, related catering services, cultural performances and a variety of recreational activities (e.g. snorkelling, kayaking, visits to nearby sites, traditional Samoan dance night, traditional massage, etc.). Beach fale are also important recreational areas for residents from the Apia urban area and the local villagers themselves.

5. Just landward of the fale beach accommodating areas are the village communities. The proximity to the coast sees approximately 70% of Samoan population living within 100m of the coastal strips. Being immediately adjacent to the coast many operators and the tourism-reliant communities are exposed to the impacts of climate change induced extreme events and other long term incremental changes (sea-level rise, etc.). Increased vulnerability and reduced resilience to natural and human induced forces will increase due to climate change factors. Threats upon these small-scale operations will detrimentally affect the national economy and the viability and profitability of community value chains - both directly and indirectly.

6. The high vulnerability of the tourism sector was evident in the 2009 September tsunami, where a total of 59 beach accommodation properties/facilities, mostly run by community owned beach fale operators, and their extended families were affected. The tsunami also impacted over 500 families indirectly as suppliers to the accommodation properties. Although the tsunami was non-climate related, this tragic event which

¹ Adapt Asia, 2012. Economic Valuation Report Under the UNDP/Samoa Project: Enhancing the Resilience of Tourism-Reliant Communities to Climate Change Risks

² Samoa Central Bank: http://www.cbs.gov.ws/statistics/pub/ter/2011/cbsstatsterSep11_T1.pdf

³ Adapt Asia, 2012. Economic Valuation Report Under the UNDP/Samoa Project: Enhancing the Resilience of Tourism-Reliant Communities to Climate Change Risks

claimed 155 lives, was an important alert of natural hazards and risks the Samoan tourism industry can face as the frequency of extreme climatic events intensified by climate change.

1.1 Climate change induced problem

7. The problem that this project seeks to address is that the tourism sector in Samoa is ill-prepared to manage the risks and opportunities that climate change will present. The NAPA preparation process highlighted that to the people of Samoa, the direct and indirect impacts on the industry, impact on foreign exchange earnings and opportunities for expansion are sufficiently serious that it warrants urgent and immediate action.

8. Beach tourism is a highly climate-dependent activity, relying heavily on vulnerable natural coastal resources. The major climate hazards to which local tourism operators and small-scale hotels in Samoa are regularly exposed include cyclones, extreme rainfall events, flooding, drought, sea level rise, and storm surges. The intensive risks associated with cyclonic waves, storm surges, heavy rainfall and flash floods can have cumulative effects. Creeping changes associated with sea level rise and higher frequency of extreme events has increased the vulnerability of the coastal areas and its communities and the low resilience suggests greater physical destruction and erosion of beaches, among other direct effects. The combined effect of variable and extreme events, storm surges and tides, and flash flooding are especially destructive to local village based and small scale tourism operations.

9. Direct effects include the erosion and loss of beaches, inundation and degradation of coastal ecosystems, saline intrusion and damage to critical infrastructure, reduced reliability of water and food supply. Indirect impacts include the diminished beauty of natural resources, for example bleached coral and destroyed coastal vegetation, curtailment of some outdoor activities, dangerous swimming and diving conditions. As a consequence, livelihood source of families in rural coastal areas is jeopardized along the complex tourism value chain, involving small beach accommodation, catering, recreational activities, associated jobs and local supply of goods and services (food, handicrafts, cultural performances, transport, etc).

10. Climate change-related risks to the tourism sector and its various value chains will materialize either directly through physical changes, damage and loss from stresses and/or extreme events; or indirectly through reduced revenues and loss of jobs. Climate projections for Samoa, including those related to variability and extreme events, indicate increasing likelihood of conditions detrimental to the tourism sector⁴. The consequences of climate related risks and extreme events will be felt by the tourism operators as well as the closely connected village communities. There will also be effects on the broader value chain stakeholders such as service industries, consulting sector, agriculture and food enterprises, transport operators, travel agents, accountants etc. A fall in resilience and increased vulnerability of local small scale operators and their reliant communities will therefore affect a large portion of the Samoan population.

11. In Samoa, each small scale fale operator sites their accommodation to take advantage of beautiful beaches and lagoon areas, often on or adjacent to the sand berms of the beach. Buildings and facilities are often on the most vulnerable and least defensible features of the coast. The tourism facilities and assets are vulnerable due to their location, smallness (light framed) and exposure. In these settings over 70% of all infrastructure, facilities and accommodation is usually located within 100m of the coastline (Coastal Infrastructure Management Strategy (CIMS), 2005).

12. The most important asset of the niche tourist accommodation and resorts in Samoa are the beaches with 37% of tourists visiting Samoa primarily for holidays for this experience (Samoa Tourism Authority Annual Report 2010-2011). Sea level rise is increasing erosion, causing loss of beach profile, mobility of sand into and along the lagoons, and sometimes diverting the usual flow paths of waterways into lagoons

⁴ Adapt Asia, 2012. Vulnerability and Adaptation Options Report -Under the UNDP/Samoa Project: Enhancing the Resilience of Tourism-Reliant Communities to Climate Change Risks. Final Draft, 2012

and coastal waters. These processes are threatening the unique attractiveness of these important assets for local village level tourism operators.

13. There is considerable variation in the typology and circumstances of hazards around the two main islands and even within villages. This is due to local variation in geophysical forms and layout of the coastal strip, coastal lagoons and reefs, as well as the variation in localized climatic features. For example, north-western Savaii is particularly at risk from poor water security and effects of drought, while the key issue for South-East Upolu is beach erosion and site-based water management.

14. The dynamic processes of sea level rise and human modification of coastal environs leading to the significant increases in beach erosion were first reported by Richmond in 1991⁵. The trends are continuing and extreme events have exacerbated incidences and the extent of beach erosion about Upolu and Savaii. These trends are damaging the economic assets; the aesthetic qualities of the beach locations, and affecting the proper siting and management of development, the control of water resources and the stability of access. Creeping climate change is aggravating pressures on the scarce beach resources increasing vulnerability of tourist attractions and small-scale accommodation operators.

15. The coral reefs that surround both of the main large islands are also facing exacerbating climate change induced pressures. In addition to being economically important, providing aesthetic value and ecosystem services - they also provide a natural coastal-defence to buffer beaches from large wave action or storm surges. Increased bleaching, coupled with reduced calcification, from increased water temperature and ocean acidification will affect coral growth and detrimentally affect reef integrity and their ability to naturally adapt to sea level rise.

1.2 Root or underlying causes

16. Climate change vulnerabilities and impacts: The influence of global warming on Samoa manifests itself in more frequent and extreme rainfall events, longer dry spells, consistent drought events but hotter days, rising sea levels, extreme winds and extreme high air and water temperatures (Climate Risk Profile, 2007, referenced in the 2nd National Communications to UNFCCC 2009; see also Annex 1). Projections of long-term changes in the average climate for Samoa indicate that by 2050 the sea level is likely to have increased by 36 cm, annual average rainfall by 1.2 %, extreme wind gusts by 7% and maximum ambient surface temperatures by 0.7 °C. The observed long term trend in relative sea level for Apia is 5.2 mm/yr, but the maximum sea level is increasing by approximately 8 mm/yr, a rate far in excess of the observed local and global trends in mean sea level. For Apia, an hourly sea level of 1.8m above mean sea level is currently a 100-year event. It will likely be at least a four-year event by 2025.

17. Currently a daily rainfall of at least 300 mm is a relatively rare event at Apia, with a return period of 14 years. Given Samoa's location, there is large uncertainty in the rainfall projections. Of the four global climate models used to prepare Samoa's Climate Risk Profile, two models indicated substantial increases in rainfall, one model suggested only small increases, and one model indicated a large decrease in rainfall into the future. While, an extreme daily rainfall of 400 mm is currently a 60-year event, it will likely be a 40-year event by 2050. An extreme six-hourly rainfall of 200 mm is currently a 30-year event. It will likely become a 20-year event by around 2050. A monthly rainfall below the ten percentile is used as an indicator of drought, with drought frequency in Samoa being strongly linked to the occurrence of El Niño Southern Oscillation (ENSO) events. If El Niño events are more common in a warming world, this will have significant implications for the frequency, duration and intensity of droughts in Samoa. Extreme wind gusts of 70+ kt in Apia currently have a return period of 75 years. This will reduce to approximately 40 years by 2050. There is relatively high confidence in projections of maximum air temperature. A maximum air temperature of 34° C is currently well in excess of a 100-year event. By 2050 it will likely have a return period of 40 years.

⁵ Richmond B (1991) Coastal morphology, shoreline stability, and nearshore mineral resources of Upolu, Western Samoa. Techsec

18. The recent EACC Samoa Country Study⁶ used projections of climate variables downscaled from the results of the global climate models. Samoa is covered by 4 of the 0.5° grid cells. Most of the Samoan population is covered by the cell centred on 13.75°S, 171.75°W, which covers Apia. The Global Wet (NCAR) and Dry (CSIRO) scenarios differ little with respect to the annual average temperature projections. The Global Wet scenario projects an increase of 0.97-0.99°C by 2050 for the four grid cells, while the Global Dry scenario for 2050 projects an increase of 0.81-0.83°C by 2050 for the four grid cells. Since the differences between cells are much smaller than the standard errors of the projections, it is reasonable to assume a uniform increase of about 1°C for the Global Wet scenario and about 0.8°C for the Global Dry scenario. Changes in average daily maximum and daily minimum temperatures are almost identical to the changes in average daily mean temperatures.

19. While there is still a high degree of uncertainty about changes in weather variability and extreme events for future climate projections, the EACC study drew two inferences from the scenarios: (i) the severity – and perhaps the frequency – of ENSO droughts is likely to increase, especially under the Global Wet scenario; and (ii) the severity (wind speeds) of major cyclones may increase and the return period of the most damaging cyclones may fall, leading to a significant increase in the average damage caused by cyclones which hit Samoa. The latter change may be most marked in the Global Dry scenario as a consequence of the significant increase in precipitation during the wet season.

20. The focus of climate change scenarios for Samoa is overwhelmingly on the nature and frequency of extreme events (e.g. tropical cyclones, drought) and how their impacts may be exacerbated by sea-level rise. Over a medium time frame, sea-level rise will incrementally impact upon Samoa through events such as flooding, coastal erosion and damage to coastal infrastructure. While low islands (e.g. atolls) are often judged to be more vulnerable to sea-level rise than high (e.g. volcanic) islands, the propensity for communities to be located along the coastal margins results in similar risks and vulnerabilities for all small island groups. In Samoa 70% of the population is reported to live within 1 km of the coast and critical infrastructure (e.g. hospitals, schools, port facilities, power plants, airports, and tourism infrastructure) is also located in this zone.

21. Whilst the effects of sea-level rise are incremental over time, the impacts of tropical cyclones are an event of on-going and immediate concern. Tropical cyclones exacerbate coastal erosion, endanger life and well-being, and adversely impact upon infrastructure, agriculture, reefs, fishing and tourism. Climate modelling is indicating more El Niño-like conditions under global warming scenarios, and hence the potential for an increase in the intensity and frequency of tropical cyclones in the Samoan region, increasing damage, and the costs and frequency of repairs.

22. Climate change can affect tourism destinations through both direct climatic impacts and indirect environmental and socio-economic change impacts⁷. Tourism operators and associated communities in Samoa are very heavily dependent on the country's natural resource base. Samoa's prime tourist attractions are its tropical climate and pristine beaches, its tropical coastal and inland ecosystems and landscapes, and the traditional culture very closely attached to the use of land-based, coastal and marine environmental resources. Tourism is a major economic sector in Samoa and most tourism areas are located within vulnerable coastal areas. Current and expected climate change trends are highly relevant to the tourism sector, as outlined in Samoa's SNC, CRP and NAPA report. Consequently, changes in climatic conditions represent existing and potential future risks to Samoa's tourism sector and to the livelihood of communities dependent on it.

23. The key threats and risks from climate change for the small-medium scale tourism operators and their reliant communities include:

- Climate variability: Samoa's prime beach tourism product depends on the tropical climate with a promise to visitors of ample sunshine and little precipitation to fully enjoy a perfect beach holiday. Changing climate variability has been altering the accustomed drier and wetter tropical seasons,

⁶ World Bank, 2010: Economics of Adaptation to Climate Change Samoa. The World Bank Group, Washington,

⁷ Climate Change and Tourism, World Tourism Organization -UNWTO, 2008)

with more erratic and unpredictable weather patterns, affecting the planning of tourism seasons and the management of recreational activities. High intensity rainfall events and high temperatures can affect the comfort of visitors and host communities alike;

- Extreme climatic events and climate-related hazards: Most tourism facilities, access and support infrastructure (roads, water, sanitation and telecommunications) in Samoa are located in highly vulnerable coastal areas in close proximity of the beach or right on the beach. They are exposed to extreme weather events, such as cyclones, storm surges and high intensity rainfall events causing flash floods, extended drought periods causing forest and bush fires, putting increased strain on coastal ecosystems and damage to tourism and public infrastructure and facilities, also aggravating secondary impacts, such as salt water intrusion to coastal soils and fresh water lenses. These affect the safety of both visitors and the communities living in the surroundings of tourism facilities;
- Long-term and creeping climate change impacts: Tourism is an intensive user of natural resources, tourists are like temporary local residents, using all basic amenities often with higher per capita useage rates. Changing precipitation patterns, extended drought periods can affect water and food supply for both visitors and host communities. Changes in health conditions due to changing climate regime (e.g. expected increase in vector- and water-borne diseases) can affect visitors and local communities alike. Samoa's main tourism products are its pristine beaches and coral reefs which already suffer the adverse effects of climate change, such as reduced reef cover and diversity as a result of increasing seawater temperatures causing coral bleaching and spread of invasive species, and shoreline erosion due to sea level rise and more intense storm surges, which are projected to increase in the future.

24. In addition, there are a host of non-climate related, and unsustainable practices affecting resilience of tourism areas and operations. These include:

- exploitation of land and forest resources, deforestation in inland areas;
- poor site development: intensity and location of facilities, limited control of site drainage causing erosion, varied quality and form of construction;
- inadequate waste management and pollution control on tourist sites affecting both terrestrial and marine ecosystems (e.g. organic runoff from sewage causing proliferation of algae over reef areas, uncontrolled solid waste deposits affect coastal habitats);
- unsustainable fishing practises for both local and tourism supply causing degradation of reefs;
- tourism growth poses increased water and food supply demand, which if not sustainably sourced from the nearby areas and local communities, can contribute to degradation of land and water resources, competing with local needs.

25. Tourism development and activities threatening the natural resilience of coral reefs and lagoons
Coastal areas in Samoa have historically exhibited natural resilience to fluctuating sea levels, varying climatic conditions, wave action, storm surges, extreme weather events and other major hazard events. The barrier coral reefs, in particular, play an important role in protecting the coasts from the impacts of extreme weather events, along with the coastal sand berms, natural vegetation and other natural features. The natural protective functions of reefs provide the first line of defence against a range of natural hazards including those associated with climate risks and tsunamis. The impacts of the 2009 tsunami would have been far greater without the buffering role of the reefs and other natural features along the southern coastlines. Tourism operations continue to cause environmental pollution of coral reefs and lagoons mainly associated with waste water and waste management. These anthropogenic stresses and pressure on the reefs and the lagoons undermines their natural ecosystem functions and services and diminish their capacity to adapt to changing environmental conditions.

1.3 Long term solution and barriers to achieve the solution

26. **Preferred Solution:** The long term solution at the national level is to enhance the capacity of the Samoa Tourism Authority (STA) and local tourism operators to work jointly and effectively on creating and sustaining climate change resilient tourism businesses. This will include:

For the government:

- Tourism policy and its instruments have fully integrated CCA
- Knowledge, skills and capacity to address climate change in the tourism sector
- Relevant knowledge and information and delivery systems effectively support the tourism sector with adaptation to climate change
- Relevant technology and financing instruments made available to tourism operators

For the Tourism Operators and the tourism-reliant communities:

- Awareness and vision that increasing the resilience of their operations is essential for the sustainability of their livelihoods and are able to identify and implement options to do so.
- Successfully accessing relevant climate knowledge and information, proven adaptation technologies and techniques, and financial instruments to support increasing the climate resilience of their operations

27. To achieve the preferred solution to take effect, a number of key barriers need to be overcome. These include:

28. **Policy barriers:** The STDP recognizes the dependency of the Samoan tourism product on climate factors as a tropical island destination, and in its risk matrix recognizes climate-related natural disasters. Nevertheless, it only points out the need for factoring climate change and disaster risks into tourism planning and operational processes, without specifying how. Similarly, in the related policy instruments (e.g. EIA, standards, indicators, guidelines), climate change risks are not reflected nor are there guides on how to plan for and implement specific adaptation measures. For the Tourist Development Areas (TDAs) as defined in the STDP there are no policy instruments and clear delininations that guide the related tourism planning that would need to occur from the national level, nor those that explain the linkages to the PUMA Act, 2004 – the country's primary land use and development platform. Comprehensive TDA management plans that integrate climate change risks, and linkages with other land use planning processes (such as the PUMA Sustainable Management Plans (SMPs), the CIM Plans, or the emerging Watershed Management Plans) have not been systematically established.

