

Project Title:	Roadmap for Health and Coastal Infrastructure Resilience of the Marshall Islands	Project ID:	00140825
Recipient Participating Organisation:	UNOPS	Total Approved Budget [in USD]:	350,000
Project Start Date:	06.09.2024	Total Budget Received [in USD]:	70,000
Project End Date:	01.05.2026	Annual Expenditure [in USD]:	9,762
Reporting Period:	06.09.2024 to 31.12.2024	Cumulative Expenditure [in USD]:	9,762
Details of Budget Revision	Not applicable	Utilisation [%]: 13.9	Delivery Rate [%] 2.8

Annual Report Submitted by:	Date of Submission:
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Part I. Overall Project Progress

Summary

The project officially commenced in late 2024 and focuses on strengthening coastal and health infrastructure in the Republic of the Marshall Islands. During the inception phase, the team established a strong foundation by improving data quality, engaging key government and development partners, and ensuring alignment with national priorities and international frameworks. While there were minor delays, early actions, including stakeholder consultations, remote data collection, and the engagement of internal experts, have kept the project on track.

The delivery rate currently stands at 3%, with significant progress expected over the next two quarters. T2 is expected to be raised in Q2 of 2025. No programmatic revisions were made during this period, as the project remains highly relevant and fully aligned with national development priorities.

Implementation status

In line with the approved work plan, the inception phase has laid a strong foundation for subsequent implementation. The current delivery rate stands at 3%, with significant progress expected over the next two quarters.

Key milestones achieved during the inception phase include consultations with government ministries, local authorities, and development partners. These engagements have helped refine the work plan, clarify roles and responsibilities, and build consensus on the expected outcomes. Preliminary data gathering and analysis have also identified critical infrastructure gaps and reaffirmed the long-term benefits of improved resilience and public service delivery.

UNOPS is currently in the process of procuring the services of a consulting firm to support project implementation. The selected firm will assist with data collection, provide technical support, and contribute to the development of the infrastructure resilience roadmap. In addition, the consultant will play a key role in strengthening the Monitoring, Evaluation, and Learning (MEL) Plan and refining the Gender Equality, Disability, and Social Inclusion (GEDSI) Plan. This engagement is expected to significantly enhance the quality and effectiveness of project delivery in the upcoming reporting period.

Overall progress rating: **On-Track with minor delays**

The project is on track with minor delays, mainly due to procurement timelines and the limited availability of updated infrastructure and climate data. To address these challenges, the team took proactive steps, including early engagement of internal technical experts, remote data collection from stakeholders and open sources, initial consultations with government ministries and partners, and targeted desk reviews.

The team has also begun cross-referencing multiple data sources and has planned additional stakeholder consultations and site visits to validate information and close existing gaps. Assessment tools will be used to enhance accuracy and support evidence-based decision-making. These efforts have helped maintain steady progress and ensured that the inception phase was successfully completed, laying a solid foundation for full implementation.

Relevance/Revisions

No programmatic revisions were made during this period, as the project remains highly relevant and aligned with national priorities. In consultation with stakeholders, UNOPS will continue to monitor developments in the National Adaptation Plan update and review the project as needed to maintain alignment with evolving national strategies.

Part II. Narrative of Progress by Project Outcomes and Outputs

As the project is still in the inception phase, outputs are expected to begin materialising in the next reporting period, with immediate outcomes anticipated by the end of the year. Early consultations have provided valuable insights into the need for deeper stakeholder engagement, targeted workshopping, and institutional strengthening for resilience. Desk reviews have identified key areas requiring attention, including improved hazard mapping, structural reinforcements, and enhanced emergency preparedness in coastal and health infrastructure systems.

Collaboration with key government ministries and development partners has supported technical data sharing and reinforced the need for policy integration and coordination across sectors. These partnerships have contributed to a shared understanding of implementation priorities and strengthened alignment with ongoing national and regional initiatives.

Throughout the inception phase, quality assurance measures were embedded into the process. These included peer reviews and structured stakeholder alignment sessions on the UNOPS approach, work plan, and planned activities. These efforts have ensured a structured, inclusive, and data-driven foundation for the upcoming implementation phase.

Project Outcome: Enhanced resilience of the RMI to climate variability and natural hazard risks.

On-Track with minor delays

The project remains on track to achieve its end-of-project outcome. Progress during the inception phase has focused on strengthening stakeholder engagement, establishing a data-driven foundation, and aligning the work plan with national priorities and international frameworks. Although outputs have not yet been completed, the groundwork laid during this reporting period is expected to lead to tangible results in the next two quarters, with further progress anticipated towards the end of the year.

