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GOVERNANCE FOR RESILIENT DEVELOPMENT
IN THE PACIFIC (GOV4RES) PROJECT



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AMRDD	Aid Management and Resilient Development Division
CBT	Climate Budget Tagging
CLGF	Commonwealth Local Government Forum
COP	Conference of Parties
CROP	Council of Regional Organisations in the Pacific
CSO	Civil Society Organisation
DFAT	[Australian] Department of Foreign Affairs and Trade
DLA	[Vanuatu] Department of Local Authorities
FCDO	[UK] Foreign, Commonwealth and Development Office
FEMM	Forum Economic Ministers Meeting
GESI	Gender Equality and Social Inclusion
GOV4RES	[UNDP] Governance for Resilient Development in the Pacific
HTHH	Hunga Tonga–Hunga Ha'apai
IRMU	[UNDP] Integrated Results and Monitoring Unit
KOICA	Korea International Cooperation Agency
MEL	Monitoring, Evaluation and Learning
MFAT	[New Zealand] Ministry of Foreign Affairs and Trade
MEL	Monitoring, Evaluation and Learning
MISE	[Kiribati] Ministry of Infrastructure and Sustainable Energy
MRMDDM	[Fiji] Ministry of Rural and Maritime Development and Disaster Management
NGO	Non-Governmental Organisation
PFM	Public Financial Management
PIC	Pacific Island Country
PIFS	Pacific Islands Forum Secretariat
RMI	Republic of the Marshall Islands
SIGI	[UNDP] Small Grants Initiative
SIDA	Swedish International Development Cooperation Agency
SIDS	Small Islands Developing States
UNDP	United Nations Development Programme

ACKNOWLEDGEMENTS

The UNDP Gov4Res team acknowledges the support of government stakeholders, donors, private and public sector partners and looks forward to continuing engagement in 2022 and the coming years.

EXECUTIVE SUMMARY

The Governance for Resilient Development in the Pacific (Gov4Res) project has substantively accelerated implementation of sustainable, locally driven risk-informed development across a wider portfolio of entry points, countries and regional partners over the past year. As the project has matured, its focus on supporting countries to finance their resilient development agenda has sharpened. The team has operationalised its Small Grants Initiative, strengthened its government “on-granting” and enhanced its emphasis on partnerships to support delivery and enhance sustainability of resilience strengthening activities.

With the exception of Fiji, the borders of programming countries remained closed during the reporting period, continuing to impact tourism, constraining and diverting domestic resource availability for development and impacting economic growth. These deep and lasting impacts of the global COVID-19 pandemic, in addition to ongoing disaster events have enhanced the impetus for Pacific Island countries to utilise financing opportunities more efficiently. Shifting international power dynamics and geostrategic repositioning towards the Pacific region have triggered changing dynamics of Pacific regionalism, resulting in shifts in overseas development assistance and diverting the attention of regional actors.











The adaptive and responsive nature of the Gov4Res project has allowed it to respond to these shifts in the operating environment during the reporting period. This has resulted in deepened programming partnerships, greater country ownership and buy-in, and momentum from regional agencies not seen in the past. Ongoing learning from this practical experience feeds into refining the programme strategy at regular intervals.

Progress has significantly improved during this reporting period. Overall, the project made significant progress towards achieving expected outcomes across respective output areas, except for Output 2.1 Accountability, as shown in Table 1 below. Achievements include: institutional strengthening with ministries of finance and planning including development and implementation of climate finance action plans, climate budget tagging policy briefs, and appraisal capacity assessments in four countries; development of risk-informed Strategic Development Plans, operationalised of Risk-Proofed Subnational Planning Guidelines and delivery of risk-informed community infrastructure with local government, water and agriculture sectors across four countries; hiring of nine new resilience posts in ministries responsible for finance, planning and local government across six countries, and supporting five countries to initiate hiring of 17 more positions; delivery of funding and initial implementation of 70 risk-informed community projects across 7 countries; operationalisation of an action plan to integrate gender equality and social inclusion considerations across all areas of programming; and the production 29 risk maps to inform community projects.

The project continues to utilise a multi-layered approach to monitoring, evaluation and learning to provide accountability and inform program improvement at various levels. Preparations for the project’s mid-term review have commenced, which will provide an opportunity to objectively evaluate the project’s relevance and revised approach, whilst also integrating a new project donor partner and extended timeframe into the project’s structure.

The work plan for the year will pivot around implementation at the country level in three areas: achieving depth and sustainability of risk-informed approaches through local government, with a particular emphasis on sustainable financing, replicating and scaling local government and sectoral pilot approaches through ministries of finance, and integrating risk into processes, systems and mechanisms for risk integration with finance and planning functions (who have established units and staffing in previous reporting periods). In the regional space, the project will continue to work closely with the Pacific Islands Forum Secretariat (PIFS) Resilience team and the Commonwealth Local Government Forum on issues associated with financing resilience, particularly at the community level. The project’s involvement with both agencies serves as an important entry point for country-level work to inform the regional fora, alongside, in the case of PIFS providing a high-level forum for regional partners and donors to coordinate and dialogue on these important issues.

TABLE 1 PROJECT ACHIEVEMENTS BY OUTPUT

 <p>Outcome 1. Government planning and financing systems enable gender and socially inclusive risk-informed development</p>	Output 1.1 Government planning and financing systems enable gender and socially inclusive risk-informed development	 On track with some delays
	Output 1.2 Gender and socially inclusive risk-informed development is embedded into community and sector development in a way that will influence national government systems	 On track
	Output 1.3 Gender and social inclusion representatives actively participating in shaping risk-informed development for government systems	 On track with some delays
 <p>Outcome 2. Country oversight and accountability systems require GESI risk-informed development</p>	Output 2.1 Accountability: there is risk-informed, independent scrutiny of government	 Off track
	Output 2.2 Voice of Society: there is risk-informed engagement and scrutiny by civil society	 On track
 <p>Outcome 3. Regional organisations, policies and practices are actively supporting GESI risk-informed development</p>	Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	 On track
	Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on gender and socially inclusive risk-informed development	 On track

The risk profile for the project has continued to change during the reporting period, both in terms of project implementation and the safety and security of the project team. Both risks are being actively managed, the former through adjustments to the implementation strategy, including sharpening the focus on financing and partnerships and scaling up the demonstration of resilient development with communities, and the latter through more flexible working arrangements and providing health, medical and any other support as required.

The (amended) total budget for the reporting period was US\$ 4,795,183 of which US\$ 4,434,441 was utilised and committed for immediate expenditure, resulting in a utilisation rate of 92%. Despite a significant underspend in previous reporting periods, with the adjusted implementation and management strategies it is anticipated that expenditure will remain on track for the remainder of the project.

1. OVERVIEW

INTRODUCTION

In its third year of implementation, the United Nations Development Programme's (UNDP) Governance for Resilient Development in the Pacific (Gov4Res) project has substantively accelerated implementation and has used the evidence and experience from this effort to further refine the project's implementation modality; sharpening its focus, and approach. As a result, nationally driven systems change towards more risk-informed development is being realised in Fiji, Tonga, Solomon Islands and Vanuatu, and demonstration of bottom-up approaches to enhance community resilience and catalyse systems change is ongoing in all seven programming countries (Kiribati, Tuvalu and the Republic of the Marshall Islands (RMI) in addition to the four mentioned).

As the project has matured, its focus on supporting countries to finance their resilient development agenda has sharpened. The imperative of financing resilience has remained, despite a period of unprecedented economic contraction and significant disaster events across Pacific Island Countries (PICs). Through new regional partnerships, the project is continuing to support a regional policy agenda and narrative on financing resilience through research, policy advice, piloting of approaches and contributions in global fora.

Adjustments to the project structure, including the establishment of a Small Grants Initiative (SGI), investment in small-scale community infrastructure with local government, enhanced capacity and responsibility of national focal points, and placing a greater emphasis on gender equality and social inclusion (GESI) have paid dividends. This is evident through the scaling of the approach beyond the project interventions, the clear national ownership of resilient development planning processes and policies and strong advocacy by government counterparts for integrated approaches.

Preparations for the project mid-term review have commenced, which will provide an opportunity to objectively evaluate the project's relevance and revised approach, whilst also

integrating a new project donor partner and extended timeframe into the project's structure.

This report outlines the project context and relevance within this context, successes and challenges from the past year, and the work plan for the coming reporting period. Additional details on the SGI, annual work plan, communications and GESI are provided in the accompanying **Annex Report**.

CONTEXT ANALYSIS

With the exception of Fiji, the borders of programming countries remained closed during the reporting period, continuing to impact tourism, constraining and diverting domestic resource availability for development and impacting economic growth. Several countries experienced significant COVID-19 outbreaks, some for the first time, demanding the attention of both central government agencies and local governments and restricting the daily operations of civil society organisations (CSOs) and other project stakeholders.

Exacerbating the ongoing impact of the pandemic, the region has faced several severe disaster events, most notably the Hunga Tonga–Hunga Ha'apai (HTHH) volcanic eruption in Tonga in January 2022, one of the largest eruptions ever recorded. There has also been flooding in January and February 2022 in Fiji and Tropical Cyclone Dovi which struck Vanuatu in February 2022. As highlighted by the Principal Assistant Secretary of the National Emergency Management Office Tonga in June, whilst recovering from the volcano the government and communities have also commenced preparation for the 2022-2023 cyclone season, effectively needing to operate in a "constant state of recovery".



“While we're focused on recovery planning, the Tongan government also needs to be preparing for the upcoming cyclone season”

**Moana Kioa, Deputy CEO NEMO
Tonga**

Shifting international power dynamics, as well as associated geostrategic repositioning towards the Pacific region and tensions between the Pacific Islands Forum and the Micronesian bloc have triggered changing dynamics of Pacific regionalism. Additionally, in 2022 the Pacific Islands Forum Secretariat (PIFS) drafted and is seeking the endorsement of the *2050 Strategy for the Blue Pacific Continent*, hosted the first in-person Forum Leaders Meeting in July 2022 and made preparations for the first in-person Forum Economic Ministers Meeting (FEMM) in 3 years. This increased political interest and reconnection within the Pacific have diverted government time and energy from other priorities during the reporting period.

Russia's invasion of Ukraine, and the associated increase in shipping and general transportation costs has had drastic impacts on supply chains and the cost of living in the Pacific. The region has seen increases in energy and food prices across the board. For instance, fuel in the RMI has increased from USD4.85 per gallon in January 2021, to USD7.00 per gallon in April 2022; a 5kg bag of flour in Fiji has increased from FJD10.00 per bag to FJD17.00 over the same period. These price hikes have increased community and business reliance on government, and in parallel have reduced the ability of government ministries to provide services, especially to remote communities.