29. Climate change risks and adaptation measures are not systematically and comprehensively integrated within the Government's and village level decision-making systems. Ad-hoc decisions and planning of land use, or limited quality of impact assessments, is a major cause of increasing physical vulnerability to climate risks in Samoa. There are shortfalls in strong policy instruments which can promote, encourage and ensure climate-smart investments by the tourism industry. There is limited use of the planning system (PUMA) to cause the visioning of future development, highlighting constraints and opportunities – and coordinating future village and coastal development which addresses climate-related hazards. Although the PUMA is still in embryonic stages of its implementation, MNRE have expressed that the timing is right to explore the use of Sustainable Management Plan (SMP) provisions of the Act. Building Codes need improvement to cater for the various forms of buildings and structures in areas of varying hazard. There are limited guidelines which convey what constitutes climate-resilience: development forms; location; quality and quantity of materials, water sensitive development, or wise waste and energy management systems.

30. **Institutional capacity barriers:** existing capacity within the STA to integrate climate risk concerns into tourism planning processes and broader land use decision-making (including regulatory procedures, incentives and awareness raising activities) is limited. A particular institutional difficulty is given due to tourism's cross-cutting nature, with most processes dealt with by line ministries in charge of land use, land management, water, agriculture, health, coastal management, infrastructure, would require strong inter-ministerial coordination on climate-change related matters affecting tourism.

31. There is limited number of staff skilled in environmental management, development coordination and climate change adaptation within STA. However as the STA works in close collaboration with the Ministry of Natural Resources and Environment (MNRE) there are means at the higher policy level for decision-making to be interactive between the STA and the Planning and Urban Management Agency (PUMA) which administers the Planning and Urban Management Act, 2004. At the more practical level of decision-making there is a serious shortage of people who are able to recognize and analyse climate-related risk and hazards and inform or guide tourism operators. Such practical decision-making effort using inter-sectoral links are needed to ensure that integrated advices and guidance is forthcoming to devise appropriate risk reduction efforts.

32. Mechanisms exist to enable the coordination of private sector inputs into the tourism agenda at the national level. The STA Board of Directors is chaired by the Samoa Hotel Association's (SHA) Vice President. The Tourism Marketing Taskforce, Tourism Climate Change Taskforce, Samoa Tourism Accommodations Standards Committee, and Tourism Training Taskforce committees, amongst others, all have executive members of both the SSTA and SHA as the main executive members. However the opportunity for small-scale operators to represent their sub-sector in partnering government in policy change is not well understood at the local level. Partnerships with the private sector are usually an important step to garnishing tangible follow-up investments, as well as incentivizing changes in attitude and behaviour in the context of emerging climate risk management. Such capacity is increasingly critical for the STA, or its PUMA partners – as they are often tasked with the mandate and authority to facilitate the functional and operational changes in the tourism industry. While the administrative linkages between the STA and PUMA are quite strong and healthy, effectiveness may be thwarted by the lack of policy and guidelines as intimated above, that place climate change related risks in context of the tourism sector.

33. In MNRE the Samoa Meteorological Division (SMD) is responsible for developing climate change science and policy, adaptation strategies and plans as well as implementing the scientific components of the National Adaptation Programmes of Action (NAPAs). While there are institutional links through the Ministry and a great working relationship between the parties – the transfer of science based climate change and risk information to policy and decision-making at the local level has yet to eventuate. Such cascading of science based needs flowing through to practical decision-making policy and instruments is not limited to the MET-STA-PUMA entities, but is a scenario with many other agencies involved in natural resource management (NRM), infrastructure provision and maintenance. In short the capacity for integrating climate change adaptation science into other sectors' policy and decision-making instruments, especially tourism, has been lacking. While overall MET service capacity and the provision of sector-tailored climate information has been initiated under NAPA 1 and 2 projects, there are a compendium of causes to this situation ranging from embryonic capacity development in those other sectors, severe shortfalls in data, science and information, lack of practical policy, criteria and guidelines, lack of human resources, and limited financial resources.

34. The Ministry of Works, Transport and Infrastructure (MWTI) uses its Transport Division to deliver its corporate responsibilities as the policy and development regulator of the transport sector (land, sea, air and building infrastructure). The Land Transport Authority (LTA) was corporatized a number of years ago from the MWTI and is the responsible entity for roads planning, construction, operation and maintenance. The MWTI and LTA are critical stakeholders in the sustainable tourism sector as the key provider of infrastructure that services the small-medium scale tourism sector. The essential services and infrastructure provided by these entities can also be impacted by uncontrolled development, or conversely can affect the resilience of natural and man-made systems to climate related risks and hazards. There have been instances where poor road access has affected access during emergency events and in post disaster situations where quick recovery and re-establishment of income earning capacity is critical. Poor infrastructure design, location and operation can also divert flood waters, cause site level flash flooding, promulgate erosion and scouring, or direct polluted waters to environmentally sensitive areas (ESAs). The lack of emergency egress roads and tracks was a severe lesson learned from the recent tsunami. In difficult geographical areas the supply of such emergency access/egress can be difficult to build and finance. The upgrading of sea and roads infrastructure can also bring new pressures on the sensitive coastal systems, by concentrating construction, people and vehicles, or simply by opening up new areas

to development. Effective and efficient enhancement of transport links can also provide safer and more resilient access to small-medium scale operators and resorts – assisting with post extreme event income security.

35. Gaps in institutional coordination can have detrimental effects on knowledge transfer. Without good coordination distrust proliferates and knowledge, data and information sharing ceases. Additionally poor institutional coordination often sees efforts through ‘silo’ approaches with many stakeholders across government agencies and entities often duplicating effort. This often leads to a profusion of information which confuses stakeholders and the community. Each scenario is a barrier to the diffusion of adaptation know-how into the tourism sector and could possibly contribute toward inhibiting private-sector investments in sustainable and more resilient development forms.

36. **Technological and technical barriers.** Although tourism operators in Samoa are generally aware of climate change and its potential consequences for Samoa, most decision makers in the tourism industry do not know how to assess climate risks for tourism operations or what can be done to successfully reduce vulnerability. Additional information, tailored to Samoa, on how best to manage climate-sensitive natural resources and address climate-related impacts on tourism operations is not freely available. Stakeholder consultations with tourist industry representatives and authorities during the project preparation phase have revealed that tourism developers and operators are highly concerned about climate change risks, but lack the incentives, long-term focus, funding and technical know-how to act on these concerns. There is widespread acknowledgement that locally appropriate, climate resilient (as well as low emission) technical solutions, to enhance the resilience of operators and their reliant communities to climate change risks, are very limited. Some tourism operators (e.g. the Lupesina Treesort) have proactively implemented environmentally sustainable management activities and many have undertaken activities to enhance resilience to coastal erosion and flooding. While these actions are largely isolated, it is critical to analyze them more closely to understand the incentives behind environmentally sustainable and climate-smart investment behaviour in the tourism industry. At this point, practices still vary greatly among operators often with mixed success. There is a lack of consistent practical guidelines and monitoring through the application of environmental management systems.

37. **Informational barriers:** The Samoa Meteorology Division has ongoing work through sectoral NAPA implementation projects to develop overall observational and data management capacities, with the formulation of sector-tailored information services currently focusing on agriculture, health, forestry and the tourism sectors. However there is currently a lack of climate early warning and information services tailored to the specific needs of tourism policy makers, planners and operators. Tourism stakeholders (including STA, private sector associations and operators) lack the capacity to apply climate information to both shorter term and seasonal operations and long term tourism planning purposes. Awareness-raising on climate change risks and adaptation options for tourism has been limited to a few ad-hoc environmental or tourism events, without systematic and broad dissemination of information. Evaluations of the effectiveness of current environmental management and coping practices have not been undertaken for the tourism sector. Such work would enable the tailoring of information initiatives to fill gaps at the local level.

38. **Financial barriers:** the additional costs often involved in anticipating the effects of climate change in tourism operations may prevent community-run tourism businesses to undertake the necessary actions that take into account anticipated effects of climate change. Currently there is limited awareness and availability of tourism tailored financial instruments (such as micro-finance or insurance schemes). Insurance cover is not carried by many small-scale operators – either from a lack of understanding or the high cost for insuring assets within high hazard areas. The insurance industry is hindered in considering aspects of risk due to the lack of local land use plans that respond to risk categories. Grants and loan schemes that have been made available are often subject to prerequisite requirements that are not understood by small-scale operators or beyond their income levels (e.g. disaster risk management plan for TTRP financial support). Standards and procedures for other financial and investment support mechanisms do not integrate climate and disaster-risk management criteria. Consequently small-scale operators have limited access to financial support mechanisms that promote climate smart investment and practices.

39. Currently the only financial support process for tourism businesses that integrates disaster-risk management criteria is the Tourism Tsunami Rebuilding Programme (TTRP), which has the prerequisite of a disaster risk management plan to be in place for the provision of grants. Other financial and investment support mechanisms (such as the Small Business Enterprise Center – linked with loan procedures by the Development Bank of Samoa, Commercial banks or the Private Sector Support Facility) adhere to existing standards and procedures that do not integrate climate and disaster risks. Most small-scale tourism operators do not carry insurance for their assets and investments. Many are not aware of options or cannot afford the high premiums where assets are within high hazard areas. Consequently financial support processes to tourism businesses fall short in promoting investment thinking and practices that are climate risk-averse. Incentives will need to be created to redirect existing and planned private capital on tourism related ventures to ones which explicitly recognize the risks and opportunities posed by unfolding climate change impacts in Samoa.

1.4 Stakeholder baseline analysis

40. The stakeholder engagement through the PPG Phase has consisted of a number of actions since December 2011. Annex 2 provides the full details of the engagement and stakeholder forums and meeting outcomes.

41. The process of the engagement for the formulation of the National Tourism Climate Change Adaptation Strategy for Samoa (NTCCASS) in 2011 provided a sound base in which to engage community members and stakeholder representatives. With this and the follow up engagement forums since July 2012, a number of critical issues were confirmed by the stakeholders:-

- Preliminary definition of the priority TDAs to be the target of capacity building activities for the LDCF project – 6 TDAs, 20 villages and up to 50 Operators in Outcome 1 activities and 6 TDAs, 11 villages and up to 15 Operators for concrete actions on the ground (Outcome 2) - See table 1 below;
- STA needs to build its capacity in climate change risk assessment and adaptation planning to advise operators and tourism-reliant communities;
- Samoa Accommodation Standards need to be enhanced or augmented with other simple but informative guidelines that provide clear direction to Operators on climate change risk assessment and means to choose the best adaptation options;
- The need for guidelines on how to conduct climate change risk assessments and planning on a broader scale that assists with TDA management planning and implementation of the NTCCASS and Samoan Tourism Development Plan (STDP);
- The need for capacity training of the broader range of stakeholders (e.g. engineering, building, surveying and planning consultants) on climate risk assessment and design of suitable soft and hard adaptation measures;
- Need for better understanding of the coastal, water resources and ecological systems so the communities can use their traditional and local knowledge with technical assistance to build resilience;
- Need for practical advices and information on alternative 'soft' green solutions, inclusive of water harvesting, local drainage management and erosion and sediment controls;
- Institution of mechanisms so EIA and decision-making is more affordable and cost-effective for operators and tourism reliant communities;
- Collective planning of tourism areas for long term and sustainable ideas and agreements on adaptation measures and risk averse development;
- Link decision-making to PUMA and other existing approval processes;
- Incorporate gender analysis in each component of the project and ensure that on-the-ground adaptation measures respect the roles and differential impact of climate change on various members of the communities.

42. A key-input to this process of defining TDAs and priority adaptation actions were the nine TDA profiles that were prepared during the PPG phase (see Annex 3). Given the extent of climate change related consultations in Samoa from various NAPA and sustainable development initiatives over the last 2 years, engagement processes incorporated site level appraisals and offering of initial advices to Operators. This contended with 'consultation weariness', enabled first hand understanding of stated problems and good forums to describe the geo-physical processes at play. The full report at Annex 4 describes the findings of these individual site assessments, which were subsequently used in the second round of visits to undertake the rapid V & A assessment and strengthen the TDA profiles.

43. The final round of engagements included national level forums - one each in Upolu and Savaii. The work in these day-long meetings included break-out sessions where participants were taken through a step-wise process of collectively considering: 1) Critical tourism facilities and community infrastructure in their area, 2) The significant climate hazards and risks, 3) The non-climate hazards and influences, 4) Current coping and adaptive capacity, 5) The best adaptation options: considering social, economic and environmental factors. The outputs of these sessions were used to add information to the TDA profiles.

44. Further consultation about the nine profiles resulted in some restructuring and prioritization of the TDAs. This has resulted in the six TDAs and villages for this project as given in table 1, covering the most popular beach areas and the bulk of beach fale operations in the country (see also figure 1 and 2).

Table 1: TDAs and villages targeted for support with LDCF resources.

TDA	Villages	Linked to TDA profiles no. (Annex 3)
South-East Upolu	Saleapaga and Lalomanu	1 & 2
South Upolu	Safata – Sataoa and Saanapu	3
North-west Upolu - Manono	Leppuiai and Faleu	4
Eastern Savaii	Lano and Manase	6 & 7
North-west Savaii	Falealupo and Satuiatua	8
South-east Savaii	Palauli	9

45. Importantly, the adaptation support activities will target already established and upcoming new community operations in order to demonstrate the application of policy instruments and adaptation measures in tourism areas and business at different stages of development.

Figure 1. Location of the LDCF target communities – with the LDCF TDAs identified – Upolu Island