Project Output 1: Resilient Coastal and Health Infrastructure Gap Assessment

On-Track with minor delays

Progress during the reporting period included initial desk research and early stakeholder consultations. The team collected preliminary qualitative and quantitative data on service delivery, infrastructure assets, and climate risks. Consultations with MoWIU, MoHHS, ADB, and the World Bank helped identify data gaps and align priorities. As this work is part of the inception phase, output targets were not fully achieved; however, further progress, including workshops and finalisation of reports, is expected in the next reporting period.

Project Output 2: Health Infrastructure Climate Event Readiness Assessment

On-Track with minor delays

During the reporting period, progress began with a desk-based review of existing data related to climate event readiness in the health sector. While this provided an initial understanding of current gaps, full assessments, site visits, and tool deployment have been scheduled for the next reporting period. As this output builds on the findings of Output 1, no indicator targets were achieved during this phase.

Project Output 3: *Enabling Environment Assessment for Resilient Coastal and Health Infrastructure*

On-Track with minor delays

During the reporting period, the team initiated a review of policies, regulatory frameworks, and institutional arrangements relevant to resilient infrastructure. This initial analysis will be followed by further stakeholder engagement and validation of findings in the next quarter. Although activities remain on schedule and aligned with the approved work plan, no indicator targets were achieved during this period

Project Output 4: *Resilient Coastal and Health Infrastructure Roadmap*

On-Track with minor delays

This output is dependent on the results of the earlier assessments. Activities related to roadmap development will begin once foundational data and stakeholder inputs from Outputs 1 to 3 are finalised. As the project transitions into its implementation phase, progress on this output is anticipated in the upcoming quarters.

Part III. Cross-Cutting Components

National Ownership and Sustainability

The project is firmly embedded in the RMI's national priorities, aligning with the National Adaptation Plan, climate resilience frameworks, and broader development strategies. Strong collaboration with the Ministry of Works, Infrastructure and Utilities (MoWIU) and the Ministry of Health and Human Services (MoHHS) demonstrates clear government ownership. Both ministries have supported data and information sharing and have assigned focal points to lead coordination and oversight—essential foundations for long-term sustainability.

The project also complements key national and partner-led initiatives, including the World Bank's Pacific Resilience Project II (PREP II), the Urban Resilience Project, the Ebeye Coastal Protection Project, the development of the Majuro Hospital Master Plan, shoreline management planning, the Planning and Zoning Act, and the development of the new Building Code by MoWIU. These linkages ensure alignment with national planning frameworks and support coherent infrastructure governance.

Direct beneficiaries of the project include government institutions such as MoWIU and MoHHS, which will benefit from improved tools, data, and technical support to enhance their infrastructure planning and resilience-building efforts. Indirect beneficiaries include coastal communities and public health service users, particularly vulnerable and marginalised groups exposed to climate-related risks.

Early consultations with development partners have identified opportunities for technical synergies in resilient health infrastructure and potential future financing, particularly with the Asian Development Bank (ADB). These opportunities will be explored further through upcoming assessments and workshops, reinforcing the project's trajectory towards sustainable resilience under strong local stewardship.

Catalytic Effect

The project's inception phase has laid a strong foundation for a catalytic effect, particularly through the development of the resilience roadmap. While no new funding commitments have been secured to date, the project's technical outputs are expected to influence future investments by development partners, the private sector, and the Government of RMI.

Ongoing engagement with bilateral donors and international institutions aims to mobilise additional resources to address identified gaps and scale up resilience initiatives. These efforts are intended to unlock public and private investment beyond the project's duration, supporting longer-term impact for communities and infrastructure systems across the Marshall Islands.

Lessons Learnt and Good Practices

The inception phase has reaffirmed the importance of early and inclusive stakeholder engagement. Consultations with government ministries, local authorities, and development partners have helped align the project with national priorities and ensure its relevance to local needs.

These engagements have supported knowledge sharing, gap identification, and coordination, helping to prevent duplication, strengthen quality control, and identify opportunities for co-financing. Embedding ownership from the outset has enhanced transparency, responsiveness, and shared accountability, contributing to a more sustainable and impactful project approach

Regional and Global Exchange

While stakeholder workshops and roundtables are scheduled for future reporting periods, the project has already initiated efforts to promote international knowledge exchange. These include joint site visits with the Government of RMI, early dissemination of project activities through social media and CDRI platforms, and a feature presentation at COP29 in Baku.