In addition to financing immediate community needs, the deep and lasting impacts of the pandemic and ongoing disaster events have enhanced the impetus for PICs to utilise financing opportunities more efficiently. In some countries, much work has been undertaken to adjust governance structures which demonstrate accountability and readiness to directly receive funding for resilient development. For example, both the Solomon Islands government through the Provincial Capital Development Fund, and Fiji's Ministry of Rural and Maritime Development and Disaster Management (MRMDDM) are directly mobilising financing through their national systems for risk-informed community development. All governments continue to express a desire to pursue sustainable, programmatic development to mitigate the fiscal pressure on budgets and ensure they can still serve their target communities.

The disproportionate impacts of the rising cost of living and disasters on minority and marginalised groups have compounded reliance on governments and service providers during the reporting period. Notwithstanding, it is increasingly recognised that when provided with access to decision-making spaces and influence, marginalised groups are drivers of change. Women and marginalised groups have been strong advocates for social protection measures and embedding risk considerations into the economic recovery. Women have also played a critical role in minimising the socio-economic impacts of the pandemic by drawing on networks and identifying new food security and income-generating opportunities to sustain their families.

WHAT IS GOV4RES

The Gov4Res project works with Pacific Island governments to ensure that countries adapt their decision-making and governance systems towards more resilient development. The project theory of change rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a 'risk-informed approach'. This is consistent with the Framework for Resilient Development in the Pacific, which calls for the 'mainstreaming' of climate and disaster risk, treating risk management as fundamental to all development decisions.

The project's scope of work focuses on three key outcome areas. **The first intended outcome** of the project is that government planning and financing systems enable gender and socially inclusive risk-informed development. **Outcome 2** is centered on integrating gender and socially inclusive risk-informed development into country oversight and accountability systems. **Outcome 3** targets regional organisations, policies and practices to actively support gender and socially inclusive risk-informed development. The project targets both country actors and regional organisations, particularly focusing on positions of leadership, to promote good regional policies and practices for risk-informed development.

RELEVANCE

Gov4Res continues to remain relevant with a core priority of Pacific Island countries, that is addressing the impact of climate change and other disasters on Pacific Island development.

In the last year the project has updated its approach to maintain its relevance to Pacific Island governments and communities as new issues and challenges have emerged. This includes, for example, access to climate finance, with the project expanding its expertise in this area in order to support Pacific governments access to and management of different financing streams. Conscious of the economic, social and other concerns for Pacific Island governments as they emerge from the impacts of COVID-19, the project remains focused on strengthening and making use of existing country systems rather than creating additional burden for those systems.

In light of long-term border closures, the importance of self-reliance and ability for countries to drive their own development agenda has become more pertinent. Accordingly, in the past 12 months the project has begun to pilot the use of local government systems to provide financing for community projects, to strengthen these systems and leverage change through national systems. To maintain relevance and standing at the country level, the project has also enhanced the localisation of government posts and national advisors (see **Figure 3. Advisor Map**), allowing a more nuanced, nationalised approach within each country.



“If this project gets it right, everybody in the Pacific will benefit because we are talking about scaling climate finance with the necessary governance arrangements”

Kevin Petrini, Deputy Resident Representative, UNDP North Pacific Office

Gov4Res has increased its focus on working with existing programs and in partnership with other organisations, recognising that Pacific Island governments and communities want greater cooperation between donors and programs of support. Gov4Res is working closely with regional organisations such as PIFS to support and further develop regional programs and ensure their value and relevance to PIC needs.

The project has developed country-specific pathways for change, based on updated political economic analysis to maintain relevance for each Pacific country. Within those country-specific strategies, attention has expanded to include work at community, local government, sectoral and national government levels to support a more connected and strategic approach to change.

Finally, the project has also updated and further developed its approach to GESI, through a GESI action plan and implementation strategy and additional advisory support. This is to ensure the project can intentionally integrate GESI across all areas of programming and address the structural barriers that influence who is at risk. The approach ensures that while project activities are relevant for all people in the Pacific, the opportunity to transform systems for those most impacted by climate change and disaster risk is realised where possible.

PROJECT MANAGEMENT RESPONSE

The adaptive and responsive nature of the project has allowed it to respond to shifts in the operating environment during the reporting period. The project team have assumed new management and programming strategies, including substantively scaling up implementation across several countries. Ongoing learning from this practical experience is feeding into refining the programme strategy at regular intervals (see **Section 2. Revised Approach**).

The Gov4Res Project Manager was replaced by the Deputy Project Manager (see **Section 4**).

Human Resources) during the reporting period. The new Project Manager has focused attention on operationalising an adjusted implementation strategy, including the operationalisation of a SGI, strengthening government “on-granting” (see Approach to Financing below), staffing resilience units across government, decentralisation of project implementation in countries and further enhancing focus on the regional space. Collectively this has resulted in deepened programming partnerships, greater country ownership and buy-in, and momentum from regional agencies not seen in the past. For more details on the deepened country programming and decentralised staffing, see **Figure 3. Advisor Map.**

An enhanced emphasis on partnerships to support delivery and enhance sustainability of resilience strengthening activities, including with the Commonwealth Local Government Forum (CLGF), PIFS and the United Nations Capital Development Fund, have resulted in the uptake of the risk-informed approach and advocacy by these organisations. It is anticipated this will continue to strengthen over the coming years, as implementation progresses and the project steps back from the driver’s seat.

Gov4Res also formalised a new donor partnership with the United Kingdom Foreign, Commonwealth and Development Office (FCDO) through the Climate Action for a Resilient Asia initiative. This new partnership officially commenced in April 2022 and will come to completion in March 2029. It will see Gov4Res implementing the Pacific portion of the Asia-Pacific Climate Finance Network project. Additional information and reporting on this partnership will be made available through the UNDP Bangkok Regional Hub Climate Finance Network.

2. ACHIEVEMENTS

Overall, the project made significant progress in this reporting period towards the achievement of expected outcomes, and across respective output areas, with the exception of Output 2.1 (Accountability) which is off track. This is despite continuing to program within complex regional and country contexts, with significant economic and climate related challenges, civil unrest, and a particularly dynamic regional space.

Detailed results for the 2021-2022 reporting period towards achievement of each of the project outcomes, and within each project country, are provided below.

PROGRESS TOWARDS OUTCOMES

Gov4Res has made considerable progress strengthening governance systems at both the country and regional levels, continuing to demonstrate that **sustained and locally-driven systems change requires long-term investments and partnerships.**



“In our role as custodians of national development planning processes, we need to ensure the national development strategy and budget process...are risk informed”

**Susan Sulu, Permanent Secretary,
Ministry of National Planning and
Development Coordination,
Solomon Islands**

OUTCOMES 1 AND 2 - CHANGE ACROSS COUNTRY SYSTEMS

At the country level, in partnership with the project, the MRMDDM in Fiji has transformed the way they design, implement and manage community projects. In the forthcoming financial year, they will implement 150 gender and socially inclusive risk-informed community projects (see **Box G. Dashboard**) utilising the reformed planning and budgeting processes established in partnership with Gov4Res. This has included development of a *Resilient*

Strategic Development Plan, the establishment of Resilience and GIS positions in the Ministry, the integration of risks into the project appraisal processes and piloting, monitoring, evaluation and learning (MEL) of 21 risk-informed projects in the past financial year. This model of systems reform has now been adopted by the Fiji Ministry of Economy to replicate and scale across three other ministries to implement the mainstreaming components of the Climate Change Act (2021). MRMDDM are starting to leverage climate finance to support its development priorities, a model for local government around the region.

Similarly, Vanuatu’s Department of Local Authority (DLA) have transformed the project identification, formulation, and implementation processes for community development projects. In partnership with the Gov4Res’ predecessor project, the Pacific Risk Resilience Programme, DLA developed the nationally endorsed *Risk-Proofed Subnational Planning Guidelines*. These guidelines have been used to undertake community profiling, including climate and disaster risk mapping and gender analysis, of approximately 15% of Vanuatu’s 2399 communities in recent years. Priority projects emerging from the associated community development plans are now risk-informed, before applying for funding. DLA, in partnership with Gov4Res, has initiated discussions with their national planning counterparts about utilising the sub-national planning guidelines to bridge the gaps with community development project prioritisation processes, and will soon have resilience staff in headquarters and provincial offices.

In Tonga, investments in institutional reform, such as the Gov4Res supported establishment and staffing of a Resilient Development and Finance Division in the Ministry of Finance (recently renamed the Aid Management and Resilient Development Division (AMRDD)), are transforming national planning and budgeting. For the first time in 2022, the AMRDD team led the budget preparation process, using their understanding of risk-informed development. Through consultation across all line ministries, they ensured that all new development initiatives being developed in pilot sectors, take climate change, disaster and gender and social inclusion into consideration from the outset. The AMRDD also initiated budget tagging of

COVID-19 funding, disaster response funding for the HTHH volcano disaster, and for social inclusion (disability) initiatives within the development budget, based on climate budget tagging (CBT) training from the Gov4Res team. AMRDD are now responsible for oversight of all Asian Development Bank investments, ensuring resilience strengthening activities are in line with government processes and targets. The AMRDD are leading the establishment of an expenditure tracking solution which, in future, will ensure all climate relevant government and partner expenditure is tagged and can be accessed centrally. This information will be available to parliament which will enhance budget scrutiny.

OUTCOME 3 – SHIFTING THE REGIONAL AND GLOBAL NARRATIVE

The project continues to make steady progress shifting the regional and global narrative towards recognition and programming of risk-informed development.

Research and associated advocacy on financing for resilience in the Pacific, undertaken in partnership with the PIFS and CLGF, are starting to shift the narrative towards PICs demanding more influence and control over how finances are allocated; for what and through which systems? A Regional Talanoa Event on "Climate Finance Effectiveness in the Pacific", in partnership with the PIFS and the UK Government was attended by over 200 people, and a research piece on *Demystifying Blue and Green Bonds* will be presented to the 2022 Forum Economic Ministers Meeting and will inform the United Nations Framework Convention on Climate Change Conference of Parties (COP) 27.

There has also been a notable shift in countries advocating for a risk-informed approach through regional and global fora, their influence on UN agencies, donors, non-government organisations and other multilateral partners. The 2022 Global Platform for Disaster Risk Reduction's Chairs Summary quoted Fiji's Minister for MRMDDM Inia Seruiratu on the criticality of risk-informed development as a foundation of disaster risk reduction. At the same forum, the UNDP Assistant Secretary General referenced Fiji's risk-informed

approach as the future of disaster risk reduction.