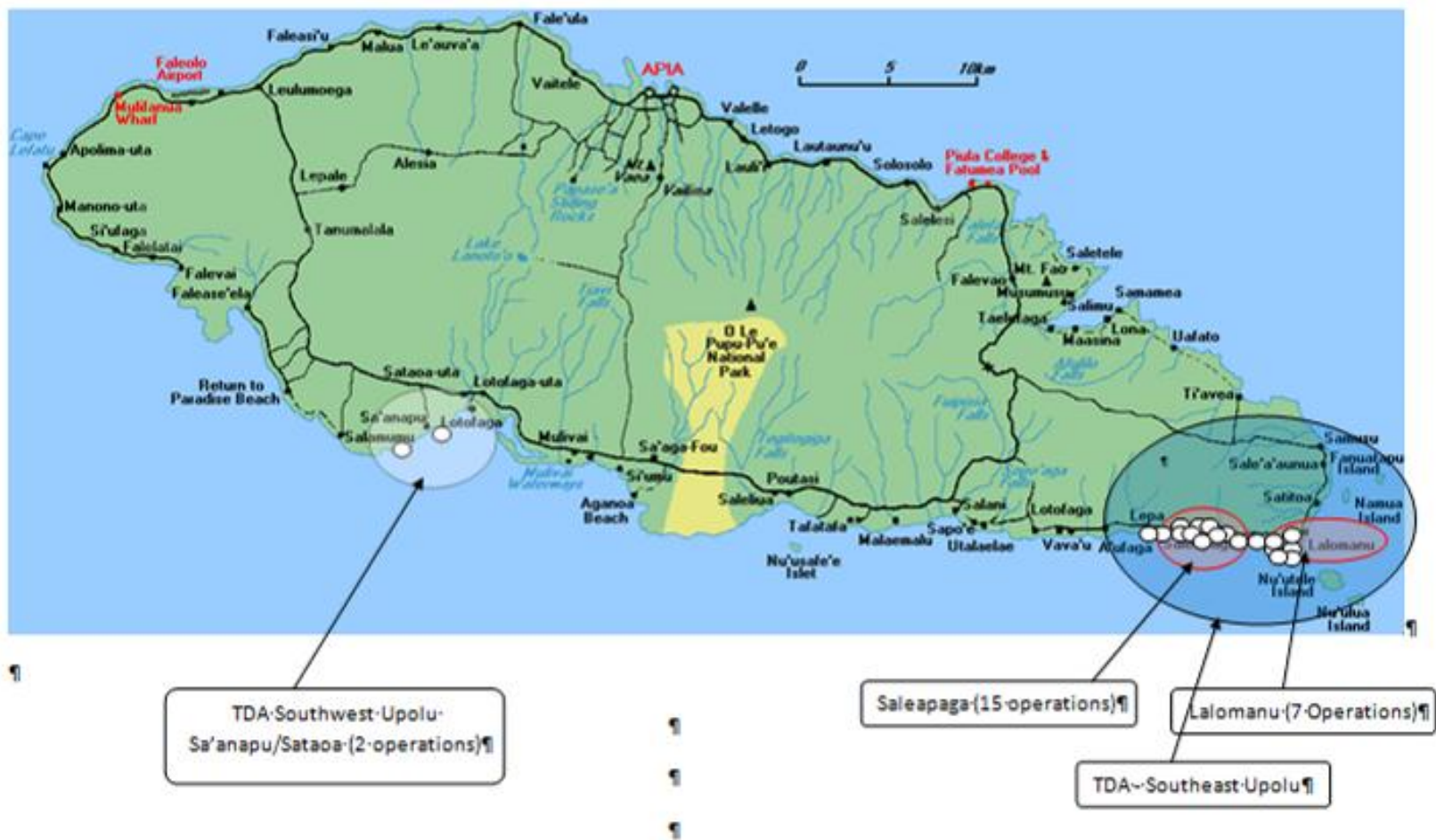
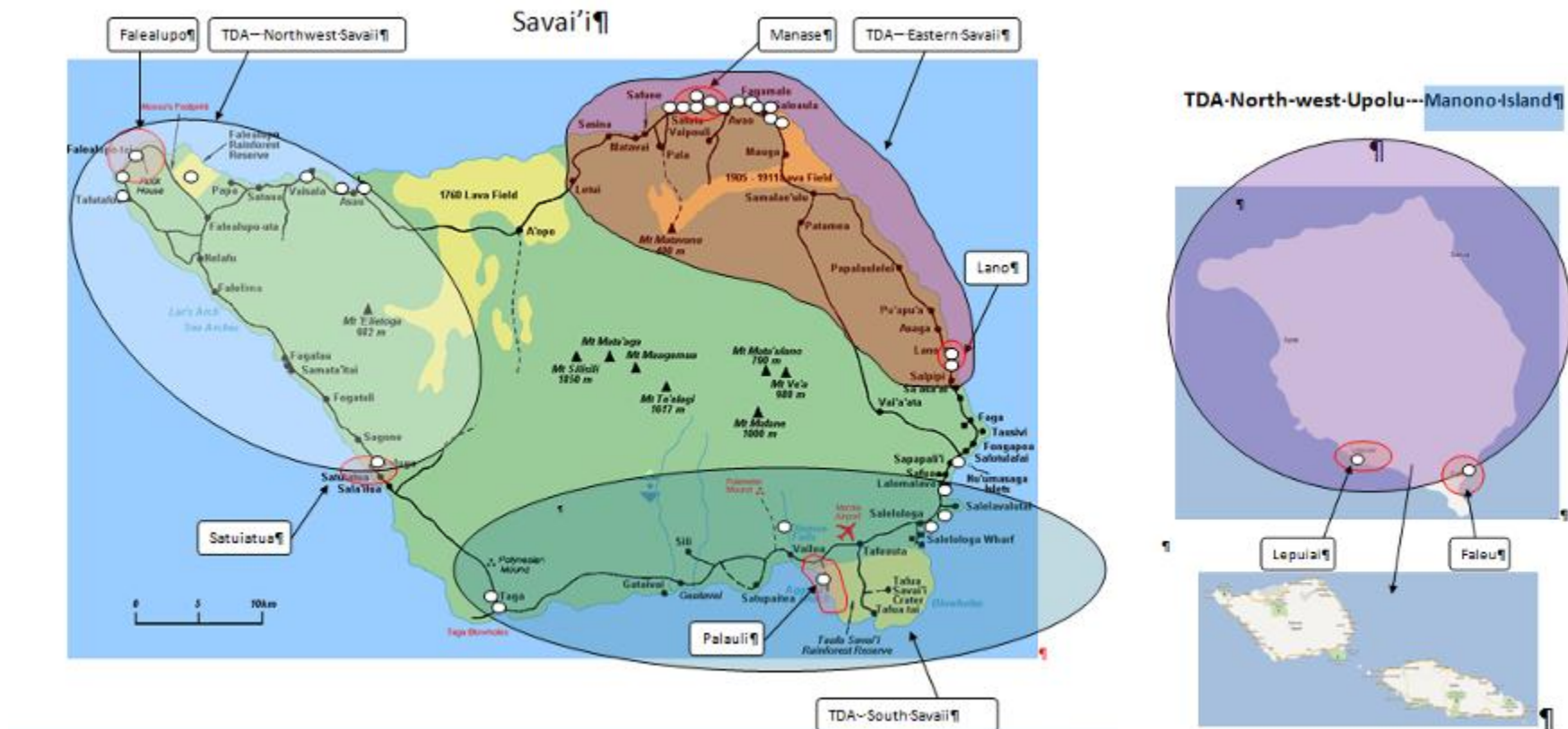


Figure 2. Location of the LDCF target communities – with the LDCF TDAs identified – Savai'i and Manono Islands



2. Strategy

2.1. Project rationale and policy conformity

46. The proposed project targets communities operating small-scale beach fale ('open hut') accommodation and recreational areas, which represent the bulk of tourism facilities outside of the urban area of Apia. The project responds to the climate-induced risks described in section 1.2 in an effort to safeguard natural and cultural assets of tourism-reliant communities, associated tourism value chains and livelihood sources.

47. *The project outcomes are designed to address climate change and disaster risks through an integrated approach, combining policy and institutional strengthening to mainstream climate change risk considerations in decision-making and support enabling environments for public-private partnerships (Outcome 1), with engagement of local communities through site-specific risk assessments and adaptation planning, and implementation of on-the-ground adaptation measures in key community-based tourism areas and operations combined with south-south learning and knowledge management (Outcome 2).*

48. The project will implement priority interventions in Samoa's NAPA, and therefore satisfies criteria outlined in UNFCCC Decision 7/CP.7 and GEF/C.28/18. This proposed project is based on priority number 9 outlined in Samoa's NAPA as "*Sustainable Tourism Adaptation Program*". The project requests the LDCF to finance the additional costs of integrating climate change and disaster risks and resilience into tourism-related policy instruments, planning and management of tourism areas within priority Tourism Development Areas and implementation of community-based on-the-ground adaptation measures.

49. The project fits into the overall programmatic approach of the Government of Samoa to address climate change risks and adaptation as outlined in its Strategy for the Development of Samoa (SDS), NAPA (2005), Second National Communications, National Climate Change Policy, as well as the Pacific Islands Framework for Action on Climate Change 2006-2015. Tourism has also been identified as one of the key sectors in the Pacific region, where adaptation needs to be introduced and implemented, by the UNCT Climate Change Scoping Study in 2009.

50. The current SDS strategy covers the period 2008 – 2012 and includes a number of cross sectoral activities relevant to climate change adaptation. This includes a commitment to improve "resilience to the adverse impacts of climate change to be addressed through continuation of work on coastal management and adaptation programs for vulnerable villages and other coastal locations". Considering the importance of tourism activities for the national economy and to community livelihoods, their concentration on vulnerable coastal areas, this project will effectively contribute to the goals of the SDS.

51. Considering tourism's cross-cutting nature, drawing on vulnerable natural resource base and related socio-cultural assets, this project will also contribute to other NAPA priorities, especially considering adaptation in the coastal and water sectors, also related to agriculture, health and biodiversity conservation issues. The proposed project is fully aligned with the Samoa Tourism Development Plan (STDP), which identifies climate change under key risks to the sector. This project is structured to finance additional capacity building activities that are required to fully integrate climate and disaster risks into decision-making and development implementation as advocated in the STDP.

52. The STA has recently completed the National Tourism Climate Change Adaptation Strategy for Samoa (NTCCASS) as a key component of the STDP. The Strategy has taken the lessons learned from past climatic events and the 2009 tsunami to formulate a strategic approach to addressing the impacts of climate change. This work included major rounds of consultation from July to September 2011 with all tourism operators and reliant communities. Central to this approach was awareness raising of climate change risks, means to address these risks through adaptation measures and priorities as determined by operators and communities. A key message was the need for closer cooperation and collaboration between all the stakeholders as their ownership and support makes the Strategy more relevant and stronger. To this end, the Strategy captured the goals and expectations of the key stakeholders including

Government, the private sector, NGOs and local communities who will individually and collectively contribute to its implementation. The strategy and prioritizing reports informed the PIF for this project, and provided a sound base for following up consultations during the PPG phase. Figure 3 below conveys the key strategy components. This LDCF project aims to implement activities that will primarily serve Objectives 1-3, but will also assist with achieving the other objectives.

53. Strengthening related policy instruments, implementation mechanisms, and institutional capacities, and making tourism-dependent communities of Samoa and associated tourism value chains more resilient to existing and anticipated climate change induced threats – are the overarching intents of the SDS, the STDP and the NTCCASS.

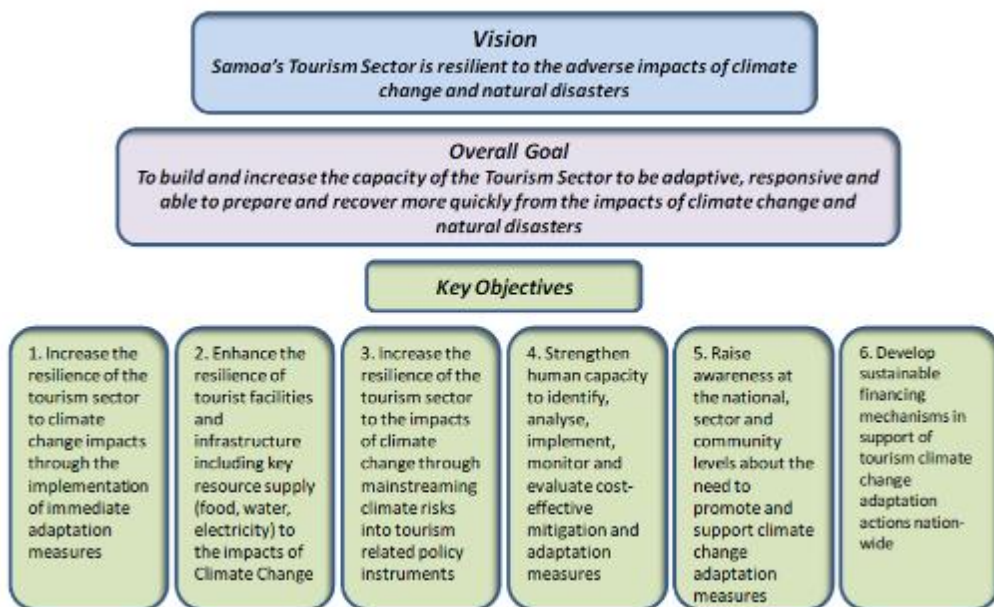


Figure 3: The NTCCASS elements

54. Samoa's Second National Communication included an updated Vulnerability and Adaptation assessment for Samoa. The assessment was undertaken on a sectoral basis, covering water resources, health, agriculture, fisheries, biodiversity and infrastructure. These were the priority thematic sectors determined at the time. They then became the basis of expanding considerations to other thematic and industry sectors (13) prioritised in Samoa's NAPA. The sectors considered in the NAPA were agriculture and food security; forestry; water, health, communities, biological diversity; fisheries, trade and industry; works transport and infrastructure; tourism, urban planning and development; coastal environments and energy.

55. The NAPA identified that around three quarters of these sectors are highly vulnerable to the adverse impacts of climate change and climate variability, including extreme events. The nine sectors considered highly vulnerable from the highest to lowest were the water sector, agriculture and food security sector; forestry sector; health sector; urban settlements; coastal environments; communities; trade and industry sector; and the works, transport and infrastructure sector. The Tourism sector was the 9th priority under the NAPA sector priorities as it is highly reliant on the thematic and development sectors nominated above. The advancement and the work on this project will satisfy the objectives of the NAPA. The strong message within the NAPA was that Climate change and climate-induced disasters will cause instability in food production and water availability, affecting income generating activities for communities and the country at-large. The NAPA Implementation Strategy was last updated in 2008. Given the increased understanding since then, as evidenced in the Second National Communication, as well as the

considerable effort now going into implementing adaptation interventions, the Strategy is being updated as a PPCR Phase 1 activity (led by the World Bank).

2.2. Country Ownership: Country Eligibility and Country Drivenness

56. The proposed project is consistent with Samoa's national development priorities as outlined in the SDS, Samoa's NAPA, National Communications to the UNFCCC and the MDGs. Samoa, one of the 48 LDCs, ratified the UNFCCC in 1992 and is eligible for financial assistance from LDCF through the GEF-PAS Programme. This Project has been endorsed by the Cabinet Development Committee (CDC) and supported by the MFAT as the GEF Political Focal Point, MNRE as the GEF Operational Focal Point, and the MoF as the national financial focal point.

57. The proposed project is exclusively country-driven, having been identified by the Government of Samoa and developed in full consultation with the Samoa Tourism Authority and Ministry of Natural Resources and Environment (MNRE). The proposed project will enable the Government of Samoa to work in close partnership with other stakeholders to integrate climate change risk considerations into tourism operations which in turn should influence coastal development and land use planning. Consistent with priority interventions eligible under LDCF guidelines, the project focuses on expanding the resilience of natural and socio-economic systems in tourism-related operations and reliant community areas, enhancing livelihood strategies and providing support for communities to increase resilience against climate change related hazards. Outcomes will be pursued through strengthening multi-level stakeholder collaboration, enhanced policy formulation, improved institutional coordination; promotion of public-private partnerships to stimulate locally-tailored adaptation measures and use of risk transfer financial mechanisms for operators. The enabling responses include: the strengthening of institutional and human capacities to integrate climate change and disaster risks in tourism-related policy frameworks and improving operator and community awareness and understanding of the necessity and benefits of preparedness for climate change risks; and self-determination on the most appropriate adaptation measures suited to the TDA. These pursuits are aligned with the scope of expected interventions as articulated in the LDCF programming paper and decision 5/CP.9.

2.3. Design Principles and Strategic Considerations

58. The project has been designed through a process of stakeholder consultations and engagement led by the Government of Samoa through the STA with assistance from the MNRE and UNDP Multi-country Office. The project builds on an existing development baseline in the tourism sector and seeks to secure new and on-going investments to address current and future climate risks, as described in detail under each separate Outcome in Section 2.4. Through alignment with key national policies and legislative processes, the integration of climate risk considerations into tourism operations will be put on solid foundations, providing a plausible basis for better implementation and industry buy-in.

59. LDCF resources for outcome 1 will concentrate on the institutional, policy, planning and operating processes and shall have a national to local community focus. Outcome 2 will concentrate on the application and implementation of practical adaptation measures at the local operator and community level but with national longer term implementation in focus, and support through knowledge management and risk transfer actions.

60. Government priorities include the strengthening of good governance across the country (ref: Strategy for the Development of Samoa (SDS)). With the government's broader development agenda in mind, the project has chosen to develop the capacity of decision-makers in the STA, collegiate Divisions of the MNRE, the MWTI and other relevant ministries as well as the tourism industry. Non-government organizations (NGOs) involvement will be coordinated through the Samoa Umbrella of Non-government organizations (SUNGO). The project should also enhance governance at the local Village Council level for the respective TDAs, which is consistent with the principles of subsidiarity. Collectively this bottom-up local decision-making support, backed up by national level capacity will enable better decision-making based on science and cultural based information and knowledge about climate change risks and sound no-regrets adaptation measures. The project will further strengthen the enabling environment for tourism operators and their reliant communities to make well-informed investment decisions to reduce vulnerability in response to climate change related risks.

61. The project will build on other proactive responses and projects targeting associated capacity development in aligned NAPA arenas all of which are designed to reduce the adverse consequences of climate change on various thematic and industry sectors in Samoa. This project will garnish knowledge and know-how from those commensurate activities, while addressing the value chains associated with small-medium scale tourism operations. The work of the PPCR and AF programmes will also address a similar range of capacity elements from policy review and capacity development (including strengthening institutional capacities, constituency building and awareness raising) through to the facilitation, encouragement and legal enforcement of substantive, on-the-ground activities covering impacts imposed on water resources sector, infrastructure, agriculture and forests and vulnerable terrestrial and marine ecosystems. This project will not duplicate efforts but will take leverage from base work from these larger projects and ensure an appropriate level of focus and priority setting is directed to the small-medium tourism sector. This project will take direction from the NTCCASS as well as the Samoa Tourism Development Plan (including the resource package) to make certain there are no duplications across the NAPA lead projects.

Baseline programmes and Co-financing

62. The LDCF resources will be used to increase the resilience of the tourism sector of Samoa through mainstreaming climate risks into tourism-related policy processes and adaptation actions in coastal communities and tourism operators. Development programmes from government and UNDP will therefore function as the baseline and will provide the co-financing. Complementarity and coordination will be assured with a number of ongoing adaptation projects funded by development partners and UNDP

63. The key baseline project that the requested LDCF funding will be building on is the Samoa Tourism Support Programme (STSP) which is managed by the Samoa Tourism Authority. The STSP (2011 – 2016) is designed to complement and augment the efforts of the Government of Samoa and the private sector to develop the tourism sector as the leading economic sector for the country. The focus of the STSP is to support government policy and private sector development, whilst enhancing industry sustainability and benefits. The overarching Goal of the STSP is 'To support the coordinated development of a sustainably growing tourism sector that provides broad based economic benefits to Samoans while promoting and protecting Samoa's cultural and natural environment'. STSP consists of four components: 1) tourism governance, 2) marketing and research, 3) workplace development, and 4) product, service and infrastructure development. Whilst climate change is mentioned in the STSP Activity Design Document as an issue, the STSP is not planning to invest in climate change adaptation. Through the STSP, the Government of Samoa provides USD 13,600,000 co-financing. Furthermore, the Government of Samoa will also provide an in-kind contribution of USD 88,500 from the Samoa Tourism Authority Annex 5)

64. The second key baseline project the requested LDCF funding will be building on is the UNDP managed Private Sector Support Facility (PSSF) project. Started in 2008, the project assists the Ministry of Finance for supporting small- and medium enterprises to improve their performance and profitability. This includes the establishment of the facility itself, capacity development of the Ministry and potential

grantees, and the provision of grants. By now, the facility functions well and beneficiaries include tourism operators. Although the facility has been used to provide support to tourism operators to recover from natural disasters like the 2009 Tsunami, it has not been used to support tourism operators to undertake climate change adaptation actions. This would require review of mandate, effectiveness, guidelines and, if found positive, adjustment, capacity development and piloting to accommodate proposals for adaptation actions. Through the PSSF project, UNDP provides USD 3,600,000 co-financing (Annex 6)

65. In summary, the total co-financing for the project is USD 17,288,500 consisting of USD 13,688,500 from the Government of Samoa and USD 3,600,000 from UNDP.