These efforts aim to position RMI as an active contributor to the global dialogue on resilient infrastructure. Moving forward, the project will publish targeted materials, participate in global and regional platforms, and facilitate peer exchanges across small island contexts. These initiatives will strengthen collective learning, promote best practices, and support the adoption of scalable solutions across vulnerable regions.

Risk Management

The project employs a proactive risk management approach to identify and address potential challenges early. An inception workshop was held to align expectations and establish a shared understanding of the project's approach. Ongoing stakeholder engagement supports adaptive management as the context evolves.

To manage resourcing challenges, UNOPS has mobilised internal expertise and will engage external consulting support with relevant technical backgrounds. In response to data limitations, a common challenge in small island states; the project is cross referencing multiple sources and adopted a validation strategy that includes upcoming site visits and consultations. These actions will ensure data accuracy, support evidence-based decision-making, and reduce risks to delivery

Gender Equality Disability and Social Inclusion (GEDSI)

GEDSI principles have been embedded throughout project planning and early implementation. During this reporting period, targets were identified to support inclusive participation, particularly for women, persons with disabilities, and marginalised groups. Universal design principles will also be applied to ensure project activities are accessible and equitable.

As implementation advances, GEDSI outcomes will become more visible. Gender-sensitive consultations and targeted knowledge-sharing sessions are planned to support inclusive engagement and build capacity across stakeholders. These efforts lay the foundation for sustained, meaningful participation in infrastructure planning and climate resilience.

Communications

To support alignment and visibility, UNOPS convened an inception workshop with CDRI and Government of RMI partners, attended by representatives from ADB, the World Bank, and DFAT. The workshop served as a platform to present the project, confirm stakeholder roles, and reinforce national ownership. The project was also showcased at COP29 in Baku, where it was featured in a series of side events organised by UNOPS and CDRI. These engagements helped raise the project's international profile and promote RMI's leadership in resilient infrastructure.

A broader communications strategy is now underway. Planned activities include social media updates, publications, workshops, roundtables, and information-sharing events. These initiatives will support transparency, encourage peer learning, and contribute to the global exchange of good practices in climate resilience.

Part IV. Indicator-based Performance Assessment

No.	Outcome/Output	Indicators	Baseline	Achieved	Target	Means of Verification
				2024		
End of Project Outcome (EOPO)	Enhanced resilience of the RMI to climate variability and natural hazard risks	Number of workshops conducted to improve understanding of resilience concepts and best practices.	0	0 No workshops conducted; inclusive sessions with a GEDSI focus are planned.	≥3 Inclusive participation from key government stakeholders	Workshop agendas, participant lists, post-event surveys, and workshop reports.
		Number of new or updated building codes or policy documents accommodating future resilient infrastructure.	0	0 No new codes introduced; resilience standards will be identified during upcoming assessments and consultations.	≥1 Integrating resilience standards	Published building codes, policy documents, and regulatory approval reports.
		Number of personnel trained and qualified in resilient infrastructure design and management	Less than 5 personnel	0 No training sessions were conducted; knowledge-sharing planned during future workshops and roundtables.	≥10 Personnel drawn from MoWIU and MoHHS	Training attendance records, staff assessment results and qualification certificates,
		Quality and accessibility of knowledge resources and information on resilient infrastructure.	Limited or scattered access to resources	Knowledge-sharing platform development is planned and will be updated throughout the project.	Consolidated and accessible knowledge platform established, with regular updates.	Knowledge platform analytics, resource usage reports, and staff feedback.
		Client or stakeholder satisfaction with services provided by institutions managing resilient infrastructure.	Low satisfaction, based on initial surveys to be carried out	No satisfaction surveys were conducted; feedback mechanisms will be introduced as the project progresses.	Significant improvement, as evidenced by positive client feedback and satisfaction surveys.	Client / stakeholder satisfaction surveys, feedback reports, and validation workshops