The Fijian Government has adopted a risk-informed development approach to mainstream DRR and climate change adaptation into sub-national level policies, agency plans and project funding

**Minister Inia Seruiratu,
MRMDDM Fiji**

PROGRESS TOWARDS OUTPUTS

Progress at output and activity level, which contribute to the outcome level results, are summarised in this section. Country level results and progress are provided in the following section.

Overall progress towards project outputs for the reporting period are largely positive, with results in some outputs far exceeding targets, and some falling slightly below, as shown in Figure 1.

FIGURE 1. 2021-2022 OUTPUT INDICATOR TARGETS VERSUS ACTUAL RESULTS

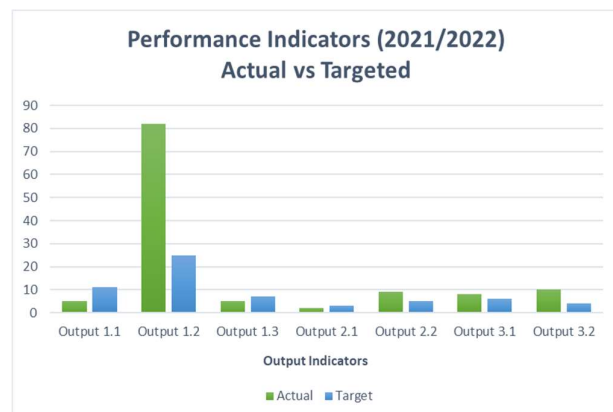





FIGURE 2. RESULTS SNAPSHOT



OUTPUTS UNDER OUTCOME 1 - CHANGE ACROSS COUNTRY SYSTEMS

Progress under Output 1.1 and Output 1.2 is on track through work in Fiji, Tonga and Tuvalu, and Output 1.3 on track with some delays.

Outputs under Outcome 1	Indicator progress
Output 1.1: Gender and socially inclusive risk-informed development is integrated into government systems of policy, planning, budgeting, and MEL	
Output 1.2: Gender and socially inclusive risk-informed development is embedded into community and sector development in a way that will influence national government systems	
Output 1.3: Risk informed decisions are supported by a strong gender, social and scientific evidence base	

Achievements under Outcome 1, which are provided in more detail in the Country Results and Progress below, include a cluster of support to **resilience units and budget divisions in ministries of finance (1.1)**: recruitment of three new staff, development of an Action Plan for the Unit and capacity building training with the PIFS Resilience team in Solomon Islands; in Tonga, formulation of a CBT policy brief and training, leading to the resilience unit undertaking tagging of COVID-19 funding, disaster response funding for the HTHH volcano disaster, and for social inclusion including disability initiatives, and cross governmental working sessions leading to recognition of Ministry of Finance’s critical role in supporting implementation of the Tonga Joint National Action Plan; agreement to replicate a risk-informed approach trialled with rural development across three new ministries and signing of a Letter of Agreement for four new resilience staff in the Ministry of Economy in Fiji; in Tuvalu, completion of a capacity assessment of central agency appraisal systems and design of an approach to

risk-inform appraisal in the upcoming reporting period, and recruitment of a resilience officer to drive change from within the Ministry.

“ If financing for infrastructure and other development does not include any components related to risk such as climate change and disaster risk, it won’t be resilient.”

**McKinnie Dentana, PS MoFT,
Solomon Islands**

In support of **subnational governments and communities (1.2)**, the Fiji MRMDM has launched a 10-year Resilient Strategic Development Plan, revised project management procedures, and constructed 21 resilient community projects; the Vanuatu DLA has utilised *Risk-Proofed Subnational Planning Guidelines* to risk inform community profiling and project implementation for communities across the country, and is now reforming their entire planning and budgeting cycle; Kiribati’s Ministry of Infrastructure and Sustainable Energy (MISE) is delivering risk- informed water infrastructure to 22 outer island communities; the Solomon Islands Ministry of Provincial Government and Institutional Strengthening (MPGIS) is delivering nine risk-informed community projects and Ministry of Agriculture and Livestock has risk- informed its food security model farms portfolio; each country in partnership with their respective **Ministry of Women** and utilising risk mapping.

SGI, which has supported 49 small-scale projects across 7 countries has also been established (see **Box A** and **Annex I**).

BOX A. SMALL GRANTS INITIATIVE

Objectives of the Small Grants Initiative

The Small Grants Initiative (SGI) is a Gov4Res scheme aimed at driving risk-informed development from the bottom-up. It does this by providing small grants (USD5,000 to USD 30,000) to CSOs to demonstrate what risk-informed development looks like at the community-level, in the Pacific context. Building on the understanding and engagement achieved through 'demonstrations', the initiative then works to empower CSOs to advocate for stronger integration of risk considerations into their local governance systems and their own organisational processes.

What are demonstration projects?

Demonstration projects are targeted at community development priorities, which also:

- are at risk from damages and losses from natural hazard events; and/or
- can potentially increase climate change and disaster risks for communities if not designed right.

SGI demonstrations facilitate a fit-for-context design process that assesses risks to and from the proposed community development investment – including the disaggregation of risks for vulnerable and marginalised groups - and then, based on this understanding of risk(s), incorporates design adaptations to effectively manage these risks. In this way, demonstrations facilitate knowledge transfer of both the risk-informed development process as well as the tangible *risk management measures* incorporated to strengthen the resilience of development investments.

A key component of this is ensuring that priority risk mitigation measures are identified and **costed** into the project budget at the very beginning. Demonstration projects that have been programmed to date across the region have covered five main types of development investments as follows:

1. Agriculture and food security: 19 projects, USD460,620
2. Water security: 15 projects, USD371,089
3. Small-scale infrastructure: 8 projects, USD199,136
4. Energy: 4 projects, USD199,136
5. Public health and sanitation: 3 projects, USD47,231

44 CSOs have been involved in the design and implementation of these demonstrations, including five organisations with a strong focus on GESI (i.e., gender, youth, disability, sexual rights). Projects have been implemented across seven Pacific Island Countries comprising Fiji, Kiribati, Republic of the Marshall Islands, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

What is next?

Based on initial lessons learnt from early reporting, site visits and grantee feedback, a Phase 2 of the SGI should be focused on opportunities for replication and/or upscaling of current projects. This will enable organisations to refine their risk-informed approach, as learning has progressed throughout the different SGI stages. Similarly, this will ensure other priority communities participate in the risk-informed development process and the reach across partners and communities can be extended.

Similarly, as part of the SGI, there is also a proposed shift from focusing on demonstrations to working with CSOs to help them advocate for better integration of risk considerations into local governance systems. Part of this will be capacity building training in public financial management systems, and how best to integrate climate change and disaster risk into these systems at the local government level. Another key part will be to facilitate a coalition of CSOs to collectively work together to advocate to Government for the system changes that are needed, and to provide civil society oversight of budget and public financial management processes.

In parallel with this advocacy work, SGI will continue to roll-out the remaining demonstration projects with a focus on maximising the learning and engagement benefits from these investments.



For more information see Appendix I

TABLE 2. PROGRESS AGAINST OUTCOME 1 ACTIVITY INDICATORS

OUTPUT INDICATOR		Target	Actual	Activity Indicators	Target	Actual
1.1.1	Numbers of nationally endorsed tools, guidelines and checklists that integrate or support risk-informed development management	4	2	Number of positions, functions or units created	5	2
				Number of interactions with decision makers	30	41
				Number of requests for assistance	2	3
				Number of coaching, training, working sessions	20	22
1.1.2	Number of investment appraisal guidelines and budget circulars which include clear reference to risk-informed development or CBT systems implemented	4	2	Number of interactions with decision makers	10	9
				Number of requests for assistance	2	3
				Number of coaching, training, working sessions	10	7
1.1.3	Number of national level MEL assessments, tools and guidelines which include attention risk-informed development	3	1	Number of interactions with decision makers	10	9
				Number of requests for assistance	2	2
				Number of coaching, training, working sessions	10	6
1.2.1	Number of sector and subnational plans and policies that are risk-informed	6	4	Number of positions, functions or units created	2	4
				Number of interactions with decision-makers	20	24
				Number of requests for assistance	3	3
				Number of coaching, training, and working sessions	15	16
1.2.2	Number of budget submissions which have explicit reference to risk-informed development	4	29	Number of interactions with decision-makers	10	11
				Number of coaching, training, and working sessions	15	22
				Number of development initiatives RID and financed	15	21
1.2.3	Number of implementation projects able to demonstrate risk-informed development	15	70	Number of development proposals received	30	70
				% of community grant funding disbursed	60%	233%
1.3.1	Number of national Ministries responsible for gender who participate in the assessment and appraisal of planning and budget submissions	3	1	Number of positions, functions or units created	1	0
				Number of interactions with decision-makers	5	5
				Number of requests for assistance	2	1
				Number of coaching, training, and working sessions	5	5
1.3.2	Number of sectors in which a national Ministry responsible for gender informs the development of planning and budget submissions	3	2	Number of analyses undertaken	10	29

OUTPUTS UNDER OUTCOME 2 – CHANGES ACROSS OVERSIGHT AND ACCOUNTABILITY SYSTEMS

Progress under Outcome 2 has accelerated during the reporting period, particularly in quarter 4.

Outputs under Outcome 2	Indicator progress
Output 2.1: Accountability: there is risk-informed, independent scrutiny of government	
Output 2.2: Voice of Society: there is risk-informed engagement and scrutiny by civil society	

13 CSOs (including four women-led CSOs, one disabled persons organisation and one LGBTQI+ organisation) and SGI local coordinators representing all seven SGI PICs underwent a series of Public Financial Management (PFM) trainings, including introduction to PFM, making budget submissions, and understanding climate change, disaster and GESI risk components of a national budget (Output 2.2). The training was delivered through a partnership with the UNDP PFM project and included training of trainers on PFM and budget submissions for a number of Gov4Res resilience officers. All training material is available [online](#). Engagement in the PFM and accountability space was delayed for the first half of the reporting period (and previous years), but accelerated substantively towards the end of the reporting period.

Gov4Res also facilitated multiple dialogue sessions with CSOs on risk-informed development, including the use of risk screening guidelines and tools as part of the small granting process for more than 100 representatives of NGOs, CBOs and charity organisations across seven countries (Output 2.2). An onboarding toolkit was prepared, for which training was also held with the 32 organisations approved for the SGI award. The training focused on 5 thematic areas: risk-informed development, gender and social inclusion, MEL, finance, and work planning.

The learning from these trainings has been used to risk inform the community projects through the SGI (see **Box A**) and is reportedly being adopted more widely by NGOs and CSOs. Comprehensive MEL of the success of these initiatives is planned for the upcoming reporting period.