Coordination

66. The Government of Samoa intends to develop and implement the AF, PPCR and LDCF financed projects in a synergetic and complementary fashion. These synergies will be established through the following project processes:

67. The PPCR and AF-financed projects involve an extensive review of the Coastal Infrastructure Management (CIM) Plans through participatory processes and community engagement, in order to identify entry points for integrating climate change risks. This is expected to take place during the initial stages of project implementation in 2013. This review will be the basis of the definition of site-specific measures in targeted districts and villages. This process will be closely coordinated with the planned assessments and consultations to be undertaken in the targeted TDAs and reliant communities during the initial phases of the LDCF project. The AF project considers implementation of resilience measures of similar form to the LDCF (coastal protection measures, including beach replenishment, riparian and coastal vegetation planting; flood proofing infrastructure, integrated water resource management) however these do not specifically target small scale tourism operators and tourism reliant communities as is the case for the proposed LDCF project. The functional areas of TDAs cut across various political districts, and the LDCF project will support a coordinated effort along the district-based CIM Plan review supported by the AF-PPCR initiatives. The parallel scheduling of work will ensure that LDCF interventions will not duplicate those to be financed by the AF initiative – but add value for practical implementation of measures to the more vulnerable community members.

68. Complementarity of interventions will be also ensured in the broader national process of aligning the AF and WB-PPCR processes with that of the LDCF Project. The coordination of these initiatives will be carried out based on existing mechanisms, such as the National Climate Change Country Team (chaired by MNRE), with the multi-donor contributions being well coordinated by the Aid Coordination Division, located in the Ministry of Finance (MoF), along with the stringent approval process of donor-funded initiatives by the Cabinet Development Committee. The function of NCCCT ensures coherence in the NAPA implementation process which relies on financing from multiple sources, including the LDCF. The National Executing Agency for the proposed AF project is also MNRE, therefore close collaboration between MNRE and the Samoa Tourism Authority is guaranteed for synergetic implementation of the AF and LDCF projects. There is a close collaboration established between the AF and WB-PPCR programme teams and processes, involving government agencies, the UNDP and the WB.

69. To develop close coordination and co-implementation arrangements between this project and the AF & PPCR programmes the following institutional structure is proposed: a Project Steering Committee (a role to be undertaken by the Tourism Climate Change Taskforce (TCCT)), operational management by the Tourism Climate Change Project Unit (TCCPU), with support from the Technical Working/Advisory Groups. This will assist in the harmonization of work plans (multi-year, annual and quarterly), pooling of technical assistance, the sharing of data and information and more efficient procurement processes. Annex 7 contains a table summarizing the various climate change, disaster management and sustainability projects and initiatives for Samoa.

National and local benefits

70. LDCF resources will directly benefit the population of at least 20 villages located in the 6 targeted

TDA, involving up to 50 community-operators, around 100 staff, and approximately 500 households through the extended families, engaging equally man, women and youth. The project will indirectly benefit the broader population in the 20 target villages totalling 4,417⁸ inhabitants. The institutional strengthening activities will involve officers from a range of Ministries and Departments, given the cross-cutting nature of tourism, involving STA, MNRE, MAF, MWCSO, MOF, others, as well as private sector associations (SHA, SSTA) and national NGOs. The actions related to strengthening public-private partnerships will benefit a broader range of tourism accommodation and service providers. The knowledge management and awareness raising activities are designed in a way to reach out to a broader professional and general audience, involving national stakeholders and regional organizations, national and overseas visitors and tourists alike.

71. The community-level activities will be designed using participatory and gender-sensitive techniques, ensuring the active involvement of women, youth and church groups, and especially targeting staff of the community and family tourism operations, of which a considerable part is composed by women in both managerial, skilled and unskilled positions, through a range of jobs (reception, hospitality, catering, management, cultural activities, etc.). To ensure gender-sensitive processes, the Ministry of Women, Community and Social Development, in charge of coordinating development activities at village level, will be involved at all stages of project implementation. A detailed gender analysis (see Annex 8) report has been prepared and will be taken forward in the project inception phase.

UNDP's Comparative Advantage:

72. UNDP's comparative advantage for the proposed project lies in a strong track record supporting the Government of Samoa on disaster risk and vulnerability reduction efforts in tourism-reliant coastal areas. UNDP is the only agency on the ground in Samoa which can connect tourism adaptation efforts with large-scale flagship development programmes, including the Private Sector Support Facility, the MDG Acceleration Project, the Community-Centred Sustainable Development Programme, the Tsunami Early Recovery Project, and the Tourism Tsunami Rebuilding Programme.

73. UNDP has a track record assisting the government of Samoa with the formulation of the NAPA document and subsequent NAPA follow-up projects, which was embedded in a cohesive and programmatic framework. As a result, implementation of UNDP-supported adaptation projects is underway in the agriculture, health, coastal management and forestry sectors, which are relevant to the proposed project, given tourism's cross sectoral nature. The corresponding interaction between individual NAPA follow-up projects ensures cost-efficiency and enables the cross-sharing of training materials and knowledge products between projects.

74. With a view on staffing capacity, the UNDP Samoa Multi-country Office hosts a number of specialized staff in the fields of, climate change, crisis prevention and recovery, natural resource management and tourism. UNDP's Regional Technical Advisor based in Samoa has formerly served as Sustainable Tourism Specialist at the World Tourism Organization, covering climate change-related initiatives, and is well placed to enable South-South transfer between tourism adaptation projects worldwide. The operational staff in UNDP Samoa has a long-standing work relation with the Ministry of Finance of Samoa and related project operational support mechanisms provided to line ministries, ensuring smooth project implementation processes. This includes an established system for quarterly work planning and review of project performance. UNDP's use of the National Implementation Modality (NIM) and support to that system over the years has built capacity in the Government in project management and reporting which bodes well for ongoing partnerships in all development fields. UNDP's emphasis on gender equality and application of the Human Rights Base Approach to development programming is a strength which would ensure that this tourism adaptation project is well-grounded on these important development principles.

⁸ 2011 Samoa Housing Population Count, Statistics, Government of Samoa.

75. UNDP's comparative advantage in the implementation of this tourism adaptation project also lies in the effective facilitation of partnerships with fellow UN Agencies and regional organizations (agencies which are party to the Council of Regional Organizations of the Pacific, such as SPREP, SPC/SOPAC, SPTO and a number of NGOs).

GEF AGENCY'S PROGRAM:

76. The importance of environmental sustainability and DRR/DRM is enshrined not only in the MDGs and UNDP's Strategic Plan but also in regional policies. The Pacific Plan, a regional agreement of 16 Pacific Island Forum members on development priorities for the region, also places the environment on par with economic growth; good governance and regional security. The Pacific Plan together with the MDGs has formed the basis for the Regional UNDAF and Multi-country Programme Document (MCPD) for Samoa to which UNDP is a clear contributor to both its formulation and financial support. UNDP has both the mandate for ensuring the success of the UNDAF by the UN system but also is favorably placed to influence the focus of the work of the UN in economic growth that is adaptable to climate change and DRR/DRM especially in such key sectors as tourism in Samoa and in the region at large. UNDP has developed the operational frameworks of the UNDAF and MCPD to ensure regular monitoring and review and also provides support to joint programming. A series of annual UNDAF technical reviews is the main mechanism for this and affords the opportunity to closely monitor the contribution of the UN system to the achievement of its national goals through the UNDAF. UNDP brings a rich experience in M&E to this forum to ensure results are achieved. UNDP will be able to support this proposed project through a number of key initiatives being undertaken in support of the public and private sectors of the country in the following programme areas:

77. **UNDAF Outcome 1: Equitable Economic Growth & Poverty Reduction** (MCDP Outcome 1.1.1 Pro-poor national development plans and strategies developed and aligned with the MDGs. MCDP Outputs 1.3.1.1 Trade mechanisms are sustainable, pro poor and equitable. 1.3.2 Private sector partnerships and employment generation are sustainable, pro poor and equitable; 1.4.1.1 Sub-regional South-South cooperation and capacity development enhanced). This UNDAF Outcome provides the framework for the UNDP MCO's support to Samoa's transition from LDC to MIC status through the development of pro-poor policies and support to strengthening Samoa's trade position relative to WTO accession and a number of global and regional trade agreements. The nationally validated Diagnostic Trade Integration Study (DTIS) carried out under the Integrated Framework (IF) for Trade project in 2010. It has identified several areas of priority focus in the tourism sector one of them being on developing integrated climate change adaptation measures in tourism. This tourism adaptation project would address this priority area directly. The DTIS has provided UNDP with a comprehensive understanding of the tourism sector and its constraints as well as opportunities and the DTIS Action Matrix contains a host of other areas that need development in the tourism sector.

78. UNDP is leading the process for drafting Samoa's first Trade Sector Plan for the implementation of the DTIS Action Matrix. This provides a unique opportunity for UNDP to ensure that the adaptation project remains intricately woven into the overall framework for trade and tourism promotion for the country and ensuring its deep-rooted contribution to poverty reduction. An assessment by UNDP of current tourism related plans, policies, legislation and strategies in relation to poverty reduction and MDGs achievement will contribute greatly to the latter objective.

79. **UNDAF Outcome 2: Good Governance and Human Rights**. (MCDP Outcome: 2.1.1 Principles of inclusive good governance and human rights are integrated into policy frameworks and decision-making processes.; MCDP Output: 2.1.1.1. Civil Society Organizations (CSOs) capacities in Samoa strengthened on human rights and gender equality through the United Nations joint programme for CSOs.). This UNDAF outcome provides support to strengthening community based traditional governance systems to make them more rights based as well as piloting a rights-based approach to urban planning and management of urban centers by the government's Planning and Urban Management Agency (PUMA), Ministry of Natural Resources and Environment. A rights-based approach to climate change adaptation initiatives by UNDP is extremely important particularly in ensuring gender equality in

decision-making and leadership at community levels. UNDP is ideally suited to address this in element in the proposed adaptation project.

80. **UNDAF Outcome 4: Sustainable Environmental Management** (CPD Outcome: 4.1.1. & 4.2.1) The environment-economic-governance nexus demonstrated through community-based natural resource management and use that supports implementation of gender-sensitive national policies as well as the mainstreaming of environment into national plans; CPD Output 4.2.2.1. Engendered MDG-based village and local level sustainable development plans developed and implemented by communities). Under this UNDAF outcome, UNDP has been supporting the Government of Samoa through a number of key initiatives, such as the Community-Centred Sustainable Development Programme, focusing on disaster preparedness and response to long term environmental threats, which makes it ideal to link with climate change adaptation efforts that address both immediate climate-induced extreme events and long-term creeping effects of climate change. The CCSDP targets the community level, providing support to effectively manage and sustainably use their environment and natural and cultural resources. This is being achieved by the incorporation of indigenous knowledge and practices in local governance systems and decision making processes. The CCSDP initiative focuses on building a diverse “green economy”, aiming to improve local environmental management by strengthening local capacity to reduce the risk of disasters as well as minimize the adverse effects of climate change. The Tsunami Early Recovery Project has been fully aligned with the CCSDP process and methodology, contributing also to UNDAF Outcome 3 on Crisis Prevention and Recovery, and its disaster management outputs. UNDP has also provided significant support to the development of the National Adaptation Programme of Action. This document is currently serving as a crucial guidance for the Government of Samoa to allocate funds for the implementation of the NAPA. From the 9 priority areas for action identified in the NAPA, UNDP is already supporting the Government of Samoa to address forestry, health, climate services, agriculture, land use planning biodiversity and coastal management through a combination of funding sources, including GEF SCCF, LDCF, Adaptation Fund and bilateral donors.

2.4 Project Objective, Outcomes and Outputs/Activities

81. **PROJECT OBJECTIVE: increase the resilience of the tourism sector of Samoa through mainstreaming climate risks into tourism-related policy processes and adaptation actions in coastal communities and tourism operators.**

82. The project targets communities operating small-scale beach fale ('open hut') accommodation and recreational areas. Climate change adaptation needs to be more fully integrated into policy and planning instruments to assist the tourism sector, and more practical guidelines are needed to enable adoption of climate-smart planning, development and investment practices. Better site level adaptation practices are needed so tourism operators are able to employ best land, water, shoreline and recreational activity management practices to protect the natural capacity of the sensitive reef and coastal strip ecosystems. Maintaining the health of natural barriers enables communities to adapt, and increase the resilience of tourism value chains to address climate-related shocks and stresses.

83. This project will provide the enhancement of the required policy environment, regulatory guidance, technical skills and knowledge to ensure that climate change-related risks can be systematically factored into day-to-day decision-making and tourism operations. The project will strengthen the capacity of the Samoa Tourism Authority (STA) and the Ministry of Natural Resources and Environment (MNRE) as well as the many tourism operators and businesses to adopt cost-effective adaptation measures to address climate risks.

84. The project will focus technical capacity development within six (6) Tourism Development Areas (TDAs) involving 20 villages. At the operator and reliant community level the work will demonstrate community-based adaptation measures that can be replicated in the other TDAs. These trials will demonstrate how tourism operators and tourism-dependent communities can cooperate on joint initiatives to reduce common vulnerabilities. Partnerships ethos between community and government will be used to demonstrate the worthiness of adopting of climate-resilient planning, development and building codes to address - infrastructure; rainwater collection, storage and distribution; flash-flood proofing and site water management; protection of coastal beaches and vegetation; and the diversification of tourism recreational activities. The project will also work with communities on the options to extend the physical spread of tourism activities as a means to address the effects of catastrophic events; and will work with communities and government on systems to transfer the financial risk of climate related risks.

85. The project components are designed to address climate change and disaster risks through an integrated approach, combining policy and institutional strengthening to support an enabling environment for public-private partnerships, engagement of local communities through site-specific risk assessments and adaptation planning, implementation of on-the-ground adaptation measures in key community-based tourism areas and operations, as well as South-South exchange and knowledge management processes. The implementation of the 2 outcome areas will not be sequential, but closely interrelated and parallel, to ensure bottom-up and top-down linkages.

86. ***NOTE: Shortly after the LDCF project formulation team completed its assessments and project design, Samoa was hit by tropical cyclone Evan (14 – 16 December 2012). This has caused major damage to the country, including the tourism sector. Shortly after the cyclone the STA with the Samoa Hotels Association and Savali Samoa Tourism Association undertook a rapid assessment and reported major damages to a large number of properties and to supporting infrastructure including water and electricity. Detailed assessments and recovery work are ongoing which have not yet been taken into account into the current project design. As a result, the proposed activities particularly under output 2.1 will have to be re-assessed and prioritized, and then worked out into detail at the inception phase of the project.***

87. OUTCOME 1: Climate change adaptation mainstreamed into tourism-related policy instruments and public-private partnerships

LDCF grant requested: USD 330,758
Co-financing: USD 3,950,000 (GoS: USD 2,000,000; UNDP: USD 1,950,000)

Without LDCF Intervention (baseline):

88. The Samoa Tourism Support Programme (STSP) is the most significant baseline development intervention in the tourism sector on which the requested LDCF resources will build. The STSP is designed to complement and augment the efforts of the Government of Samoa and the private sector to develop the tourism sector as the leading economic sector for the country. Of relevance to outcome 1, STSP will i) strengthen tourism sector governance for better coordination of the implementation of the sector's development priorities through the updated STDP, ii) strengthen marketing and research to increase awareness and visitation to Samoa, and iii) support workplace development to assist the Samoan workforce to provide high levels of service. This is expected to overcome a number of key-baseline issues the tourism sector is facing, such as inadequate coordination and implementation of the STDP, insufficient human resources capacity and training, limited market awareness, and barriers to tourism related investments.

89. STSP refers to climate change as an issue, but the STSP itself will not invest in climate change as such. For this it will rely on adaptation initiatives such as the AusAID funded NAPA4, which focuses on mainstreaming of climate change into national tourism and broader development policy policies. However, there are specific gaps remaining that need to be addressed to make Samoa's policy instruments for the tourism sector climate resilient: Without the requested LDCF funding, there will be no support in place to link integration of national level policy on climate change adaptation to the local level planning and management process for the Tourism Development Areas (TDAs), and develop the necessary technical guidance, assuring this cascades timely and effectively through to local level decision-making and investment decisions on the ground.