No.	Outcome/Output	Indicators	Baseline	Achieved	Target	Means of Verification
				2024		
OP 1	Resilient Coastal and Health Infrastructure Gap Assessment	No. of coastal and health infrastructure resilience gap assessment conducted	0	0 No assessments completed; initial scoping and data review are underway.	1	Overall assessment report
		Relevance and comprehensiveness of data collected in relation to service delivery and climate risks.	Limited data	Data collection is ongoing, with validation planned to ensure accuracy.	Data identified as comprehensive and relevant for resilience planning.	Peer-reviewed desk research summary, stakeholder validation of findings.
		No. of consultations held	0	0 No consultations conducted; inclusive consultations are planned.	5 Female participation ≥30% Marginalized participation ≥10%	Post-consultation summaries and attendance records with demographic breakdown
		Level of inclusiveness and diversity in stakeholder consultations.	Limited inclusion	No inclusivity strategies implemented yet; development is planned for diverse feedback integration.	Positive feedback on inclusiveness from diverse groups.	Stakeholder feedback forms, demographic data analysis.
OP 2	Health Infrastructure Climate Event Readiness Assessment	No. of coastal and health infrastructure climate event readiness assessments completed	0	0 No assessments completed; scoping and data review are ongoing.	1	Overall assessment report
		No. of preparedness reviews completed	0	0 No preparedness reviews completed; GEDSI and universal design practices will be incorporated.	1 Best practices to include GEDSI & universal design	Review report with separate compilation of best practices GEDSI and universal design documentation
		Effectiveness of tools in capturing relevant and disaggregated data	Limited effectiveness	Tools will be optimized for capturing disaggregated data in upcoming assessments.	Tools used optimized for disaggregated data	Tool test reports, or peer and user feedback

No.	Outcome/Output	Indicators	Baseline	Achieved	Target	Means of Verification
				2024		
		Inclusiveness of accessibility audits, stakeholder interviews and infrastructure assessments	Limited inclusiveness	No accessibility audits were conducted; inclusiveness targets are set for future assessments.	Accessibility audits and assessments are comprehensive and inclusive. Field teams include ≥30% female ≥30% female and ≥10% marginalized participants	Assessments report, interview guides, stakeholder feedback, disaggregated attendance and participation records, stakeholder mapped and interviewed
OP 3	Enabling Environment Assessment for Resilient Coastal and Health Infrastructure	No. of enabling environment assessment for resilient coastal and health infrastructure conducted	0	0 No assessments completed; scoping and data review are ongoing.	1	Overall assessment report
		No. of Rapid Procurement Assessments (RPAs) and CAT-I assessments completed	0	0 No RPAs or CAT-I assessments were completed; GEDSI integration is planned.	2 GEDSI aspects included/evaluated	CAT-I assessment and RPA reports with appended GEDSI insights
		No. of workshops conducted	0	0 No workshops conducted; inclusive sessions with a GEDSI focus are planned.	1 ≥100 attendees, 50% female/marginalized GEDSI topics to be included	Workshop summaries, attendance records and feedback forms
		Clarity and relevance of recommendations for improving the enabling environment	Unclear guidance or non-available	Actionable recommendations will follow assessments.	Clear, actionable recommendations addressing gaps in the enabling environment for resilience.	Workshop feedback, report review

No.	Outcome/Output	Indicators	Baseline	Achieved	Target	Means of Verification
				2024		
OP 4	Resilient Coastal and Health Infrastructure Roadmap	No. of resilient coastal and health infrastructure roadmaps created	0	0 Roadmap development is planned; data collection and stakeholder input are ongoing.	1	Roadmap document
		No. of financing opportunities identified	0	0 Financing opportunities identified; further exploration will occur using the SIFT tool.	1 GEDSI-related funding to be identified	SIFT or equivalent tool analysis report including GEDSI-specific funding options
		No. of workshops, working group and dissemination events organized	0	0 No workshops conducted; inclusive sessions with a GEDSI focus are planned.	1 ≥100 attendees, 50% female/marginalized ≥1 private sector entities and CSO involved GEDSI priorities to be addressed	Workshop summaries, attendance records and priority action plan with GEDSI alignment
		Level of stakeholder understanding of roadmap implementation priorities.	Low understanding	No assessments conducted; future engagements will enhance stakeholder understanding.	Improved understanding of short, mid, and long-term actions.	Participant feedback forms

Part V: Annual Financial Report

UNSDG Overall Budget & Expenditure

No.	Budget Line	Annual Expenditure [in USD]	Cumulative Expenditure [in USD]	Remarks
1.	Staff and other personnel	\$ 0	\$ 0	
2.	Supplies, commodities, materials	\$ 0	\$ 0	
3.	Equipment, vehicles and furniture incl. depreciation	\$ 0	\$ 0	
4.	Contractual services	\$ 0	\$ 0	
5.	Travel	\$ 943.53	\$ 943.53	
6.	Transfer and grants to counterparts	\$ 0	\$ 0	
7.	General Operating and other direct costs	\$ 8180.11	\$ 8180.11	
8.	Project cost (Sub-total)	\$ 9,123.64	\$ 9,123.64	
9.	Indirect support costs (7%)	\$ 638.66	\$ 638.66	
10.	Total	\$ 9762.30	\$ 9762.30	