The project also partnered with the UNDP Pacific Parliamentary Effectiveness Initiative to support Fiji’s Natural Resource Committee in undertaking risk-informed budget analysis, including developing risk-informed analysis checklists, which resulted in members of the opposition party scrutinising line ministries on climate change and gender and social inclusion. This has created opportunities to roll-out a risk assessment guide for future scrutinization processes. Further, Minister for MRMDDM Inia Seruiratu from Fiji has responded to a number of questions, and made interventions, relating to risk-informed development (see **Box B** below).

Planned activities to work with Auditor’s General Offices to undertake performance audits have been delayed again during the reporting period due to difficulties and sensitivities engaging with audit offices, particularly remotely. It is anticipated these ongoing challenges in implementing Output 2.1 will be addressed through the mid-term review.

“Youth and CSOs must continue to hold government to account and demand access to development finance because governments must be accountable for our investments

Ilisapeci Masivesi, Oxfam Pacific, Youth for Pacific Statement

OUTPUT INDICATOR		Target	Actual	Activity Indicators	Target	Actual
2.1.1	Number of Audit reports which give increased attention to risk-informed development	1	0	Number of interactions with decision-makers	6	1
				Number of requests for assistance	2	0
2.1.2	Number of budget analyses and briefs which include mature analysis risk-informed development	2	2	Number of interactions with decision-makers	6	5
				Number of requests for assistance	2	2
				Number of coaching, training, and working sessions	3	4
2.2.1	Number of times there is public scrutiny of the risk-informed development inclusion in development investments	2	6	Number of interactions with decision-makers	6	9
				Number of analyses undertaken	3	4
2.2.2	Number of times CSOs are engaged, particularly women's organisations, in scrutiny of development investments	3	3	Number of interactions with decision-makers	3	5
				Number of coaching, training, and working sessions	3	5

**BOX B. INTERVENTIONS IN FIJI PARLIAMENT ABOUT RISK-INFORMED DEVELOPMENT
(2021-2022)**

PARLIAMENT OF THE REPUBLIC OF FIJI



PARLIAMENTARY DEBATES

DAILY HANSARD

Thursday, 19th August, 2021

HON. J. SAUKURU.- Thank you, Mr. Speaker. How is the Ministry prioritising work projects through the Divisional Commissioners? My question is related to a few tikina meetings I have sat in and have noticed that a lot of complaints have been coming from the turaga ni koro for resolution of meetings never been carried out on projects. That is why I am asking how these things have been prioritized at Commissioner level?

HON. LT. COL. I.B. SERUIRATU. - Mr. Speaker, Sir, I did not mention that **we are working with the UNDP** and one of the good things that we are working on, we have a team that does research and data collection. Communities in Fiji now, under the GIS project, are **all captured in terms of their development needs** and, of course, how it can be factored into the plans that we have. So, that also is a big contributing factor to the prioritisation when it comes to the allocation of funds between the four Divisional Commissioners.

Wednesday, 1st December, 2021



HON. LT. COL. I.B. SERUIRATU. - Mr. Speaker, Sir, after experiencing TC Winston in 2016, the Ministry adopted a **new development model to include resilience in development programmes**, closely linking to a whole of stakeholder partnership. We will also take into consideration a sustainable and risk informed approach that will reduce the impacts of future disasters.

We need a people-centred approach emphasis on **risk informed approaches to strengthen Fiji's resilience** and as His Excellency the President said, and I quote:

"... We must not be complacent in the fight against climate change. Our hard-won development gains continue to be undermined with the ever-increasing complexities of crisis brought by climate change."

OUTPUTS UNDER OUTCOME 3 - REGIONAL RESULTS AND PROGRESS

Progress is on track, with substantive new partnerships with the PIFS Resilience Team and CLGF, and a number of peer-to-peer learning opportunities.

Outputs under Outcome 3	Indicator progress
Output 3.1: Countries are working collectively to influence other countries, regional actors and their own country systems and government	
Output 3.2: Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GESI risk-informed development	

The project’s regional approach is two pronged, firstly supporting countries to influence other countries, and regional and global actors, and secondly regional organisations, policies and practices to actively support gender and socially inclusive risk-informed development.

To achieve the first output, peer-to-peer learning and advocacy has taken place across all intervention areas, from NGOs, CSOs and CBOs under the SGI (see **Section 2. Outcome 2**), local governments, including between Fiji and Bangladesh, ministries of finance, including sessions between the Fiji Ministry of Economy and Tonga Ministry of Finance (Output 3.1).

Through the PIFS Resilience team, the project is supporting the design of a suite of research pieces on financing resilience in Pacific small island developing states (SIDS) (Output 3.2). Over the past two years, two research pieces have been developed on Climate Finance Effectiveness and Demystifying Blue and Green Bonds (this reporting period), and advocacy has included the aforementioned regional financing talanoa. Findings from the Climate Finance Effectiveness research informed the 2021 FEMM update paper on Leveraging Climate Finance Opportunities and the COP 26 discussions in Glasgow in November 2021.

These, and forthcoming research, will be developed into “cabinet ready” policy briefs, to provide up to date, Pacific SIDS advice on the efficiency, value and risks associated with

different financing instruments to leaders. Research topics may include Debt for Nature Swaps for SIDS, Loss and Damage, and Climate Finance Effectiveness for PSIDS communities. Two new resilience staff, funded by the project, are currently being hired to drive this work in PIFS, although hiring has been very delayed (see Context Analysis above).

The CLGF are facilitating engagement and peer-to-peer learning with new local government partners in the region, such as Kiribati Ministry of Internal Affairs and supporting engagement with their long-standing partner, Vanuatu DLA. CLGF have a new resilience officer who is also driving the adoption of a risk-informed approach through the Forums local government project management and public financial management training (Output 3.2).

 “There are no solutions that are not local”

Karibaiti Taoaba, Executive Director, Commonwealth Local Government Forum

TABLE 3. PROGRESS AGAINST OUTCOME 3 ACTIVITY INDICATORS

OUTPUT INDICATOR		Target	Actual	Activity Indicators	Target	Actual
3.1.1	Number of actions and statements related to risk-informed development emerge from PICs	6	8	Number of peer-to-peer engagements on risk-informed development.	4	6
				Number of coaching, training, capacity development inputs provided to regional organisations on risk-informed development.	4	6
3.2.1	Regional agents report that they are promoting gender sensitive and socially inclusive risk-informed development	2	3	Number of meetings with regional organisations to support advocacy for risk-informed development.	20	35
				Number of coaching training and other capacity development activities undertaken to support risk integration across networks and between countries.	5	24
3.2.2	Number of regional resilience initiatives and policies supporting country led gender and socially inclusive risk-informed development	2	7	Number of dialogues, meetings or working sessions facilitated with and between regional agents to support their inputs to country-level risk-informed development.	20	45
				Number of pieces of research, policy briefs and information sheets developed for regional-level organisations.	2	7

GENDER EQUALITY AND SOCIAL INCLUSION

Over the past 12 months the project has continued to integrate gender equality and social inclusion (GESI) considerations across all areas of programming in line with the GESI Action Plan and Implementation Plan which was finalised during the reporting period (See Annex x). Each initiative undertaken by the team and onboarding of new team members must now include a review by one of the team's GESI experts. This is a critical step in supporting national government, parliamentarians and civil society partners to recognise how existing structural inequalities exacerbate vulnerabilities and risk and the way in which current development practice can exclude certain groups. The approach of working with multiple experts has also allowed the programme to be responsive and flexible to country-needs, building on opportunities to strengthen the GESI components where they present themselves.

Key results include the transformation of the design of the Gov4Res SGI, through consultation with GESI specialists including the Women's Fund Fiji and the Fiji Women's Rights Movement. This resulted in the integration of GESI requirements into all phases of the SGI application and implementation processes, the development of specific GESI training materials for project grantees, used across 7 countries, and adjustments to the application process (e.g. a lengthened timeframe to ensure smaller community-based organisations could apply). Further, 82 out of 143 participants in the SGI information and proposal development training were women, and 3839 women and girls are direct beneficiaries of the SGI.

In Fiji, the project supported MRMDM with the integration of GESI into its 10-year Strategic Development Plan, through consultation and partnership with the Ministry of Women, Children and Poverty Alleviation. In addition, discussions were held with different members of the community during the design of 29 community projects, including women's groups and other marginalised groups, such as those living with a disability, to identify risks and actions that can be taken to prevent or reduce risks. For example, the inclusion of handrails

along the footpath to the Coloi-Naivakacere Primary School which will ensure that children with a disability and elderly family members have access.

In the Solomon Islands, the project worked with the Ministry of Women to risk-inform food security and nutrition project proposals for budget submissions, for which funding has now been approved. In Tuvalu, workshops which were undertaken with the Ministry of Finance to design reform measures to include risks in the central agency appraisal included GESI specialists.

“ Consulting marginalised groups on risks are like a hidden part of an iceberg because so often we forget their voices and build projects that do not serve their needs”