90. Starting in 2008, the UNDP managed Private Sector Support Facility (PSSF) project assists the Ministry of Finance for supporting small- and medium enterprises to improve their performance and profitability. This includes the establishment of the facility itself, capacity development of the Ministry and potential grantees, and the provision of grants. By now, the facility functions well and beneficiaries include tourism operators albeit relatively limited in number. Furthermore, although the facility has been used to provide support to tourism operators to recover from natural disasters like the 2009 Tsunami, it has not been used to support tourism operators to undertake climate change adaptation actions. Without the requested LDCF funding, the necessary review and adjustment of mandate, guidelines and capacity development to accommodate proposals for adaptation actions will not take place.

With LDCF Intervention (adaptation alternative)

91. LDCF resources will be used to integrate climate change adaptation in a number of local tourism management plans, building on the general guidance provided by the STDP. The results, best practices and lessons learned will be fed back to national policy processes and institutions so further revisions of national policy on tourism can be based on the local experiences. The management plans and methodologies developed will also serve as an example for replication in other areas in Samoa.

92. Technical guidelines will be developed to support government and local communities with the implementation of the Management Plans. These guidelines will provide an input to capacity development of the project beneficiaries, and will also be included in training programmes through e.g. the STSP and relevant ongoing adaptation projects, reaching out to all tourism operators in Samoa.

93. To support tourism operators with investing in climate change adaptation actions and transferring risks of climate related disasters, LDCF resources will be invested in developing options for financing

schemes (micro-finance, insure). A specific element to be explored will be the possibility of including climate change adaptation as a window under the PSSF. Piloting such a mechanism is foreseen to take place under outcome 2.

94. Key-stakeholders for outcome 1 include as the Samoa Tourism Authority (STA), Ministry of Natural Resources and Environment (MNRE), Ministry of Women, Community and Social Development (MWCSD), Ministry of Finance (MOF), Ministry of Commerce, Industry and Labour (MCIL), Samoa Hotel Association (SHA) and the Savaii Samoa Tourism Association (SSTA).

95. Implementation of the developed Management Plans, the technical guidelines and piloting the financing mechanism will take place under outcome 2.

Output 1.1.: Management plans integrating climate risks are developed in 6 Tourism Development Areas involving 20 villages.

96. LDCF resources will be used to prepare integrated and climate-sensitive management plans covering tourism development areas within the 6 Tourism Development Areas (South-East Upolu, North-West Upolu – Manono, Eastern Savaii, North-West Savaii, South-East Savaii, South Upolu) involving at least 20 villages and 50 community-owned tourism operations, as well as the broader communities in the villages.

97. The management plans are expected to include the following elements:

- Preferred locations for locate soft and/or hard adaptation measures;
- Recommended form of construction of facilities based on improved or revised hazard or geographical mapping – aligned with the PPCR and AF programmes in updating the CIMS Plans;
- Preferred location for emergency access ways and facilities in case of disaster events;
- Identified locations for alternative tourism and recreation activities (off beach)
- The planning of longer term ecosystem based measures to improve the resilience of communities (e.g. long term coral seeding, wetland/mangrove enhancement efforts etc.);
- Identification of constraints and opportunities for extension of tourism activities in the future considering climate risks and other development factors; and,
- Implementation arrangements
- Roles and responsibilities of stakeholders involved in the implementation

98. The management plans will be prepared through the active involvement of village constituencies, including traditional leaders, women and church groups, youth groups, and families operating tourism facilities. Detailed and site specific climate and disaster risk and vulnerability assessments will be undertaken, followed by the selection and detailed design of adaptation options. These processes will be facilitated through participatory consultation, planning and community training activities. The climate-sensitive tourism planning process will involve the broader territories of villages that form part of TDAs, with a double purpose: a) in order to ensure a ridge-to reef approach for integrated coastal adaptation solutions, and b) to diversify tourism recreational activities involving inland areas (e.g. eco- and cultural tourism activities) as an adaptation strategy to adjust to changing seasonal weather patterns and to reduce pressure on vulnerable coastal areas. The management planning process will serve to integrate a number of technical and policy instruments, such the Sustainable Tourism Indicators and DRM protocols and plans that integrate climate-risks and apply to the combination of permanent local population, temporary tourism population and the tourism operators' staff as well. In effect, the adaptation plans to be developed in these TDAs will serve to establish a model for tourism management planning integrating CCA and DRM risks.

99. Indicative activities include:

- Develop, disseminate and discuss with stakeholders involved a detailed methodology note for preparing the management plans
- Train local stakeholders in V&A assessments, adaptation options and planning

- Undertake detailed V&A assessment, incorporating among other things, gender considerations, climate and disaster risks and sensitivities, coping capacities, best practices and lessons learned, and criteria for adaptation options.
- Apply participatory mapping using 3 dimension (3D) models for community planning which have received much community acceptance in the Asia-Pacific region.
- Identify and select preferred package of adaptation options based on multiple criteria through multistakeholder discussions, and include focus group discussions with tourists in that process
- Define roles and responsibilities to implement management plans
- Widely disseminate and discuss the finalized management plans and initiate its implementation.

Output 1.2: Technical guidelines developed on climate resilient beach tourism management practices

100. LDCF resources will be used to develop technical guidelines on climate resilient beach tourism management practices targeting technical staff of relevant ministries, operators and local contractors. Consultations during the PPG Phase have already four thematic areas where the likely guidance is required for many tourism areas and operators:

- Infrastructure: construction methods, use of materials and maintenance to make accommodation more resilient, design and siting options for more substantial closed-in fales and facilities, ways to reduce pollution from the flooding of waste and wastewater management installations, options for site and surrounds drainage, stormwater management and effluent disposal;
- Integrated water resource management: ways to protect waterways to improve health, maintain amenity and protect the receiving lagoons, reef health and resilience building, options and tools for water harvesting and re-use, simple demand-side management measures to conserve freshwater;
- Shoreline erosion and beach protection: use of soft coastal protection options in place of hard engineering options, fale design and siting options to address transient dune and beach sand fluxes, alternative designs for a range of beach protection measures, use of landscaping improve amenity while offering erosion protection, advices on planning for, implementing and maintaining bioshields.
- Ecosystem based responses: community involvement in coral seeding/gardens, enhancing sea grass bed protection to maintain healthy lagoons and reefs, protecting key wetlands and mangrove areas to improve lagoon and reef health, whole of catchment approaches to adaptation options, ecotourism activities and attractions as a means to 1) diversify the tourism base to inland activities, away from the climate risk prone coastal areas, 2) involve tourists in coastal zone adaptation actions such as mangrove planting.

101. The guidelines will be user friendly in terms of contents and applications, and are to be produced in a durable and practical form. Technical specialists will assist STA and MNRE producing these, and throughout the process local stakeholders will be regularly consulted and involved to assure the guidelines will be demand driven, are based on local best practices and lessons learned, and are in line with local capacity and locally available resources. The guidelines will be applied under outcome 2, and will also serve as an input to the training programme of the STSP (to be developed).

102. Indicative Activities:

- Literature review on best practices and lessons learned internationally with regard to the four thematic areas to be covered by the technical guidelines
- Assessment and documentation of best practices and lessons learned within the targeted TDAs through field research and broad consultation (with experts, local communities, operators and tourists), assuring views and expertise (modern and traditional) of both women and men are fully incorporated.
- Identification of options and approaches most suitable for the local conditions and expectations which may vary between TDAs.
- Design with a selection of end users the contents and format of the guidelines

- Organize community engagement forums in each TDA to introduce and validate the draft Guidelines;
- Produce the guidelines
- Disseminate the guidelines to at least 50 tourist operations within 6 TDAs and train these on the the practical application and usefulness of the guidelines for their livelihoods.

Output 1.3: Recommendations developed to internalize climate change considerations into existing micro-finance, grant and loan schemes to the tourism sector and feasibility of a climate risk transfer (insurance) mechanism

103. LDCF resources will be used to analyse current financial and investment support processes available to tourism operators (such as the Small Business Enterprise Center – linked with loan procedures by the Development Bank of Samoa, South Pacific Business Development Foundation, the Tourism Tsunami Rebuilding Programme (TTRP) and the Private Sector Support Facility (PSSF). Recommendations will be made to the MOF (Aid coordination) on how to align them with climate and disaster risk considerations and criteria, making the application of related standards and procedures more effective. The project will support awareness raising on insurance as a climate risk transfer mechanism, analyse feasibility and make recommendations on options for suitable institutional and operational arrangements for the better uptake of insurance in Samoa. Experiences elsewhere for SIDS will be documented, e.g. in the Caribbean or Maldives, to draw out knowledge on successful risk-transfer and risk finance mechanisms. This will be facilitated through the South-South exchange activities to be carried out in Output 2.3.

104. The effective development and application of the above policy tools and processes will be facilitated through engaging technical experts, carrying out detailed capacity and policy gap analysis, targeted training of government officers and tourism private sector associations. Policy dialogue will be facilitated through preparing regular policy briefs to inform higher level policy makers at the ministerial and cabinet level. Top down and bottom up linkages between the policy processes and on-the-ground adaptation implementation will be ensured through informing the national processes of the community-level experiences.

Indicative Activities:

- Take stock of existing micro-finance and insurance options available through Banks or that administered by the MOF and targeting the private sector which could potentially support climate resilient investments and climate risk insurance
- Assess demand, issues and constraints and options to address these with regard to accessing the identified finance instruments by the tourism operators through analyses and multistakeholder discussions
- Analyze examples of micro-finance and risk transfer schemes from other developing countries and SIDS (Pacific, Caribbean, Indian Ocean) to present options for Samoa;
- Engage with existing insurers and service providers in Samoa and outline their constraints for offering risk transfer mechanisms for small scale tourism operators;
- Conduct a series of consultations with potential providers of micro-insurance to consider whether better policy and institutional linkages (Output 1.1), management plans, or site development plans consistent with climate smart guidelines (Output 1.2) improves circumstances to enable the offering of risk insurance to small scale tourism operators and reliant communities
- Provide advice to MoF on establishing procedures for a small grants facility for tourism operators to implement climate smart adaptation measures based on management plans, site development plans and/or guidelines produced under this LDCF project. Implementation of the small grants facility will be a sub-component of Output 2.1. In terms of mechanism, one option to be further explored would be creating an adaptation window under the PSSF.

105. **OUTCOME 2: Increased adaptive capacity to climate change and disaster risks of tourism-reliant communities**

LDCF grant requested: USD 1,437,605

Co-financing: USD 11,900,000 (GoS: USD 10,500,000; UNDP: USD 1,400,000)

Without LDCF Intervention (baseline):

106. STSP is heavily investing in tourism products and services, including tourism enterprise development, cultural and natural site enhancement, and related infrastructure. Regarding tourism enterprise development, STSP will work closely with the PSSF. Outputs include i) a tourism small business support programme to provide professional advisory services, ii) increase in successful use of the PSSF for developing new tours, attractions and activities, iii) clarity over demand for continuation of a concessionary finance scheme. However, STSP is not planning to provide specific support to enterprises to access the PSSF or capital to PSSF for financing climate change adaptation investments. Regarding cultural and natural site enhancement, STSP will undertake site assessments, support site development and establish sustainable management arrangements. The focus will be on selected sites in Savaii and Upolu. Regarding infrastructure, a few large scale projects have been tentatively identified, including the development of heritage buildings into mixed use visitor attractions, beautifications of the Apia foreshore area, and the design and implementation of environmentally sound sea walls on Savaii. Whilst these are all important initiatives for the development of the tourism sector in Samoa as a whole, these do not include targeted support to address adaptation needs of the tourism reliant communities.

107. The PPCR-AF programme will address a broad set of interventions and does include the implementation of water management and coastal protection measures. However, these initiatives are directed at District level deliverables among 41 Districts in Upolu and Savaii, and not at community level / individual tourism operator level.

108. The PSSF is supporting the tourism sector through the provision of concessional grants to tourism operators and related services. For example, in fiscal year 2011/2012, 27 tourism projects and 11 tourism related projects were approved. However, to date tourism operators have not submitted (and thus not implemented) tourism adaptation projects to the PSSF.

109. The meteorological services have put in place a climate early warning system (CLEWS) and is making the information available through email and internet to all stakeholders interested. However, the poorer operators who are most vulnerable commonly do not have email or internet access. Without the requested LDCF resources, alternative dissemination methods reaching out to the poorer tourism operators will not be developed.

110. STA has put in place coordination mechanisms for ongoing and planned adaptation initiatives. Whilst **this contributes to avoidance of** duplication and **improves alignment of projects and activities**, knowledge, best practices and lessons learned from these initiatives are **not** systematically captured, evaluated **and** disseminated.

With LDCF Intervention (adaptation alternative)

111. For Outcome 2, the project will focus on investing in concrete actions to enhance climate resilience of tourism reliant communities in six (6) Tourism Development Areas (TDAs) involving at least 11 villages and 15 Operators, kickstarting the operationalization of the management plans developed under outcome 1. The work will demonstrate community-based adaptation measures that can be replicated in the other TDAs. These pilots will demonstrate how tourism operators and tourism-dependent communities can cooperate on joint initiatives to reduce common vulnerabilities. Partnerships' ethos between community and government will be used to demonstrate the worthiness of adopting of climate-resilient measures to address - community infrastructure; rainwater collection, storage and distribution;

flash-flood proofing and site water management; protection of coastal beaches and vegetation; and the diversification of tourism recreational activities. It is foreseen that part of the funding will be channelled through the PSSF as small grants to tourism operators as a pilot to assess and improve the effectiveness of the PFFS for providing adaptation finance to tourism operators whilst building the capacity of the operators to access the PSSF for such purposes. The concrete community level adaptation actions will be combined with enhancing access of tourism operators to CLEWS, and south-south learning and knowledge exchange.

112. Regarding concrete adaptation actions, it is intended that a range and combination of Protection, Accommodation and Planned retreat options be piloted, with the focus being on the planning for and application of ecosystem-based ('soft') adaptation options and alternative engineering ('hard') adaptation options. This is in lieu of the over-reliance on large sea-walls that have been and are currently being built in many areas after the tsunami. Hard sea-wall constructions are not conducive to beach based tourism activities (access and aesthetic purposes). For each TDA a primary practical risk and climate smart implementation theme may be targeted, with demonstration activities and actions progressed along the focus of these themes. Priority themes for each of the target TDAs were discussed at the consultations but will need to be confirmed through the inception phases of this LDCF project. Annex 9 provides a short summary of a variety of adaptation measures (hard, soft and ecosystem based) with some brief information on likely units costs and suitability of the technologies.

113. **Output 2.1: Concrete adaptation actions in the management of coastal infrastructure, water resources, shoreline and tourism recreational activities are implemented in 6 TDAs, involving at least 15 community-owned beach tourism operations, ensuring that both women and men participate in and benefit from these investments.**

114. LDCF resources will be used to support adaptation measures that will be canvassed in the tourism area Management Plans and Guidelines. implement and learn from various ecosystem-based and alternative soft engineering adaptation measures. For each of the targeted TDAs the communities nominated critical focus areas (see Table 2 below). This differentiation will ensure that a variety of alternatives measures can be targeted. The demonstration activities will target each of the 6 TDAs and involve at least 11 villages and 15 Operators. Given the proximity between many Operators within each of the TDAs, 6 areas will be nominated for the demonstrations. The actual form, design, layout and scale of works will be based on the technical guidelines and criteria generated under Output 1.1 as well as the supporting mapping (3D outputs) and GIS work to be undertaking in support of Outcome 1.

Table 2. Identified adaptation priorities in the six TDAs.⁹

TDA	Villages	Focus
South-East Upolu	Saleapaga and Lalomanu	Beach rebuilding processes, bioshields and erosion & sediment controls
South Upolu	Safata – Sataoa and Saanapu	Wetlands – ecosystem based approaches
North-west Upolu - Manono	Leppuiai and Faleu	Water security, hard options to assist with access
Eastern Savaii	Lano and Manase	Beach erosion and need for various protection measures
North-west Savaii	Falealupo and Satuiatua	Water security, ecotourism activities
South-east Savaii	Palauli	Flooding and water quality management

115. Part of the LDCF resources under output 2.1 will be used to demonstrate concrete on-the-ground

⁹ Due to the recent tropical cyclone Evan, to be re-assessed and detailed in the inception phase.

adaptation measures will cover the materials (large), equipment, technical assistance, machinery hire and logistic costs for the demonstration activities. To the extent possible, labour to build and/or maintain the measures and sourcing of small materials (rocks, sand, gravel etc) will be in-kind contributions from the tourism Operators or reliant community members. Throughout the process, regular communication and coordination with other related initiatives will stimulate complementarity and assure avoiding duplication.

116. Furthermore, small grants will be made available to tourism operators to develop and implement sound climate smart ideas at their own initiative. The LDCF project will avail up to \$300,000 through the well-established PSSF, earmarking tentatively USD 50,000 to each of the six TDAs. Operators will be provided with guidance and training by PSSF and the project team to apply for funding, and TA will be made available throughout the implementation as well to guide the learning by doing process.

117. Among the canvassing of likely practical on-the-ground investments the STA team include focus on Operators and reliant communities able to broaden the tourism base so there is less reliance on beach orientated activities which are highly prone to creeping climate change and extreme event impacts. The resilience of the communities may be increased through expanding their economic investment in land-based activities such as walking and trekking trails, interpretation trails, signage and business planning for site attraction management. 'No-regrets' benefits will prevail as the activities will increase the understanding of Operators of the mutual benefit of maintaining the health of ecosystems – waterways, forests, pools, waterfalls etc – to support their eco-tourism activities. Healthy forests, waterways, wetlands and mangrove areas mean healthy lagoons and reefs – which increase coastal resilience.

118. Eco-tourism may also provide an opportunity for communities to mobilize direct support from tourists for adaptation action in the coastal areas. For example, tourists may be interested in doing activities such as mangrove planting, and willing to pay for it. One option would be to have a designated area identified in the management plans for tourist supported adaptation actions, and have commonly agreed guidelines and standard operating procedures for tourism operators to engage with tourists in such activities.

119. **Indicative Activities:**

For the demonstration activities:

- Prioritize the adaptation actions listed in the management plans (see table 2; to be developed into detail under output 1.1) for funding with the LDCF resources
- Develop detailed Terms of References for the agreed adaptation actions, including deliverables, site selection, time frame, budget, goods and services required, and implementation arrangements
- Organize consultation meetings with the local communities and other stakeholders to consult and agree on prioritization, all aspects of the (draft) ToRs.
- Implement the prioritized actions in the areas of Infrastructure, integrated water resource management, shoreline erosion and beach protection, and ecosystem based responses

For the small grants component (targeting at least 15 operators divided over 6 TDAs)

- Prepare and issue a call for proposals to tourism operators covering the 6 TDAs, including a guidance note for tourism operators on how to access the small grants facility, and a provisional list of eligible activities that can be funded in the areas of on-site infrastructure, on-site water management, and tourism livelihood diversification.
- In each TDA, support tourism operators on how to apply for funding, including project development, quality standards, selection criteria, reporting requirements, and assurance of alignment with the management plan for the relevant management plan
- Collect, review, select and award proposals for funding
- Monitor and evaluate implementation of grants both technically and financially.

120. Output 2.2: Coastal tourism operators are connected to Climate Early Warning and Information system

121. LDCF resources will be used to connect tourism operators to the Climate Early Warning System (CLEWS) and provide relevant information services. This will build on the ongoing work through other NAPA projects aiming at enhancing overall capacity of the Meteorological Office. Support will be provided to propose alternative information delivery mechanisms to get data and information directly to tourism operators, especially those that do not have access to email or the internet in general. The use of climate information for operational planning, development design and early warning will be conveyed to tourism operators as part of training and engagement workshops..

122. **Indicative Activities:**

- Review existing CLEWS information and products vis-à-vis the needs of tourism planners (STA) and local tourism operators. This will entail further examining the relevance, coverage, quality, access, gender aspects, and actual application.
- Based on the identified gaps and issues, develop gender sensitive Information Education and Communication (IEC) materials in cooperation with the Samoa Meteorological Division (SMD) for tourism related activity planning and responses; weather and climate information and forecast; outlooks on wind, rainfall, tides, swells, drought, data on frequency of thunderstorms etc. Materials should involve simplified messaging in both English and Samoan languages.
- Develop options for alternative technology and information dissemination systems (including mobile phones and popular media) as the potential vehicles to send forecast and early warning information directly to small-scale tourism operators;
- Establish identified communication and dissemination channels to disseminate climate and early warning information to tourism Operators (e.g. through mobile phones, radio, TV, newsletters, pamphlets) and make climate information products available.
- Inform and train tourism operators on the use/interpretation of the developed IEC dissemination systems and products.

123. **Output 2.3: South-South transfer of tourism adaptation case studies between operators in Samoan TDAs, and counterparts in other SIDS**

124. LDCF resources will be used to systematically capture, analyse, disseminate and discuss experiences and best practices from all outputs of the project. A range of knowledge products will be developed by the project team in the form of media presentations, presentation of case study papers in key forums, brochures and posters. Web based photo-stories and short videos in both Samoan and English language will be developed. This work will firstly be tailored to stakeholders across the country but will be expanded to international media and online networks.

125. Direct exchange and learning opportunities will be supported through South-South transfer of knowledge nationally, within the Pacific region and with other SIDS regions. Exchange site visits will be organized between tourism activity communities in the selected TDAs. National dissemination workshops will be organized, and project experience will be presented in relevant national events (e.g. Samoa Tourism Exchange, National Environment Week, National Climate Change Summit, etc.), as well as in regional events. Sharing of project results will be pursued through incorporating knowledge products and updates in national websites (like MNRE, STA, SHA, SSTA), as well as regional and global web-based platforms (such as the SPREP Climate Change Portal, or the Adaptation Learning Mechanism). South-South exchange will be also fostered through establishing linkages and exchanges with similar tourism-related adaptation projects in other SIDS, such as the Adaptation Fund project being formulated for Cook Islands or the LDCF-funded NAPA implementation project being developed in the Maldives – both through UNDP support

126. **Indicative Activities:**

- Develop a communication plan for the project to optimize outreach nationally and internationally
- Aggregate and consolidate output based knowledge products will be used to generate media packages, PowerPoint presentations for key forums, awareness brochures and posters and web-

based entries/products, including short photo-stories and video clips. Materials will be produced in Samoan and English.

- Organize / support / participate in local, national and regional and international events to share best practices and lessons learned on adaptation in the tourism sector.
- Organize exchange visits between operators and community representatives among the different TDAs (and even within the larger TDAs). This will be aligned with training and broader engagement events – so that the swapping of ideas and local/traditional knowledge can occur.
- Disseminate knowledge products through national and international media and on-line networks such as national websites (e.g. MNRE, STA, SHA, SSTA), regional sites (e.g. the SPREP Climate Change Portal) and international platforms (e.g. the Adaptation Learning Mechanism);

2.5 Key indicators, risks and assumptions

127. The main indicator of project success will be the enhanced adaptive capacity and knowledge of the public and private sector stakeholders involved in tourism on climate change risks, adaptation options, and enhanced policy and financial instruments, as a result of the enabling activities (TDA planning, technical guide, recommendations on financial and risk transfer mechanisms, CLEWS), and the implementation of on-the-ground measures in selected tourism sites. The knowledge management and South-South transfer activities will be important contributors to the enhanced awareness and knowledge of adaptation responses in the tourism sector. Along these lines, Objective and Outcome indicators have been defined and summarized in the Strategic Results Framework of the project (see Section 3 of this project document).

128. The key risks and assumptions for the project were considered having regard to a number of potential types of risks: political, regulatory, strategic, organizational, operational and financial. A detailed Risk Assessment Log frame is included in Annex 10. An updated risk log will be presented to the Project Steering Committee during the project inception phase.

2.6 Cost-effectiveness

129. Cost effectiveness has been an overarching consideration in the work of the PPG team, given that for most of the Operators disposable cash for even the simplest form of adaptation measure are very limited.

130. The development of TDA Management Plans and supporting Guidelines is on the premise that more strategic assessments and evaluations of creeping climate change pressures, enables holistic approaches to implementation with cost savings and efficiencies. Many of the stakeholders revealed and showed in practice that much of what they need is specific advice on present coastal dynamics and processes, and ideas on alternative means to address these pressures. During the early phase of consultations individual site visits occurred with specialists able to offer on-the-ground suggestions which were well accepted by the Operators. This provides a high level of confidence that Operators will be willing to invest and provide in-kind contributions, along with their family members and often the village community in the implementation of the adaptation measures.

131. The rapid V & A work (Annex 4) was supported with work on summarizing different approaches to adaptation planning and research on specific adaptation measures, including an overview of costs and suitabilities of the technologies (Annex 9). A full cost-benefit analysis of likely approaches and adaptation measures was premature given the circumstances and the need for collective planning, community knowledge building and technical studies. Sites and preferred adaptation measures will be selected as part of community engagement processes for the preceding TDA Management Plan generation. Once community vetting and substantiation has occurred designed and costed schemes which will be subject to an economic cost-benefit analysis applying the methodology developed in the CIM Plan Handbook.

132. Notwithstanding the above, the information availed in the VA report and indicative cost

summaries of different measures combined with further economic analyses (Annex 11), enabled the PPG team to canvass more for 'Soft' approaches to adaptation implementation planning and use of technologies. There is overwhelming evidence in the international literature of the cost efficiencies of 'soft' measures or alternative engineering options compared to the usual 'hard' engineering choices that have historically been implemented. The soft, ecosystem based options are in support of the function of tourist-use beaches, enhancing their aesthetic and natural appeal, as key resource base for the beach tourism operators, while providing ecosystem conservation benefits.

133. There have been many instances where the current large form sea-walls that are under construction in Samoa have failed or have compounded other coastal dynamics which have impacted on Operators. Hard sea-wall engineering on soft bases like sandy beaches will invariably be undermined by wave action and/or land based flooding hydraulics. Often the base of the walls become softened from hydro-geo dynamics of subsurface land drainage to the sea and continual top-up of rocks is required. In addition the perverse costs cannot be ignored. Sea-walls negate tourist access directly to beaches and seriously affect the amenity of coastlines. The images below compare the failure of a modern geo-fabric lined sea-wall, with a nearby alternate engineered moveable coastal protection unit. While the initial construction costs could sometimes be similar the fact that an engineered sea-wall does massive damage when it fails, needs to be taken into consideration. Conversely where an alternative moveable low crest partly submerged 'breakwater' proves not to be suited to a location, it can easily be moved to another site. Experience with these CPUs in the Cook Islands is that the 100m lengths of the CPUs (recommended minimum length) will stabilize and enable the rebuilding of the beach sufficiently for other soft measures to be instigated (e.g. beach rehabilitation through revegetation) before the move of the CPU to the next part of the beach.

134. The do nothing approach for Samoa is not plausible. The complete destruction of several coastal villages, and destruction of 20% of hotel tourism room capacity from the 2009 tsunami – is sufficient to suggest that pro-active protection, accommodation and planned retreat approaches are needed. According to the Final Report for Tourism done by KVA following the 2009 tsunami, the estimated costs of damages for these affected businesses at US\$30million with an estimation of reconstruction costs at US\$33.9million. Many tourism operations within the TDAs that suffered from the tsunami are making significant progress in rebuilding their properties and a considerable number of them have taken climatic conditions into consideration in the design and reconstruction of their facilities. While these efforts are commendable, the lack of scientific information and technical expertise to guide them bring into question some of the options they have pursued. Many have realized their mistakes from the further impacts they have already witnessed and are keen to hear of alternative suitable measures.

135. At the operational level, cost effectiveness of the project will be realized by aligning many activities with the activities of the AF-PPCR programme. Some twinning of effort, joint workshops, engagement forums, collection of data and mapping as well as harmonized outputs will avail cost-savings.

136. In terms of delivering cost-effectiveness as part of the project delivery, it should be noted that the technical guidance provided by the project will justify adaptation measures on the basis of their cost-benefit ratio. Tourism operators will only be encouraged to follow up on the recommended measures that have a suitable return on investment over time..

137. The key economic savings resulting from the project are envisaged as:

- Avoided assets, service and material losses from climate-related hazards (especially with regards to nearshore infrastructure and essential services);
- Savings in ad-hoc expenditures and construction of adaptation measures which continually fail; Enhanced beach, lagoon and reef systems (including nearshore vegetation and biodiversity conservation) from reduced pollution, less uncontrolled stormwater flows, less flash-flooding and habitat modification – all of which maintains the aesthetic values of the Samoan tourism setting – providing income security (attractors for beach, surfing, snorkeling and diving).

2.7 Sustainability

138. The project was designed in close consultation with key stakeholders (see Annex 2). It has the full support of the Government of Samoa and addresses urgent and priority adaptation priorities identified in the NAPA. The project focuses on tourism as the mainstay of the Samoan economy, and aims to protect as well as enhance the natural resilience of the coastal, lagoon and reef ecosystems. The project is in line with several major national policies and programs (Section 2.1-2.3) and will contribute to the achievement of MDG 7 (*Ensure environmental sustainability*).

139. Adaptation measures promoted by the project will be mainstreamed into key policy instruments and legislative platforms to enable project results to be sustained beyond the lifetime of the project. Sustainability has been built into the project approach by a strong emphasis on institutional and individual capacity development. The key factor affecting financial sustainability of the project beyond the LDCF grant is related to the facilitation of private investments by the tourism sector to implement adaptation activities and achieve compliance with national policies and guidelines. Through the assessment and introduction of climate risk financing and financial risk sharing mechanisms (Outcome 1), the Samoan communities will benefit from risk management options long after the project has ended.

140. The project sustainability after its completion will be ensured through the strengthened institutional structures and public-private partnerships to be supported through the policy and related capacity building processes (including more effective application of standards, climate early warning and information systems, financial and risk transfer support mechanisms for the private sector and enhanced technical capacities). The development of management plans in the selected TDAs will provide a blueprint for tourism area planning process integrating climate risks that can be replicated in other TDAs. The technical guidelines to be established through the project will serve as knowledge and know-how base to replicate practical adaptation measures in broader range of existing and future new tourism operations and establishments. The South-South transfer and knowledge management activities will serve as vehicle to replicate project experience within and beyond Samoa.

141. The proposed adaptation measures aim at safeguarding the environmental and cultural assets of tourism reliant communities, and associated value chains from climate change –induced risks and hazards. Climate change adaptation in tourism, being based on location-specific assets and activities intensively using natural and cultural resources, can only be tackled through integrated approaches. Therefore, the implementation of these activities will be closely linked to each other, as they will take place in tourism areas concentrating in highly vulnerable and exposed narrow coastal strips. To address climate change and environmental issues in an integrated way in tourism beach fale operations, linkages will be explored during the project development phase with initiatives supporting enhanced energy management (siting and design of buildings, energy efficiency, and use of renewable sources).

142. The business plans that will be developed for the Operators will incorporate means for the longer term implementation and maintenance of the climate-sensitive adaptation measures. They will integrate recommendations developed for internalizing climate change considerations into micro-finance, grant and loan schemes and risk transfer mechanisms. Both aspects should assist in establishing longer term sustainability of the Outcomes.

143. Project resources will be used to systematically capture, analyse and disseminate experience and best practices, from early stages of community engagement and policy-related work. A range of knowledge products will be developed by the project team involving knowledge management and media specialists, including case studies, experience notes, technical notes, brochures, posters, photo-stories, videos in both Samoan and English language, tailored to national stakeholder groups. The systematic dissemination of these will be facilitated through developing a project communication strategy, harnessing appropriate local, national and regional media and means.

2.8 Replicability

144. Although the strategy of the project is clearly focused on the creation of an enabling environment for adaptation investments in the tourism sector, the replication of adaptation measures promoted by the project in broader community of Samoa and other SIDS with tourism-based economies will be expected and actively encouraged. Each project Outcome will contribute to both in-country and international knowledge transfer/sharing, including dissemination of knowledge and lessons learnt through a range of channels (including the ALM and AOSIS-based mechanisms). The guidelines developed as part of Outcome 1 will include a number of demonstration activities/examples of good practice climate change adaptation measures that are implemented in the TDAs of Samoa.

145. Overall, the planned improvements in the enabling environment for climate change adaptation in Samoa (e.g. mainstreaming of relevant policies, laws and regulations; development and dissemination of user friendly technical guidelines; training programmes in climate change adaptation and risk financing) will support replication and upscaling. As the project has been designed with a focus on knowledge sharing and developing skills within the STA, MNRE, MWTI, Samoa Meteorological Division (SMD) and the tourism sector, project-related knowledge will be actively transferred by means of dedicated training workshops, training manuals, study visits, technical guidelines and brokerage events.

146. The alignment of outputs and activities with the larger AF-PPCR programme, and the eventual use of the revised CIM Plans to direct development based on risk averse adaptation measures provides a vehicle for the outputs of the LDCF project to be replicated or used in decision-making processes on a broader scale.

147. The production of Management plans for tourism areas within the targeted TDAs supported by Guidelines will enable the approaches, methods and outputs to be replicated across other TDAs or villages within the TDAs.

2.9 Stakeholder involvement plan

148. Key stakeholders with a major direct role in the project were identified and consulted at different stages during the project development phase to obtain their inputs and feedback for designing the project. The key national level stakeholders are the STA, the broader MNRE (through PUMA, Land Management, Met Office etc.) and various departments and agencies such as the MWTI, the LTA, the SWA, the EPC, the MWCS, MOF and the MAF. The STA will take the lead in coordinating with other stakeholders and overseeing the implementation of the project. Other major stakeholders include: the Samoa tourism industry (small-scale beach fale operators, hoteliers, attraction site operators and tourism reliant communities as well as the key associations such as the Samoa Hotels Association and Samoa Savaii Tourism Association and Government as well as development partners.

149. Strong engagement by Government representatives and tourism operators in the project implementation was a key message of the consultation process. The preparation team agreed on the need to ensure that consultations captured the full range of perspectives, including those of the Village Councils, minorities, absentee stakeholders and the less vocal groups and community members. The first round of consultations occurred in August 2012. An initial draft of the project document was developed from that first round of consultations and associated follow-up meetings and research. This draft document was then used in follow-up consultations and the Stakeholder forums in Upolu and Savaii. A table with the names and affiliations of relevant stakeholders and their respective contributions is provided in table 3 below.