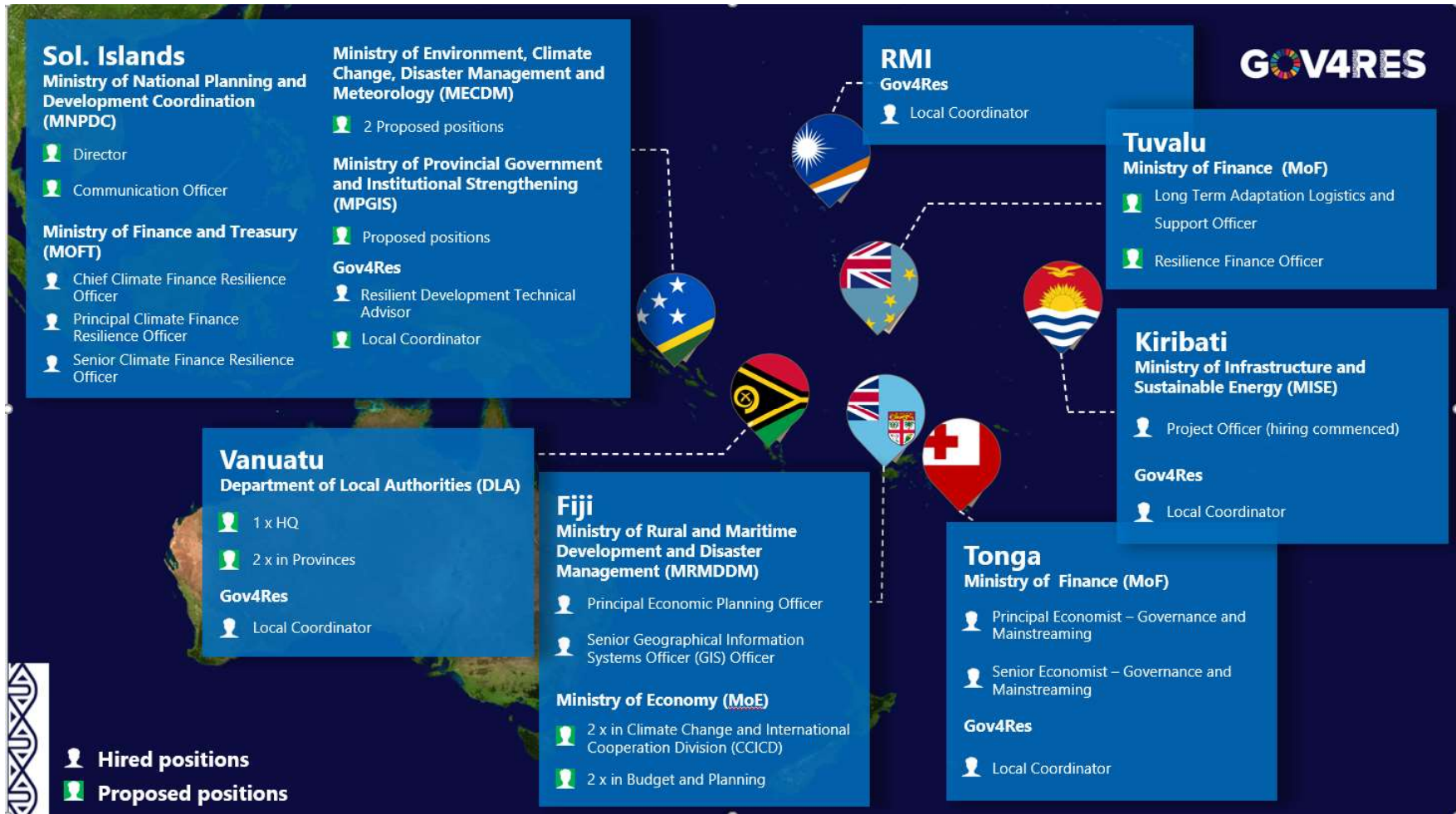
**John Robo, Coordinator North,
House of Sarah**

Internal reflection sessions with the Gov4Res team have supported reflection on personal and institutional biases, prejudices and the power dynamics brought to our work. Peer-to-peer learning with grant-making entities identified good practices that were embedded within the design of the SGI. These sessions involved the whole team and created awareness of the way in which the language and development jargon, procurement and financial systems and the pressure to programme funds can undermine locally-led approaches and ownership.

Recognising the considerable expertise within CSO partners, including women and disability-led organisations, the team have strengthened partnerships with the UN Women's Resilience to Disasters programme and civil society partners. This includes our SGI grantees, with five of these organisations led by women or non-binary and transgender groups or people with disability. Peer-to-peer learning between grantee partners has been promoted to ensure lessons and experience in gender and socially inclusive approaches are shared and applied. Work has commenced to support grantees from women's rights organisations to better understand public financial management, climate and disaster financing so that they may

play a stronger accountability role for risk-informed development practice.

FIGURE 3. MAP OF CURRENT AND INCOMING FUNDED GOVERNMENT AND PROJECT ADVISORS ACROSS PICs



REVISED APPROACH

Gov4Res has maintained its long-term aim of supporting PICs to risk inform their governance systems. In the past year, however, it has sharpened its approach to achieving this change.

Gov4Res continues to contribute high quality technical knowledge and expertise to relevant Pacific Island government ministries and departments to risk inform country planning, budgeting and project implementation systems. This work continues to make use of capacity development activities, training, technical advice, the placement of technical advisors, and the introduction of relevant tools and systems. In the third year of the project, as PICs emerge from the COVID-19 response, the project is now seeing considerable take-up and engagement with this work. This is reflected in the take-up of adviser placements, the increased number of requests for assistance and the greatly increased training and other capacity development assistance being requested directly by various national departments.

Complementing this technical work, and in contrast to the original project design, Gov4Res now treats each country program as its own system, with a particular focus on the connections and interactions between actors within government, between government and people, and between the country and regional and other external actors. With this approach the project has developed more nuanced and detailed work plans for each country with more localised assessment of progress. Relationship building and activities vary across locations based on opportunities as well as leveraging off existing work of other organisations. Country partners are expressing support for this approach and see particular value in the responsive and localised nature of the Gov4Res approach. Reflecting this element, more detail is included below about progress in each country (see **Section 2. Country Results and Progress and Figure 3**).

Finally, for the programme as a whole, Gov4Res now understands its approach as seeking to influence a complex and ever-changing system. The project is working within countries and also within the wider system of the Pacific region, and with donors and other actors who bring

international influence into that system. The project understands that it is one actor within those many relationships and programs. This understanding supports the project to remain agile and responsive. It also requires Gov4Res to regularly review the value of its work and ensure that its activities remain relevant and effective within the wider context. The project has therefore increased its focus on learning and adaptation, as outlined in **Section 2. Additional Achievements** below.

This revised approach, conceptualising the project work across three levels, is expected to be the focus of the upcoming mid-term review. The aim is to utilise the mid-term review to validate the existing evidence about project progress and assess the relevance and effectiveness of its emerging project approach. The review is also expected to help explain this revised approach and facilitate its communication to project stakeholders.

“ We should be learning from the Gov4Res approach. They work with different stakeholders to strengthen governance systems and are always leading from behind. They program with integrity and link with what is already in place within community instead of re-inventing the wheel.

Soko Tuima, Senior Policy and Research Officer, MRMDDM, Fiji

COUNTRY RESULTS AND PROGRESS

A summary of the overall, country and regional achievements for the 2021-2022 reporting period is provided below.

Fiji



Acting DCEO of Tonga's Ministry of Finance, Vika Sivoki Lavemauu, speaks at a climate finance Asia-Pacific regional event on Tonga's Public Finance Management system and access to climate finance.

(Photo: UNDP)

FIJI

Key partners: The Budget and the Climate Change and International Cooperation Divisions within the Ministry of Economy (MOE) and the MRMDDM.

Achievements

The project has made considerable progress in Fiji, supporting the integration of risks into government systems at national and sub-national levels. It has also successfully demonstrated the practical value of taking climate change and disaster risk into account in project design and implementation, through inclusive community-based initiatives delivered both by government and civil society organisation partners.

During the reporting period, Gov4Res supported the MRMDDM to develop and launch a Resilient Strategic Development Plan (2021-2031) that institutionalises the key roles of MRMDDM staff in facilitating inclusive risk-informed rural development. To support implementation of the plan and broader reform, the project developed a Guidance Manual, facilitated a series of capacity building workshops¹ and is providing ongoing mentoring to Provincial Administrators and District Officers. To better identify and manage risks, institutional linkages have been established with the Ministry of Women, Children and Poverty Alleviation and the National Disaster Management Office, resulting in the development of 29 project specific risk maps (of which 21 have been used) during the reporting period.

These reforms have led to more people-centered, robust and resilient community infrastructure in 21 communities, including bridges, roads, footpaths and water tanks, benefitting 10,370 community members (see **Section 2. Approach to Financing** for more information on government on-granting). As part of the Gov4Res SGI, 11 additional

community development projects, primarily focused on agriculture and food security, water resource management and small-scale infrastructure have been supported. A key component of the SGI is the focus on partnerships, particularly with relevant local government agencies. The Fiji SGI projects demonstrate this, with a number of projects being implemented with MRMDDM as well as other government and civil society partners. This provides key opportunities for the sharing of information on best practice risk-informed community development.

An agreement was signed between MOE and Gov4Res in 2022 to fund four new positions in the Climate Change, Budget and Planning and Treasury Divisions, to support replication and scale of the approach across three new Fiji government ministries in the forthcoming financial year. This commitment has been acknowledged in Fiji's 2022-2023 Budget Book. This agreement has been delayed for a number of years as other priorities have taken precedence (for instance COVID-19 and the associated economic downturn) and the value of the Gov4Res support was not well understood. The Climate Change and International Cooperation Division now has new leadership, and a relationship has been established with the Head of Budget and Planning, and it is believed for these reasons the Agreement has now been finalised.

Why is this important?

This planning and systems reform positions MRMDDM to play a more active role in risk-informing development within their own Ministry and to support other line ministries to do so when working in rural areas. The approach ensures planning is evidence-based, collaborative, and informed by genuine community priorities. At the policy level, the support towards the Strategic Development Plan was critical to ensure risk-informed

¹ RID in budgetary and planning processes for 41 district and provincial level staff

development was central to all ministerial activities, mechanisms and processes.

In relation to utilising a stronger evidence base for planning and budgeting, information and data on climate, and disaster, GESI is typically developed and kept with technical agencies. This new direction adopted by the Government of Fiji requires and incentivises enhanced collection, sharing, analysis and use of data.

The capacity needed for institutionalising new approaches is often a challenge. Using a phased approach, MRMDDM are combining capacity building with hands-on piloting of priority development projects. The phased approach provides space for learning and reflection, and time to adopt staff learning in the process.

Communities and local officers are also involved in reform, for instance capturing traditional perspectives and solutions within the planning processes and district officers recommending new resilience standards for project designs.

The institutionalisation of risk informing tools and measures within planning and budgeting processes by MRMDDM, and professionalizing their project management approach, is being considered a model for implementation of the mainstreaming components of Fiji's new Climate Change Act (2021) by the Ministry of Economy.

Way Forward

Building on the success with local government, the project will focus its support on replicating, scaling and financing more risk-informed development in Fiji. More specifically, it will work closely with MRMDDM and MOE to pilot replication of the MRMDDM approach across three new ministries, develop financing strategies for medium to long term programmatic climate and disaster risk financing (both domestic and Official Development Assistance), and establish a substantive climate change expenditure tracking system. Collectively, this will support

implementation of the mainstreaming portions of Fiji's Climate Change Act and National Development Strategy.

“There are no solutions that are not local”

**Karibaiti Taoaba, Executive
Director, Commonwealth Local
Government Forum**

Tonga



Acting DCEO of Tonga's Ministry of Finance, Vika Sivoki Lavemau, speaks at a climate finance Asia-Pacific regional event on Tonga's Public Finance Management system and access to climate finance.

(Photo: UNDP)

TONGA

Key partners: Aid Management and Resilient Development Division (AMRDD) within the Ministry of Finance, (MOF) National Planning Division (NPD) and Local Government Division of the Prime Minister’s Office.