150. In the initial stages of project formulation, two well attended stakeholder workshops were held along with individual or small group consultations before and after both workshops. Notable priorities featured at these consultations were:

- Supporting the STA understand how adaptation plans are prepared (i.e. either through guidance on priorities and options, means to integrate with existing plans, developing local level adaptation responses (strategies and actions);
- Enhancing the Samoa Accommodation Standards to accommodate climate change provisions and assessment steps;
- Preparing guidelines on how to conduct Climate Change assessments on a regular with local operators;
- Training in conducting climate change impact and vulnerability assessments;
- Better understanding of the coastal, water resources and ecological systems - so the communities can use their knowledge in the protection measures and/or enhancement to build resilience;
- Need for practical advices and information on sea walls and alternative green solutions e.g. water harvesting, local drainage management and erosion and sediment controls;
- Institution of mechanisms so EIA and decision-making is more affordable and cost-effective for operators and reliant communities;
- Collective planning of tourism areas for long term ideas and agreements;
- Link decision-making for larger developments to existing processes, including for example EIA through PUMA to minimize bureaucracy and reduce costs;
- A gender analysis on the focus sector including review of capacities, identification of required actions and means to set up the appropriate institutional frameworks for gender mainstreaming and training in gender equality;
- Government technical staff to be involved in the climate change impact and vulnerability assessments to be conducted as part of the rationale for the adaptation investment package designs.

151. STA (involving the TCCPU) has participated in the sector engagement workshop on CLEWS (organized through NAPA 1 ICCRAHS – LDCF project by MNRE Met Division and supported by NIWA) that took place in October 2012 in Apia. The event allowed tourism officers to familiarize themselves with CLEWS options and discuss sectoral data and information needs on climate and weather related features and suitable dissemination channels.

152. Stakeholders have made contributions to the preparation of this project document, including identification of: the ways climate variability and extreme events are already causing adverse impacts; the extant and anticipated climate-related risks to the sector and reliant communities; actions already at hand to cope and respond to current climate impacts; sounding out options for adapting to climate change; and the validation of the main components and activities of the proposed project. A final Stakeholder Participation Plan will be endorsed as one of the first activities at project inception.

Table 3. Stakeholders consulted and identified roles.

STAKEHOLDER	RELEVANT ROLES
Samoa Tourism Authority (STA)	Government agency in charge of tourism policies, tourism product development and destination promotions and marketing. STA will serve as the executing agency for this project
Ministry of Natural Resources and Environment (MNRE)	As the lead technical agency for climate change-related policies, MNRE's prime function will be ensuring overall coordination of the project with other NAPA implementation processes and projects through the National Climate Change Country Team (chaired by MNRE), supporting the tourism sector tailored climate early warning system (through its Samoa Meteorological Division (SMD)).
Ministry of Agriculture and Fisheries	The Fisheries Division is involved in managing fishing reserves and the implementation of coral seeding activities.
Ministry of Works, Transport and Infrastructure	The government's legislative, policy and regulatory agency for civil works, transport (including roads, land, air and marine) and infrastructure.

(MWTI)	
Land Transport Authority (LTA)	The corporate entity charged with the operationalizing of land transport in Samoa.
Ministry of Women, Community and Social Development (MWCSD)	Government agency mandated to coordinate local development processes, involvement of communities and women. MWCSD will be involved in the community liaison for the planning and implementation of adaptation measures at the local level in the Tourism Development Areas.
Ministry of Finance (MOF)	Overall donor and aid coordination, supporting co-financing arrangements and programmatic linkages with other initiatives, making on-going linkages and updating the national policies outlined in the SDS, financial management of project funds and the monitoring of expenditures. Advising and coordinating for the assessment and capacity building activities related to finance and risk transfer options, particularly the use of PSSF for the small grants mechanism to be applied by the project.
Key industry associations (SHA, SSTA, Car Rentals Association)	Coordinating with tourism operators and advocating for the adoption of climate sensitive planning and policy frameworks, instruments and adaptation techniques.
NGOs (SUNGO, METI, WIDBI)	Linking with environmental and capacity building activities supporting communities in the tourism areas
Education institutions (NUS, APTC, USP)	Support the knowledge management activities of the project, integrate project experience in their tourism-related curricula and training programmes
CROP agencies (SPTO, SPREP, SPC, SOPAC, USP)	Supporting the adaptation implementation and policy processes through their technical and sectoral mandates, expertise and country support programmes. Support the South-South exchange and dissemination of lessons learnt and good practices generated by the project
World Tourism Organization (UNWTO)	Technical project documents will be communicated to UNWTO, the UN Agency serving as global platform for tourism policy and development matters, in order to broadly disseminate project results, and inform global tourism studies and policy processes related to climate change
UNDP	As Implementing Agency for this proposed project, UNDP provides its usual technical and operational oversight support throughout the project formulation and implementation phases. The assistance being provided is based on UNDP's extensive development assistance and climate change adaptation support programmes and projects with the Government of Samoa and collaborations with development partners in the region, through the UNDP Samoa MCO, Asia-Pacific Regional Centre in Bangkok, Pacific Centre in Suva and Head Quarters in New York.

153. Based on table 3 above, a final stakeholder involvement plan will be tabled for endorsement by the Project Steering Committee at the project inception workshop

3. Project Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:

- Engendered MDG-based village and local level sustainable development plans developed and implemented by communities
- Climate risk management options integrated into land-use planning, coastal zone management and marine resources management at national and decentralized levels to achieve MDG 7 and avoid human and material losses from adverse impacts of climate change
- Institutional Plans developed to implement environmental management initiatives at decentralized levels that increase ecosystem benefits for sustainable livelihoods

4.2.1.1 Protected and conservation area management and governance systems strengthened
 4.2.2.1. Engendered MDG-based village and local level sustainable development plans developed and implemented by communities

Country Programme Outcome Indicators:

Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming climate change adaptation;

Applicable SOF (e.g. GEF) Strategic Objective and Program:

Applicable SOF (e.g. GEF) Expected Outcomes:

Applicable SOF (e.g. GEF) Outcome Indicators:

Objectives, Outcomes and Outputs	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>Project Objective¹⁰</p> <p>Increase the resilience of the tourism sector of Samoa through mainstreaming climate risks into tourism-related policy processes which guide the implementation of adaptation actions by tourism operators and tourism reliant communities. .</p>	<p>Capacity perception index of STA disaggregated by gender; AMAT 2.2.2)</p> <p>(1=no capacity built 2=initial awareness raised 3=substantial training in practical application 4=knowledge effectively transferred 5=ability to apply or disseminate knowledge demonstrated)</p> <p>% of tourism operators who invest and implement sustainable adaptation measures to enhance their resilience.</p>	<p>Capacity of STA is currently rated at 2-3.</p> <p>Tourism operators are not investing in sustainable adaptation measures, but instead in quick and unsustainable measures to cope with climate risks</p>	<p>By the end of the project the capacity is 4-5.</p> <p>At least 75% of all tourism operators in the 6 targeted TDAs have invested and implemented sustainable adaptation measures</p>	<p>Self-assessment Mid-term and final evaluations</p> <p>Field survey with tourism operators Mid-term and final evaluations</p>	<p>Conducive policy or regulatory measures and incentives are provided within STA and MNRE</p> <p>Government decision-makers and Stakeholders continue support & recognize the importance of climate change adaptation in the tourism sector and the political will to facilitate the necessary policy changes remains strong.</p> <p>Tourism operators recognize the economic benefits of adaptation measures and are willing to invest in changes to their current resource management practices</p> <p>Tourism operators react positively to the provisions of the Management Plans and Guidelines.</p> <p>Tourism operators and tourism reliant communities are willing to undertake joint planning and assessments of shared climate risks to provide cost effective and</p>

¹⁰ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

					efficient options for adaptation. Political stability is maintained
Project Component 1. Revising planning processes, regulations and financial instruments relating to tourism operators in Samoa					
Outcome 1 Climate change adaptation mainstreamed into tourism-related policy instruments and public-private partnerships	# of Management Plans developed and operationalized	Climate resilient management plans are currently not in place	By the end of the project, at least 6 climate resilient management plans have been developed and operationalized per TDA, involving at least 20 villages in total.	Endorsed management plans Including implementation arrangements Progress reports Mid-term and final evaluation	Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related 'learn by doing' training initiatives and are willing to engage in discussions and regular debate about climate risks in the tourism sector
	% of tourism operators in targeted TDAs apply new guidelines for climate resilient actions	No guidelines exist for effective no-regrets adaptation measures to increase resilience of tourism operators and there is a history of little application of guidelines is commonly low	By the end of the project, at least 75% of the targeted tourism operators apply the issued guidelines	Training reports attendance lists Training feedback Progress reports	Senior planners and decision-makers continue to recognize the importance of climate change adaptation and are committed to support necessary policy changes
	# of tourism operators that gain access to financial products for climate resilient actions	Tourism operators do not access financial products for climate resilient actions	By the end of the project, at least 15 operators have successfully gained access to financial products for climate resilient actions	Reports provided by providers of financial institutions Mid term and final Evaluations	Tourism operators are willing to engage in the review, revision and adoption of new planning approaches and building standards. Providers of financial products are willing and able to accommodate (poor) operators with accessing financial products for climate resilient actions
Output 1.1. Management plans integrating climate risks are developed in 6 Tourism Development Areas ¹¹ involving 20 villages.					
Output 1.2. Technical guide developed on climate resilient beach tourism management practices					
Output 1.3. Recommendations developed to internalize climate change considerations into existing micro-finance, grant and loan schemes to the tourism sector and feasibility of a climate risk transfer (insurance) mechanism					
Project Component 2. Implementation of Climate Change Adaptation measures in nationally demarcated Tourism Development Areas (TDAs)					

¹¹ South East Upolu TDA (Lalomanu, Saleapaga), North-West Upolu TDA (Manono Island - Lepuia, Faleu), Norther-West Savaii TDA (Falealupo, Satuiatua, Palauli), Eastern-Savaii TDA (Manase, Lano)

<p>Outcome 2</p> <p>Increased adaptive capacity to climate change and disaster risks of tourism-reliant communities</p>	<p>Number and type of risk reduction activities introduced in tourism reliant communities (AMAT 2.3.1.1)</p> <p>% of women and men in tourism reliant communities trained in climate risk reduction</p> <p>% of targeted tourism reliant communities that have adopted climate resilient livelihoods</p>	<p>No Operators with Business plans which incorporate climate smart risk assessment & planning</p> <p>Initial awareness raising activities have taken place in the project area under the PPG phase, but no systematic training has been provided on</p> <p>Apart from some ad-hoc measures individuals are taking, none of the targeted communities have climate resilient livelihoods</p>	<p>At least five risk reduction activities have been introduced across the 9 villages in the 6 TDAs</p> <p>By the end of the project at least 50% of the women and 50% of the men of the targeted communities has been trained in climate risk reduction.</p> <p>By the end of the project at least 80% of the targeted communities have adopted climate resilient livelihoods</p>	<p>Project Progress Reports Midterm and final Evaluation</p> <p>Project Progress Reports Midterm and final Evaluations</p> <p>Field survey Final Evaluation</p>	<p>Tourism operators find reduced costs associated with the proposed adaptation measures sufficiently attractive to invest in changes to existing setups and practices</p> <p>Tourism operators react to improved incentives and enforcement of environmental legislation in the tourism sector.</p> <p>Guidelines developed by the project are considered practical, locally appropriate, innovative, sustainable and cost effective – and assist with implementation</p> <p>Key Government representatives and stakeholders from the Tourism industry recognize the value of project-related 'learn by doing' training initiatives</p>
<p>Output 2.1 Concrete adaptation actions in the management of coastal infrastructure, water resources, shoreline and tourism recreational activities are implemented in 6 Tourism Development Areas involving 11 villages and at least 15 community-owned beach tourism operations, ensuring that both women and men participate in and benefit from these.</p>					
<p>Output 2.2 Coastal tourism operators are connected to Climate Early Warning and Information system</p>					
<p>Output 2.3 South-South transfer of tourism adaptation case studies between operators in Samoan TDAs, and counterparts in other SIDS</p>					

4. Total Budget and Work plan

Award ID:	000	Project ID(s):	000
Award Title:	Samoa: Enhancing the resilience of tourism-reliant communities to climate change risks.		
Business Unit:			
Project Title:	Samoa: Enhancing the resilience of tourism-reliant communities to climate change risks.		
PIMS no.			
Implementing Partner (Executing Agency):	Samoa Tourism Authority (STA)		

GEF Outcome / Atlas Activity	Impl Partner / Resp.Party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget Description	Amount (\$)	Amount (\$)	Amount (\$)	Amount (\$)	Totals (\$)	Budget Note
						year 1	year 2	year 3	year 4		
Outcome 1:	STA	62160	LDCF		international consultant	12,100	29,250	-	-	41,350	1
					national consultant	7,260	7,260	-	-	14,520	2
					contractual services	107,500	107,500	-	-	215,000	3
					professional services	14,400	25,600	-	-	40,000	4
					travel	7,000	8,000	-	-	15,000	5
					miscellaneous	2,224	2,664	-	-	4,888	6
					Subtotal outcome 1	150,484	180,274	-	-	330,758	
Outcome 2:	STA	62160	LDCF		international consultant	-	72,600	23,100	9,900	105,600	7
					national consultant	-	65,340	31,460	31,460	128,260	8
					contractual services	-	-	420,000	180,000	600,000	9
					professional services	-	53,300	25,200	18,000	96,500	10
					grants	-	-	150,000	150,000	300,000	11
					equipment	-	44,000	-	-	44,000	12
					travel	4,000	42,000	62,400	33,600	142,000	13
					miscellaneous	60	4,159	10,682	6,344	21,245	14
					Subtotal Outcome 2	4,060	281,399	722,842	429,304	1,437,605	
M&E	STA	62160	LDCF		international consultant	-	-	11,000	16,500	27,500	15
					national consultant	-	-	5,000	7,500	12,500	16
					travel	-	-	6,000	6,000	12,000	17

				contractual services	3,000	3,000	3,000	3,000	12,000	18	
				miscellaneous	240	240	240	240	960	19	
				Subtotal M&E	3,240	3,240	25,240	33,240	64,960		
PMU	STA	62160	LDCF	national consultant	14,520	29,040	29,040	29,040	101,640	20	
				ICT equipment	2,371				2,371	21	
				travel	1,250	1,250	1,250	1,250	5,000	22	
				professional services	500	500	500	500	2,000	23	
				supplies	1,000	1,000	1,000	1,000	4,000	24	
				miscellaneous	280	462	462	462	1,665	25	
				Subtotal PMU	19,921	32,252	32,252	32,252	116,676		
					PROJECT TOTAL	177,705	497,165	780,334	494,796	1,950,000	

4.1 Budget Note

Budget note	Description of cost item
	OUTCOME 1
1	International consultants
	Output 1.1 & 1.2: Climate change adaptation specialist: 37 days (Y1); develop methodology and provide training on preparing climate change adaptation management plans; design technical guidelines on climate resilient beach development in consultation with end-users. Costs: 37 x 550 USD = Total 20,350 USD
	Output 1.3: Private sector finance specialist: 30 days (Y2); review existing financing and risk transfer schemes for small scale tourism operators and adjust/develop mechanisms to increase access to finance for climate change adaptation investments. Costs: 30 x 700 USD = Total 21,000 USD
2	National consultants
	Output 1.1 & 1.2: Climate planning specialist: 132 days (Y1, Y2); assist with developing methodology and providing training on preparing climate change adaptation management plans; facilitate preparation of management plans; facilitate preparation of technical guidelines on climate resilient beach development in consultation with end-users. Costs: 132 x 110 USD = Total 14,520 USD
3	Contractual services - companies
	Output 1.1. Institutional contract to develop 6 climate change adaptation management plans (Y1, Y2). Lumpsum total 135,000 USD
	Output 1.2. Institutional contract to develop the technical guidelines on climate resilient beach development (Y1, Y2). Lumpsum total 80,000 USD
4	Professional services
	Costs for workshops, meetings, printing, translation etc during Y1-Y2; lumpsum total 40,000 USD
5	Travel
	International and local travel of international consultants, national consultants, and government officials for assignment, meetings and workshops during Y1-Y2: Lumpsum total 15,000 USD
6	Miscellaneous
	1.5% of the total Outcome 1 budget is allocated for contingencies related to inflation, currency exchange fluctuations and other external shocks and contingencies, which would increase the cost of travel and materials: 1.5% x 325,870 USD = total 4,888 USD
	OUTCOME 2
7	International consultant
	Output 2.1
	1. Climate & water resources management expert: 64 days (Y2-Y4) detailed design of adaptation investment for two TDAs; preparation of Request For Proposal; provide specialized technical expertise to oversee implementation: 64 x 550 USD = Total 35,200 USD
	2. Climate & coastal management expert: 64 days (Y2-Y4) detailed design of adaptation investment for two TDAs; preparation of Request For Proposal; provide specialized technical expertise to oversee implementation: 64 x 550 USD = Total 35,200 USD