Achievements

The Government of Tonga has taken substantial steps to integrate risk into their public financial management system during the reporting period, led by the AMRDD which the project supported to establish and staff. Through a programme of significant capacity building support, the AMRDD are driving change through the MoF in three key areas: CBT reforms, risk-informing the central agency appraisal function; and strengthening risk-assessment within select line agencies (i.e. agriculture and infrastructure)². Key achievements include formulation of a CBT policy brief³ and regular consultative dialogues resulting in improved understanding and ownership of CBT by the AMRDD and MEIDECC, and recognition of its role in supporting implementation of the Tonga Joint National Action Plan.

As part of the Gov4Res SGI, four small-scale community projects in agriculture and food security and small-scale infrastructure have also been supported. These people-centered, robust and resilient community developments show the value of risk-governance on the ground, and will be used to initiate engagement with Local Government, NPD and other sectors

Implementation of these initiatives were all delayed by the volcanic eruption and related tsunami event in January 2022. As a result of this event, priorities for the government shifted to support disaster recovery. To support the recovery effort, Gov4Res adjusted their approach, including reprogramming funding from the Korea International Cooperation

² including a participatory review of the existing risk-screening tool

Agency (KOICA) to run a community water and food security focused recovery SGI (see Breakout Box D).

BOX C. FWC WOMEN IN DEVELOPMENT – VEGETABLE GARDEN PROJECT



The Free Wesleyan Church (FWC) Women in Development Group is supporting women from Navutoka village in Tonga to provide a better life for their community, with a focus on building household vegetable gardens. The project is intended to improve the production of healthy food in Navutoka and promote healthy eating, and livelihood opportunities through the sale of household vegetables at the market.

FWC Women in Development have identified that the community of Navutoka is significantly exposed to cyclones and sea level rise. Cyclone Gita (2018) hit the community and the inundation impacted the salinity of the groundwater, significantly affecting existing vegetable farms. As part of the project, the location of the vegetable gardens has been identified as important, to manage the risks caused by future cyclones, inundation and sea level rise. In initial training workshops held by the project team, participants and Ministry of Agriculture, Food and Forests representatives noted the importance of vegetable garden beds being located on higher ground, raising their vegetable gardens and constructing their vegetable gardens further inland.

The project is already resonating with the community, with 22 vegetable gardens established. FWC reported “we planned for 16 participants and we have already ended up with 22”.

³ This is broadly akin to an initiative design and outlines some of the key reform steps such as development of climate change (tagging) typologies and design of an expenditure tracking solution.

Why is it important?

The cumulative impact of the HTHH volcano eruption and resultant tsunami, Tropical Cyclones Harold (2020) and Gita (2018) and COVID-19 have reaffirmed the need for substantive risk-governance reforms to effectively deal with these cross-cutting and very serious risks from within development. There is a growing sense within Tonga that the government will need to take a more collaborative and coordinated approach to managing climate change and disasters. This is necessary if Tonga is to successfully build resilience and increase the effectiveness of its broader development efforts.

Way Forward

Gov4Res will progress implementation of the CBT reform agenda, including development of

climate change (tagging) typologies and design of a climate change expenditure tracking solution. The project will also focus on risk informing the central agency appraisal function and strengthening project-level risk assessment within line agencies through a new partnership with the NPD in the Prime Minister's Office. A major focus of this engagement will be to support improved coordination and collaboration of risk-governance reforms across government agencies, especially National Emergency Management Office, Ministry of Finance, Planning and Local Government.

In line with the short-term priorities and needs of the Government of Tonga, these initiatives will look to focus on processes for developing and implementing Tonga's volcano recovery investments.

BOX D. TONGA RECOVERY SMALL GRANTS INITIATIVE



The Gov4Res SGI commenced with four projects in Tonga in December 2021, focused on incorporating a risk-informed approach addressing climate change and disaster risks and prioritising gender and social inclusion. The events of February 2022 and the impacts from the HTHH volcano and associated tsunami on Tongan communities have emphasised why such an approach is necessary in Tonga. All four projects have been impacted, with organisations and project teams needing to adjust their approach in the face of the disaster and its impacts. A representative from OHAI Tonga, one of the first SGI grantees, reflecting on the impact of the volcano and ash on their organisation's female farmer beekeeping initiative said "we had built the bee-hives to be resilient to cyclones. We had never imagined the impact of a volcano".

What is it?

The Gov4Res SGI Recovery Initiative is specific to Tonga and will support NGO implemented projects that are risk-informed and address the current recovery context. Based on information from Tongan focal points and initial assessments undertaken, the initiative will be focused on water resource management and food security, two priority issues facing communities in the wake of the volcano. Through KOICA, USD 150,000 has been committed, which will be provided in the form of low value grants for successful project proposals submitted by NGOs. Funding agreements will be approved in the coming months, with implementation to commence before the end of the year.

Why is this important?

From the initial lessons learnt from Phase 1 of the SGI, there is a need to ensure the initiative is more country contextual and meets specific needs. The current situation in Tonga provides an opportunity for delivering small grants that could be channelled to assist with immediate recovery as well as resilience-building of most vulnerable communities. Existing community development issues have been exacerbated by the volcano and tsunami earlier in the year and the COVID-19 emergency that has followed. As such, a risk-informed approach is critical to long-term resilience building. This second phase will also link more closely to the work that has been undertaken with the AMRDD in terms of risk screening and ensuring costing of risk mitigation measures are being identified and incorporated as part of all development initiatives. Furthermore, planned work with Tonga local government and [National Emergency Management Office](#) will be informed by the demonstration of these risk-informed community development initiatives.

Solomon Islands



The Gov4Res Small Grants Initiative (SGI) is supporting the Gizo Women in Business Development Incorporated Trust Board (GWIBDI) to implement a project on enhancing food production through agroforestry in the western part of Solomon Islands.

(Photo: UNDP)

SOLOMON ISLANDS

Key partners: Ministry of Finance and Treasury (MoFT) (Climate Resilience Finance Unit), Ministry of National Planning and Development Coordination (MNPDC), Ministry of Agriculture and Livestock (MAL), Ministry of Provincial Government and Institutional Strengthening (MPGIS), Ministry of Women, Youth, Children and Family Affairs (MWYCFA) and Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)

Achievements

The Solomon Islands Government has demonstrated a notable “whole of government approach” to strengthening resilience with integration of risks into planning and budgeting functions through multiple entry points at the national and subnational level. During the reporting period, a considerable number of activities were undertaken, centering around demonstrating the value of risk-informed development as an approach. A series of working and peer-to-peer learning sessions and consultation meetings were held between MoFT, MNPDC, MPGIS and MECDM leading to (amongst other achievements) the formalisation of partnerships between the project and all four ministries. As a result of these agreements, three new resilience staff have commenced work with the MoFT Climate Finance Resilience Unit (CFRU), and MNPDC and MECDM are currently hiring two new officers each. Initial negotiations with the Ministry of Women (MWYCFA) have also commenced.

The projects support to MoFT, particularly staffing of the CRFU, has resulted in shift in the identification of the importance of involving MoFT in work being undertaken across government around climate change and resilience. For instance, MECDM and MNPDC have recently included the CRFU in proposal development and other discussions for the first time. CFRU’s involvement in these discussions is now seen as important and recognizes that MoFT has a visible “resilience” focal point. The project has supported drafting of a Climate Finance Roadmap for the CFRU, in partnership

with PIFS, which outlines internal systems reform and externally focused climate finance access. The project also supported the risk informing of MAL’s National Food Security proposal, which was funded under the 2022 development budget. This has led to an emerging partnership with MECDM, to utilise their GIS and climate change related technical support to provide more specific risk information and data to inform the implementation of the initiative.

Through the Gov4Res SGI, 11 risk-informed community projects are being implemented by six CSOs, with a focus on water resource management, agriculture and food security and small-scale infrastructure. Furthermore, an agreement between UNDP and United Nations Capital Development Fund (UNCDF) was established to provide financing to the MPGIS Provincial Capacity Development Fund for 9 risk-informed community development projects, delivered in partnership with Ward Development Committees. These will be implemented in the upcoming reporting period. These projects incorporate a performance-based criteria which will be updated to include risks such as climate change and disaster as key project design criteria.

Way Forward

Through the newly recruited staff in MoFT, MNPDC and MECDM and support from the MWYCA the project will support the finalization and implementation of the CFRU Climate Finance Roadmap, support the review and integration of risk into the National Development Strategy 2016-2035, review and revise (as necessary) risk screening and appraisal tools, strengthen MEL of risk-informed development and enhance use of risk data and mapping using existing tools such as the Solomon Islands Integrated Vulnerability Assessment. The figure below shows the new CFRU staff bios. The Gov4Res and Solomon Islands national team will also support implementation of community projects through the MPGIS, the MAL and the small grants initiative, and work with MECDM and MWYCFA

to ensure all community projects are informed by up to date and relevant data.

FIGURE 4. MOFT CLIMATE FINANCE RESILIENCE UNIT NEW STAFF BIOS

**Chris Wagatora, Chief Climate Finance Resilience Officer
Ministry of Finance and Treasury, Solomon Islands**

"Climate change is no longer an environmental challenge but a cross-sectoral development challenge. Supporting government to progress access to global climate finance towards climate resilience interventions is a key priority in my new role..."

**Kayleen Fanega, Principal Climate Finance Resilience Officer
Ministry of Finance and Treasury, Solomon Islands**

"My new role as a climate finance resilience officer will help the Ministry better understand how climate, resilience and finance are interlinked. I am looking forward to contributing to the livelihoods of the communities in Solomon Islands through my work..."

**Veronica Dauwi, Senior Climate Finance Resilience Officer
Ministry of Finance and Treasury, Solomon Islands**

"I look forward to working closely with development partners, key line ministries and civil society organizations in progressing towards accessing climate finance to support climate resilience activities in Solomon Islands..."

Vanuatu



In September 2022, the Department of Local Authorities in Vanuatu hosted a Planners Forum to risk-inform planning & budgeting processes and designing resilient community water & infrastructure projects.
(Photo: UNDP)

VANUATU

Key partners: Ministry of Internal Affairs (MIA), Department of Local Authority (DLA), Department of Finance and Treasury (DoFT).

Achievements

In conjunction with their decentralisation reform, Vanuatu's DLA are driving a resilience strengthening agenda from the bottom-up. In partnership with the Gov4Res' predecessor project, the Pacific Risk Resilience Programme, DLA developed nationally endorsed Risk-Proofed Subnational Planning Guidelines. These guidelines have been used to undertake community profiling, including climate and disaster risk mapping and gender analysis, of approximately 15% of Vanuatu's 2399 communities in recent years. Priority projects emerging from the associated community development plans, such as water tanks, agriculture activities, bridges and access roads, are now risk-informed, before applying for funding. For example, the Penama Provincial Government Area Council Development Plan have used the Risk-Proofed Subnational Planning Guidelines, including the risk screening, to inform all priority projects for implementation from 2019-2023, including water tanks, a multipurpose centre, a pre-school and Women's Centre Building project.

Building on this guideline and associated reform, the project has negotiated support to the DLA to further integrate risk into local-level development planning across the entire PFM cycle, utilizing and strengthening their financing mechanisms to absorb and implement greater volumes of finance for inclusive resilient development. This agreement includes 3 new resilience staff in headquarters and the provinces, and "top-up funding" (see **Section 2. Approach to Financing**).

Additionally, through the SGI, 6 risk-informed community projects are being implemented by 7 CSOs, across agriculture and food security, efficient and sustainable energy, public health and sanitation and small-scale infrastructure. An agreement has been reached with the DLA for the Department to facilitate a Phase 2 of

community development grants in Vanuatu, a significant achievement for the Government to take the CSO small granting on board directly.

Nevertheless, work in Vanuatu has brought into focus the ongoing challenges faced by governments and communities in the Pacific. Engagement from the project team was very delayed whilst borders were closed, linkages between government ministries to pursue "whole of government" systems reform was largely absent, and difficulties associated with implementing community projects in outer islands evident, as explained in Box E.

BOX E. VANMEL COMMUNITY ASSOCIATION FACES PROJECT LOSS

Vanmel Community Association, based in Pentecost Island Vanuatu, was established in 2010 to support communities in the Vanmel Area with their development priorities. They are a successful Gov4Res grantee, receiving funding to build a multipurpose Community Development Centre. This space will be utilised as a community and meeting space, as well as an evacuation centre during disasters. Due to their remoteness, Vanmel Community Association had purchased all their project construction materials in Port Vila and transported them to Pentecost Island. On route, the ship unfortunately sank and Vanmel Community Association lost all project construction and building materials. They are now also facing the challenge of being able to fund and transport replacement items, as this was the only boat that travelled this route.

Why is it important?

Vanuatu is regularly ranked as one of the world's most at-risk countries for natural hazards and there are a large number of civil society organisations working in partnership with local government to support inclusive local level planning and risk reduction. The DLA is a critical step in this chain. It has, with project support, championed risk integration within provincial plans and developed risk-informed community development plans to complement the sub-national planning guidelines. As the

Vanuatu Government progresses work on people-centered approaches to risk reduction, its experience with risk integration into development planning, coordination with other actors and scaling finance will provide valuable lessons for other countries.

At the national level, the Vanuatu Government is a strong proponent of integrated approaches to climate and disaster risk management at the national and sub-national level as reflected in the Vanuatu National Sustainable Development Plan 2016-2030 and the Climate Change and Disaster Risk Reduction Policy 2016-2030.

Way Forward

Supporting DLA to create the evidence base and to advocate for scaling sub-national financial mechanisms will be a key focus of the Gov4Res project's forthcoming interventions. An evaluation of the use of the risk screening tools, including the extent to which they have incorporated gender and socially inclusive approaches, will be conducted ahead of determining the direction of further work on risk integration at the local government level. Based on a process of co-design and self-assessment, the project will deepen its collaboration with the DLA to scale sub-national approaches. The evidence base for risk informing will be strengthened by enhancing DLA's capacity for GIS mapping and data generation linking with the Department of Women's Affairs.

Gaining traction with the Department of Finance and Treasury over the past 12 months has proven difficult. It is hoped that with borders now open and the opportunity to travel and meet with the Ministry directly, relevant strategic entry points for the coming year can be discussed and agreed. Like Solomon Islands, Vanuatu has a particular interest in climate finance, having previously undertaken a Climate Public Expenditure and Institutional Review, a Climate Finance Review and Roadmap development. There are key linkages with the work being undertaken by DLA, to connect this national work with what is

progressing at the subnational level. There is opportunity for peer-to-peer learning between Solomon Islands MoFT and MPGIS and Vanuatu DoFT and DLA. Similarly, with progress by UNDP's Inclusive Growth team on undertaking a Development Finance Assessment in Vanuatu, which is being led by DLA and Department of Strategic Policy, Planning & Aid Coordination, coordinating with DoFT, Gov4Res input into this on inclusion of climate change and other cross-cutting issues will provide a strategic entry point for working closely across these central government agencies.

Given the strong network of civil society organisations in Vanuatu, their role⁴ in ensuring accountability for risk informing development is critical. CSOs provide strong accountability for climate finance and risk-informing development but also have considerable expertise in human-rights, gender equality and social inclusion that can support sub-national actors to design and implement inclusive approaches. Through an emerging partnership with the UNDP PFM Vaka Pasifika project, there is opportunity to strengthen engagement in PFM processes, and linked with the SGI, foster civil society networks focused on risk-informed development for oversight and accountability purposes.

⁴ Save the Children recently secured USD 37m from the Green Climate Fund

Tuvalu



The UN has classified the low-lying South Pacific Island nation as 'extremely vulnerable' to climate change. (Photo: UNDP)

TUVALU

Key partners: Ministry of Finance (MoF)

Achievements

The project has initiated work to risk-inform the central agency appraisal system within the Tuvalu Ministry of Finance. A working group of officials from the Planning, Budget and Aid Coordination Division (PBACD) and Climate Change Division (CCD) have co-designed the process and completed a capacity self-assessment of the existing central agency appraisal system. This included assessment of GESI integration within the risk screening approaches.

Despite current challenges with recruitment (somewhat exacerbated by the COVID-19 pandemic), Gov4Res has supported the recruitment of a local staff member as a Resilience Finance Officer to lead on PBACD risk informing initiatives.

Through the Gov4Res SGI, five CSOs have been supported to implement risk-informed community projects, primarily with projects related to agriculture and food security, and in the water sector. These provide an important demonstration basis, with an opportunity to replicate lessons learned for a Tuvalu specific risk-informed development approach within island council development processes and building on complementary initiatives, such as the UNCDF [Local Climate Adaptive Living Facility](#) (LoCAL).

Why is it important?

Given Tuvalu's extreme vulnerability to climate risk and limited absorptive capacity, it is critical that all government expenditure promotes long term resilience building and is not inadvertently exacerbating climate risks. Adapting the central agency appraisal process involves a whole of government, systems wide approach, and

ensures that all government finance will be risk screened.

Way Forward

Institutional capacity will be strengthened through jointly designing changes to various elements of the central agency appraisal system, for example the Budget Manual; adapting position descriptions; conducting train the trainer sessions on key concepts of risk-informed development and risk assessment; and updating project eligibility criteria tools. Peer-to-peer learning sessions will be supported to share experiences with other PICs, and mentoring support will be provided to support the institutionalisation of risk-informed appraisal. This will support existing work being undertaken by partners to strengthen environmental and social safeguards and climate finance initiatives within government.

Building on a partnership with the CLGF and successes achieved in other PICs at the sub-national level, Gov4Res will further support the work of the LoCAL project. This includes strengthening project review functions within the Ministry of Local Government and Agriculture, ensuring alignment and consistency with Ministry of Finance practices (tools, training, mentoring), strengthening risk assessment processes drawing on Gov4Res experience in other countries such as Fiji, and providing funding support for risk-informed projects, linked to the Gov4Res SGI.⁵

⁵ It is noted that an explicit objective of the LOCAL project is to trigger further financial flows for local adaptation.

Kiribati



In November 2022, Gov4Res facilitated a 2-day conversation with Kiribati's Ministry of Internal Affairs Officials on risk-informed development through SWOT analysis, case studies, & strategies to strengthen internal systems & processes.

(Photo: UNDP)

KIRIBATI

Key partners: Ministry of Infrastructure and Sustainable Energy (MISE), Department of Local Government, Island Councils, Office of the President (OB), Department of Women

What are we doing?

Gov4Res has identified a two-pronged strategy in partnership with the Government of Kiribati. At the national level, the project is working with the Ministry of Infrastructure and Sustainable Energy (MISE) to build on existing climate vulnerability assessments undertaken by the Office of the President to risk-inform water infrastructure in 22 outer island communities, including development of water reticulation systems in 6 communities, water treatment and desalination units (TRUNZ unit) in 4 communities and other interventions benefitting 5189 community members. To identify and manage risks for these interventions, the project is supporting community risk screening, and integration of risks into the ministries project management, implementation and procurement processes.

Training and capacity building with the MISE teams has commenced, and a Resilience Officer has been recruited, however due to the border closures, new leadership in the Ministry and a significant COVID-19 outbreak in Kiribati, implementation of the MISE interventions have been delayed. Upon reflection, to pursue the governance strengthening initiatives identified, the planning team in the Ministry needed to be engaged earlier. From the start the Gov4Res project were primarily engaging with MISE implementation teams. In-county training and working sessions are planned for September, during which time these relationships (with planning) will be established and implementation is anticipated to accelerate.

The second project intervention is the Gov4Res SGI, with 11 projects being implemented.

The national CSO umbrella organisation Kiribati Association of Non-Government Organisations, is providing capacity and management support, enabling five community-based organisations

to implement projects. Projects span the five SGI thematic areas (agriculture and food security, water resource management, public health and sanitation, efficient and sustainable energy, and small-scale infrastructure

In conjunction with the community water projects being implemented through MISE and the partnership with CLGA, the SGI provides important demonstration of community-led risk-informed development and integrating the approach through island councils and partner NGOs, CSOs and CBOs is a key opportunity for Gov4Res support.

Alongside this, the project is working through the Department of Local Government, to support a more strategic approach to risk information and knowledge sharing between the Department, other partner line agencies and civil society organisations.

Why is it important?

The Kiribati government faces significant challenges in managing the risks to scarce water resources. Given the role of women in managing household water use, these risks have disproportionate impacts on women and girls. Over the past few decades significant experience has been gained by government, contractors and civil society organisations in approaches to improve small-scale infrastructure planning. This knowledge and learning needs to be embedded in national systems and institutions to ensure that processes for water infrastructure planning account for risk at the earliest opportunity.

The Department of Local Government, island councils and CSOs have important roles as knowledge brokers in translating best practice to specific local contexts, which may vary widely given the diversity of island climates, governance and logistical challenges for outer island communities in Kiribati. Understanding approaches that work best in these different contexts and creating space and opportunity for dialogue and trust-building between all of these organisations is critical for success.

A significant number of partners are working with the Kiribati Government to support the management of climate change risks and impacts. By working in a participatory and inclusive way at the governance systems level with central government, through the Department of Local Government and in partnership with island councils and CSOs, Gov4Res is supporting stakeholders in Kiribati to coordinate their actions, learn from each other and embed risk management knowledge at multiple levels.