	3. Climate & ecosystem based responses expert: 64 days (Y2-Y4) detailed design of adaptation investment for two TDAs; preparation of Request For Proposal; provide specialized technical expertise to oversee implementation: 64 x 550 USD = Total 35,200 USD
8	National consultants
	<p>Output 2.1:</p> <p>1. Climate planning specialist: 136 days (Y2). Facilitate multistakeholder dialogue and consultations on prioritization of adaptation investments identified in management plans, facilitate detailed design of adaptation investments and planning to implement these, facilitate implementation, and assure alignment and coordination with small grants. Costs: 136 x 110 USD = total 14,960 USD</p> <p>2. Small grants / climate adaptation specialist: 660 days (Y2-Y4). Develop guidelines to apply for small grants, issue call for proposals, provide training / clarification on eligibility criteria, fundable activities, proposal preparation, collect proposals and arrange peer-review, submit recommendations to Project Steering Committee, award approved grants, monitor implementation, provide technical advice / arrange technical assistance to grantees upon request, report regularly to the Project Steering Committee on delivery of the small grants (financial and technical reporting). Costs: 660 x 110 USD = total 72,600 USD</p> <p>Output 2.2:</p> <p>3. Climate change adaptation specialist: 66 days (Y2). Together with the knowledge Management Specialist and ICT Specialist, review existing CLEWS information and products vis-à-vis the needs to STA planners and local tourism operators, including relevance, coverage, quality, access, gender aspects and actual application; provide substantive inputs to the development of information products to be disseminated through the CLEWS system. Costs: 66 x 110 USD = total 7,260 USD</p> <p>4. ICT specialist: 66 days (Y2). Review existing CLEWS system and options to improve access; develop options for alternative technology and information dissemination systems (including mobile phones and popular media) as the potential vehicles to send forecast and early warning information directly to small-scale tourism operators; Costs: 66 x 250 USD = total 16,500 USD</p> <p>5. Knowledge management specialist: 44 days (Y2). Review the CLEWS system and needs of communities; develop knowledge products to be disseminated through CLEWS and/or other channels. Costs: 44 x 110 USD = total 4,840 USD</p> <p>Output 2.3:</p> <p>6. Communications specialist: 44 days (Y2). Develop communication plan including Terms of References for a series of products to be developed during the lifetime of the project. Costs: 44 x 110 USD = total 4,840 USD</p> <p>7. Climate change adaptation specialist: 66 days (Y2 – Y4). Collect, analyse, codify best practices and lessons learned into knowledge products, organize national events / support government officials to prepare for participations in international events. Costs: 66 x 110 USD = total 7,260 USD</p>
9	contractual services - companies
	Output 2.1: Six contracts to implement the adaptation investments in the six TDAs (Y3 and Y4): lumpsum 600,000 USD
10	professional services
	Costs for workshops, meetings, printing, translation etc (Y2-Y4): lumpsum total 96,500 USD
11	Grants
	Small grants to be disbursed over six TDAs (indicatively 50,000 USD per TDA) to tourism operators for adaption actions (Y3, Y4): Lumpsum total 300,000 USD

12	Equipment
	Costs (Y3) for equipment and furniture for 12 sub-district level climate risk information centers at 12 x 3,000 USD = total 36,000 USD
13	Travel
	International and local travel of international consultants, national consultants, and government officials for assignment, meetings, workshops, international conferences during Y1-Y4: Lumpsum total 142,000 USD
14	Miscellaneous
	1.5% of the total Outcome 2 budget during Y1-Y4 is allocated for contingencies related to inflation, currency exchange fluctuations and other external shocks and contingencies, which would increase the cost of travel, labor and materials: 1.5% x 1,416,360 USD = total 21,245 USD
	Monitoring and Evaluation
15	International consultant
	20 days for mid-term evaluation (Y3) and 30 days for terminal evaluation (Y4): 50 x 550 USD = total 27,500 USD
16	National consultant
	20 days for mid-term evaluation (Y3) and 30 days for terminal evaluation (Y4): 50 x 250 USD = total 12,500 USD
17	Travel
	International and local travel costs of international and national consultant for mid-term and terminal evaluation (Y3, Y4): total 12,000 USD
18	Contractual services
	Institutional contract for annual audit (Y1-Y4): 4 x 3,000 USD = 12,000 USD
19	Miscellaneous
	1.5% of the total M&E budget during Y1-Y4 is allocated for contingencies related to inflation, currency exchange fluctuations and other external shocks and contingencies, which would increase the cost of travel, labour and materials: 1.5% x 64,000 USD = total 960 USD
	Project Management Unit
20	National consultant
	Project manager: 924 days x 110 USD = total 101,640 USD
21	Information technology equipment
	One laptop + one printer/scanner/fax: lumpsum total 2,371 USD
22	Travel
	Local travel of project manager and government staff to project sites (Y1 – Y4): lumpsum total 5,000 USD

23	Professional services
	Costs for project management and coordination meetings for Y1-Y4: lumpsum total 2,000 USD
24	Supplies
	Supplies for PMU (Y1-Y4): Lumpsum total 4,000 USD
25	Miscellaneous
	1.5% of the total PMU budget during Y1-Y4 is allocated for contingencies related to inflation, currency exchange fluctuations and other external shocks and contingencies, which would increase the cost of travel, labor and materials: $1.5\% \times 115,011 \text{ USD} = \text{total } 1,665 \text{ USD}$

5. Management Arrangements

154. The project will be implemented over the course of 4 years, beginning in 2013. UNDP will be the GEF Implementing Agency and the Samoa Tourism Authority (STA) will be the project's lead Implementing Partner and responsible party. The project organization structure is given in figure 4.

155. The project will be nationally executed as per UNDP National Implementation Modality (NIM) procedures. According to UNDP guidelines on National Implementation Modality (2011), the Government is responsible for the management and delivery of programme activities to achieve project outcomes/outputs. Government regulations, rules and procedures therefore apply to project implementation to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.

156. UNDP, in its function as the GEF Implementing Agency for this project, will provide oversight services. STA and UNDP will monitor and evaluate all project activities. The project will be governed in accordance with UNDP's Results Management Guideline (RMG), LDCF rules and procedures and the Government of Samoa Operational Principles within the governance structure described below (also see Terms of Reference for the key positions in Annex 12 and below).

157. **Project Steering Committee:** The Project Steering Committee (PSC) is the strategic decision-making body of the project. It will provide overall guidance and direction to the project manager, and also be responsible for making decisions on a consensus basis, when high-level strategic guidance is required, including the approval of major revisions in project strategy or implementation approach. It plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Steering Committee can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

158. In order to ensure UNDP's ultimate accountability for the project results, Project Steering Committee decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP. The existing Tourism Climate Change Taskforce will act as the Project Steering Committee. It will meet at least twice per year and consist of:

- (1) The Project Executive
- (2) The National Project Director
- (3) The National Project Manager
- (4) A UNDP representative in the role of Senior Supplier (representing the interests of the parties providing funding to the project);
- (5) Representatives of other government partners (MNRE, MWTI, LTA, SWA. EPC, DAF);
- (6) Representatives from the tourism industry and other important stakeholders such as: the Samoa Hotel Association (SHA); SSTA, and the Ministry of Finance.

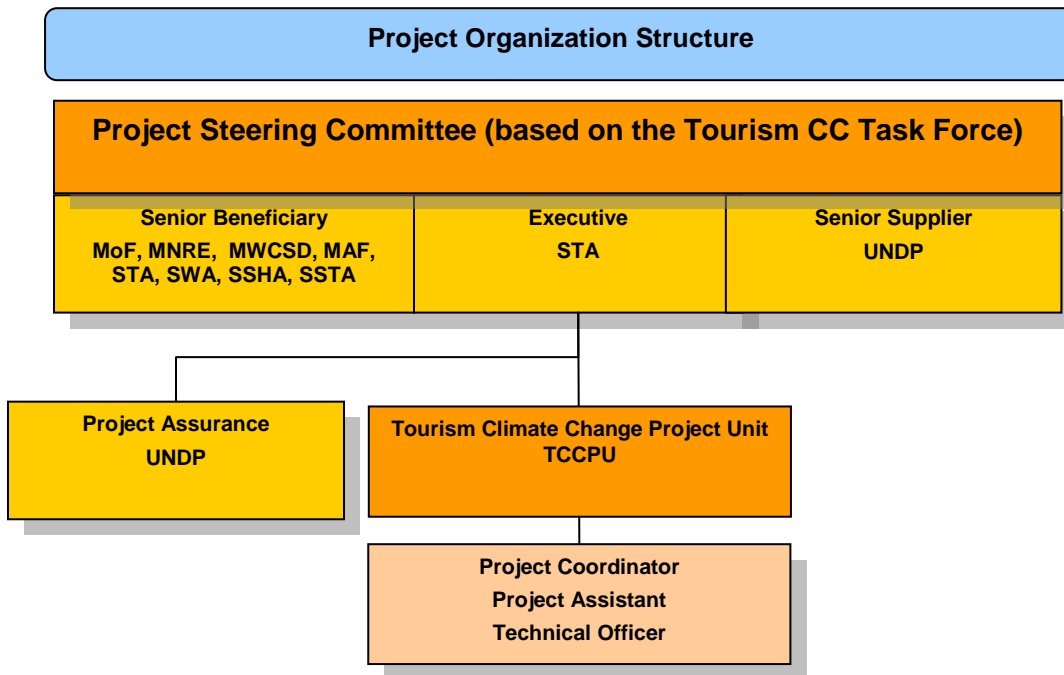


Figure 4. Project Organization Structure.

159. Other relevant stakeholders may participate in meetings as needed. Members of the PSC will play a significant role to ensure that policy recommendations are integrated within the policies of respective sectors they represent. The PSC will undertake project assurance reviews at designated decision points during project implementation, or as required, at the request of the Project Director. The PSC also approves annual work plans, which will be the instruments of authorization through which the Project Manager will deliver results. Additional functions of the PSC are to: ensure that LDCF resources are committed exclusively to activities that relate to the achievement of approved project objective and outcomes and in line with approved annual workplans; arbitrate significant conflicts within the project; and negotiate a solution to major problems that may arise between the project and external bodies. In order to ensure ultimate accountability for project results, Project Steering Committee decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. PSC members are not funded through this project however budgets will be provided to host the meetings.

160. **Implementing Partners:** Implementing partners are responsible and accountable for achieving project Objective, Outcomes and Outputs and for the effective and efficient use of donor resources. The STA is the lead Implementing Partner designated to take overall responsibility for the project. Other implementing partner organisations (such as MNRE and MWTI) will work closely with the PM and Project Management Unit (which will be an integral part of the Tourism Climate Change Project Unit, TCCPU, and hereafter referred to as TCCPU) to implement activities and deliver outputs that are under their mandate in accordance with the Stakeholder Involvement Plan, which will be finalized in the project's inception phase and aligned with the project's first annual workplan. Whenever possible, these agencies will lead the delivery of project Outputs which fall within their respective core areas of work, with the TCCPU facilitating their work and providing other required inputs to deliver planned project Outputs and Outcomes. Implementing partners need to be actively engaged in providing advice and timely inputs to deliver the project outputs that are related to their mandate.

161. **The National Project Director (NPD)** The NPD will be responsible for overseeing overall project implementation on a regular basis and ensuring that project Objective and Outcomes are achieved. This

function is not funded through the project. The NPD, assisted by the Project Manager, will report to the Project Steering Committee on project progress. The NPD will be responsible for coordinating the flow of results and knowledge from the project to the Project Steering Committee.

162. **Tourism Climate Change Project Unit (TCCPU):** The LDCF financed project will be managed on a day to day basis by the TCCPU. In UNDP terminology, this is the Project Management Unit. It is headed by the National Project Coordinator (along and assistant and technical officer), the TCCPU will ensure there are harmonious activities between the relevant projects, and will particularly coordinate closely with the PPCR/AF project management unit under the MNRE PUMA Strategic Planning Division. The STA provides office space for TCCPU. In addition to the dedicated project staff, 20% of staff time of at least three STA staff will be made available to the project as in-kind co-financing by the STA. The STA will provide logistics such as telephone, internet, copiers and fax services for the TCCPU. The TCCPU staff will draw on the project management budget provided by this project to ensure the delivery of results as specified in the Project Results Framework and Annual Workplans. The TCCPU will be composed of the following project staff:

163. **National Project Manager (NPM):** The NPM is a full time project-funded staff who will perform key management and coordination functions of the project. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the PSC. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NPM will report to the NPD and receive guidance from the PSC. The NPM is responsible for the day-to-day management, administration, coordination, and technical supervision of project implementation. S/he will monitor work progress and ensure timely delivery of Outputs as per Annual Workplans and the Project Results Framework.

164. **Project Support:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

165. **Project Assurance** - UNDP will ensure the application of UNDP administrative and financial procedures for the use of LDCF funds. UNDP will ensure project monitoring and evaluation according to an agreed schedule and in line with UNDP and GEF requirements, as described further in Section 6 below. UNDP will assist in compiling lessons learned and sharing project experiences on a national, regional and international basis.

6. Monitoring Framework and Evaluation

166. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) in Apia with support from the UNDP Regional Coordination Unit (RCU). The Project Results Framework in Section 3 provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis of the project's Monitoring and Evaluation system. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to some major M&E milestones are provided in Table 4.

Project Start:

167. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office, UNDP Regional Technical Advisors and other relevant stakeholders as necessary. The Inception Workshop is crucial to building ownership for the project and to plan the first year annual work plan. The Inception Workshop will address a number of key issues including:

a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed. The stakeholder involvement plan will be finalized.

c) Review and agree on the indicators, targets and their means of verification in the Project Results Framework as well as recheck assumptions and risks.

d) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements, including roles and responsibilities for different M&E functions, with a particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR) as well as mid-term and terminal evaluations. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.

e) Discuss financial reporting procedures and obligations, and arrangements for annual audit, including UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.

f) Plan and schedule Project Steering Committee meetings. The first Project Steering Committee meeting should be held within the first 12 months following the Inception Workshop.

An Inception Workshop Report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the inception workshop.

First Annual Workplan:

168. After the Inception Workshop, the TCCPU will prepare the project's first Annual Work Plan (AWP), on the basis of the Project Results Framework. This will include reviewing the project's indicators, means of verification, assumptions and risks, imparting additional detail as needed, and on the basis of this exercise finalize the AWP with precise and measurable performance indicators, and in a manner consistent with the expected Outcomes for the project.

Quarterly Reporting:

169. Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform. A UNDP risk log shall be regularly updated in ATLAS, and no less often than every six months where critical risks have been identified. Quarterly Progress Reports (QPR) will be prepared by the TCCPU and submitted to the UNDP CO for sharing with the UNDP Regional Coordination Unit.

Annual Reporting:

170. The Annual Project Review/Project Implementation Reports (APR/PIR): is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements and is to be completed by the project in the prescribed report format by 1st August of each year. The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lessons learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR

- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

Annual Audit:

171. The Government of Samoa will provide the UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP and LDCF funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the Office of the Auditor General of the Government of Samoa, or by a commercial auditor engaged by the Government. The project foresees an audit to be conducted at the end of the project by a recognized national firm. The project will be audited on a yearly basis for financial year January to December as per NEX procedures and GEF requirements. The National Auditor will conduct the audit. The STA shall also certify the yearly Combined Delivery Reports issued by UNDP based on financial statements prepared by the Project Accountant.

Periodic Monitoring through site visits:

172. UNDP CO and the UNDP Regional Coordination Unit (RCU), Bangkok will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Steering Committee may also join these visits. A Field Visit Report/Back to Office Report (BTOR) will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Steering Committee members.

Mid-term of project cycle:

173. The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (tentatively late 2014). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP/GEF Regional Coordination Unit. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

End of Project:

174. An independent Final Evaluation will take place three months prior to the final Project Steering Committee meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals.. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP Regional Coordination Unit. The Final Evaluation will provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC). During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Communications and visibility requirements:

175. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe

when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

176. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

177. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Learning and knowledge sharing:

178. Results from the project will be consistently disseminated within and beyond the timeframe of the project through existing information sharing networks and forums. UNDP is connected to a number of well established information sharing networks and forums (such as the Adaptation Learning Mechanism (<http://www.adaptationlearning.net>) and the Regional Climate Change Adaptation Knowledge Platform for Asia/Pacific (<http://www.asiapacificadapt.net/>), which will provide the regional and global connecting points for the exchange of project knowledge. The project will participate, as relevant and appropriate, in scientific, policy-based and/or other relevant knowledge networks, which may be of benefit for the project. An effort will be made to establish a systematic exchange of knowledge with the United Nations World Tourism Organisation (UN-WTO) to identify, analyze, and share lessons learned that might be beneficial to the design and implementation of tourism adaptation projects in other SIDS.

Table 4: M&E Budget of the project

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO 	5,000.-	Within first 2 months of project start up
Measurement of Means of Verification of project Outcomes	<ul style="list-style-type: none"> ▪ Project Manager will oversee the hiring of specific support as appropriate and delegate responsibilities to relevant team members. 	Continuous by project team	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team 	To be determined as part of Annual Work Plan prep.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project manager and team 	None	Quarterly

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (team) 	25,000	At mid-point of implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team, ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (mixed local/int. team) 	35,000	At least three months before the end of project implementation
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ Project manager and team 	Indicative cost per year: 3,000, total 12,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For LDCF supported projects, paid from IA fees (UNDP staff) and operational budget (government staff)	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 65,000	

7. Legal Context

179. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner shall:

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

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

181. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established

pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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