BOX F. THE LOGISTICS OF DEVELOPMENT IN KIRIBATI

Kiribati consists of 32 atolls and one island scattered across 5.2 million sq km of ocean, halfway between Hawaii and Australia. The geographic make-up of Kiribati is the cause of major logistical challenges for all development work. The Gov4Res project is supporting Tetekan Community Group in Tabuaeran Island, which is part of the Line Islands in the east. Tabuaeran is an atoll some 3,088km away from the capital Tarawa and with a maximum elevation only 3m above high tide. Through the SGI, Tetekan Community group is implementing a project in partnership with Tabuaeran Island Council, to provide a public toilet facility. One of the initial hurdles the group has needed to overcome was the setting up of a bank account.

Way Forward

The project will support the construction of risk-informed water infrastructure in 22 outer island communities in the upcoming reporting period, paying particular attention to ensuring the active participation of women, those living with disabilities, and other marginalised groups to ensure their needs, priorities and knowledge are recognised. It is anticipated that the project partnership with the CLGF will enhance support to the Department of Local Government to strengthen their appraisal processes for community project proposals and to more accurately cost and advocate for risk-informed development measures.

Republic of the Marshall Islands



(Photo: UNDP)

REPUBLIC OF THE MARSHALL ISLANDS

Key partners: Civil Society Organisations; UNDP Micronesia Office

What are we doing?

Through the SGI, two CSOs have been supported to implement risk-informed community projects. One project is focused on efficient and sustainable energy and the other is a small-scale infrastructure project. These have provided an excellent opportunity to commence important demonstration work in RMI and visibility of this is key. Nevertheless, there have been challenges in attracting proposals for funding, as well as consistent communication and information transfer, despite supporting a locally based SGI coordinator. These challenges are shared, with evidence that the UNDP GEF Small Grants Program and the DFAT Direct Access Program in RMI also face similar challenges in attracting and supporting small-scale community development projects.

Gov4Res' work with the Government of RMI is otherwise in very initial stages. This is largely due to travel restrictions and the lack of opportunity for the Gov4Res team to travel to RMI and make the necessary introductions and connections. Identifying and solidifying entry points in north Pacific countries can prove particularly difficult when attempted remotely, particularly when this is the project's first time working in the sub-region. Similarly, the north American influence on the budget and finance systems (which differs from the countries the project currently works in) means dedicated time and resources are needed to ensure the project is being context specific in its approach.

Why is it important?

Gov4Res is a regional programme and at the core of this is the opportunity to implement risk-informed development across different countries, systems and development contexts.

RMI and its neighbouring north Pacific countries have unique governance structures, systems and processes, which are an important part of contextualising the risk-informed development approach. National activities will also complement, and provide evidence for, the narrative that is being shaped at the regional level, through partners including PIFS and CLGF. To scale efforts to promote risk-informed development, a coordinated approach to risk-informed planning and information sharing is critical.

Way Forward

Gaining traction in RMI has proven difficult for the project. Nevertheless, the establishment of the UNDP Micronesia Regional Office, based in Pohnpei, Federated States of Micronesia provides an opportunity for partnership in identifying the project's strategic direction (in conjunction with the office) across all north Pacific countries. The project plans to place a team member in the regional office for a period of time, enabling better understanding of the current context, possible entry points and dedicated dialogue with in-country partners. Initial opportunities discussed with the regional office have included the updating of national sustainable development plans (with opportunity to bring risk-informed development into these) and ongoing climate finance initiatives.

Similarly, there has been enthusiasm from Marshall Islands Council of Non-Governmental Organisations, the RMI national umbrella organisation for civil society, who are a partner of the UNDP PFM Vaka Pasifika project. This provides a key opportunity for linking the work of the SGI, to broader PFM strengthening. Nevertheless, lessons learnt from the first phase of the PFM project highlight that the north Pacific region was still in very early stages of CSOs being able to engage with government financial processes, as a result of the PFM systems in place⁶.

⁶ Due to the Compact of Free Association Agreements in place in RMI, Federated States of Micronesia and Palau, budget processes and PFM is largely geared towards reporting on the use of funds back to the USA.

BOX G. GOV4RES COMMUNITY PROJECT DASHBOARD

The Gov4Res project dashboard has been set up to serve as a central hub of information about risk-informed community projects that have been developed and implemented across PICs with support from the Gov4Res project.

The dashboard provides project details (sector, country, budget), implementation status (designed, in progress or completed) and climate, disaster and gender and social inclusion risk management measures of all SGI and government on-granting projects.

This tool allows stakeholders to easily gather individual project information, photos and location for potential engagement and diffusion. Additionally, it provides valuable analytics for cross country and cross sectoral analytics including common risks, risk management measures and additional costs of managing risks. For instance, preliminary analysis is showing risk management of small-scale water infrastructure (such as water tanks) costs (on average) an additional 20% of project cost, whereas the development of 'access' roads average closer to 50% of project costs. These initial findings will be tested and verified across ministries, countries and sectors, with data available on the dashboard.

The dashboard will be managed by the Gov4Res project team on an ongoing basis, with project details and status updated in line with government and SGI MEL processes.



ADDITIONAL ACHIEVEMENTS: FINANCING AND LEARNING

The agile nature of the project and approach of working closely with partners from within existing systems often results in achievements that were not anticipated. These achievements stand alone as success stories and also enhance the project's ability to achieve its formal targets. During this reporting period, there has been an enhanced focus on iterative learning processes, and gender and social inclusion with some interesting outcomes. Furthermore, the maturity of engagement with some countries has facilitated a more sophisticated and sustainable approach to financing.

APPROACH TO FINANCING

In line with the principles of risk-informed development, the project is piloting a new funding modality which aims to efficiently integrate climate finance⁷ with governments own-source revenue, in an effort to strengthen the resilience of development investments.

Key elements of this innovative financing modality include purposefully assessing the climate change and disaster risks that may impact on achievement of investment development objectives; assessing the climate change and disaster risks that may be unintentionally created or exacerbated by the development investment; determining appropriate measures to effectively manage risks to and from the investment; and measuring the additional cost of managing these risks. The additional costs of risk management are then provided by UNDP to the government in the form of "top-up" grants - along with robust procedures for monitoring and reporting against this funding.

The "risk-informed top-up" mechanism is being trialled and tested in three ministries: Fiji's MRMDM (see **Section 2, Fiji**), Kiribati's MISE and Solomon Islands MPGIS. Emerging results indicate that the mechanism is mostly fit-for-purpose and fit-for-context, and has been very

positively received by participating ministries. Because the financing is integrated with government development priorities and processes, initial feedback has indicated it is (more) effective in contributing to development outcomes than other external funding sources.

The mechanism has also been attracting attention from other development partners in the region, who value the ability to provide financing direct to communities in a manner that is programmatic and delivered by government.

ENHANCING LEARNING CULTURE

The development of the Gov4Res approach has required additional focus on learning both within the project and as part of its strategy for change.

Internally, while the long-term intended outcomes of Gov4Res remain the same, the approach now draws from a much wider understanding of change and an increased range of strategies and activities. While the original indicators continue to provide assessment of overall progress, these are insufficient to understand the different and complex processes of change now being seen in each country and through the project as a whole.

Consequently, a learning approach is now being utilised within the project alongside the more traditional assessment against the original indicators. The focus of this learning approach, facilitated through reflection upon evidence and progress both across the project and within each country, is to explore what is happening in different locations, understand why and how existing work can be further improved to support the long-term change being sought.

In addition to these internal processes, the project has further developed its learning approach as part of its strategy to influence change in countries and at regional level. It continues to promote peer-to-peer exchange and learning between Pacific Island countries with recent examples including between the Fiji

⁷ Defined here as international public finance provided to developing countries to help them meet the additional costs of responding to climate change

Ministry of Economy and Tonga Ministry of Finance, and the Fiji MRMDDM and the government of Bangladesh. The project also supports dedicated research as a basis for learning, particularly around areas of relevance to risk-informed development at national country level. Recent research support includes the paper *Demystifying Blue and Green Bonds for Pacific Island Small Island Developing States*, in partnership with the PIFS Resilience Team, and *Adopting an Agile and Portfolio Approach to Development*, with the UNDP Accelerator Lab.

Finally, the project continues to work to create learning and understanding of risk-informed development with significant donors in the Pacific region and within relevant UN programs.

“

“I hope that many other projects learn from your small grants initiative”

**John Robo, Coordinator North,
House of Sarah**

3. ANNUAL WORK PLAN 2022/2023

INTRODUCTION

In line with the Revised Approach outlined in **Section 2**, work plan for the year will pivot around implementation at the country level in three areas: achieving depth and sustainability of risk-informed approaches through local government, with a particular emphasis on sustainable financing, replicating and scaling local government and sectoral pilot approaches through ministries of finance, and integrating risk into processes, systems and mechanisms for risk integration with finance and planning functions (who have established units and staffing in previous reporting periods).

In the regional space, the project will continue to work closely with the PIFS Resilience team and the CLGF on issues associated with financing resilience, particularly at the community level. The project's involvement with both agencies serves as an important entry-point for country-level work to inform the regional fora, alongside, in the case of PIFS providing a high-level forum for regional partners and donors to coordinate and dialogue on these important issues.

During the upcoming reporting period the project team will also be supporting its mid-term review, commencing in July 2022. A more detailed work-plan of all project activities is provided in **Annex II**.

WORK PLAN BY OUTPUT

OUTCOME 1 – GOVERNMENT PLANNING AND FINANCING SYSTEMS ENABLE GENDER AND SOCIALLY INCLUSIVE RISK INFORMED DEVELOPMENT

Output 1.1 Gender and Socially Inclusive risk-informed development is integrated into government systems of policy, planning, budgeting and MEL

Planned work with national planning ministries (1.1.1) will continue to focus on the integration of risks into project appraisal templates and

processes (Fiji and Solomon Islands), with budget and treasury divisions within finance ministries with the development of budget memoranda and revision of existing guidelines for budget processes (1.1.2) (Tonga and Fiji TBC), including conducting a review of central appraisal system (Tuvalu and Tonga). To support inclusion of risk into reporting systems (1.1.3), CBT typologies will be developed and coding structures reviewed (Fiji, Tuvalu, and Tonga). A Climate Finance Roadmap and review of the National Development Strategy will be undertaken in Solomon Islands (1.1.4), and capacity support for institutionalisation of the Drua Incubator and review of project proposals funded through the Incubator (Fiji).

Output 1.2 Gender and socially inclusive risk-informed development is embedded into community and sector development in a way that will influence national government systems

This output focuses on opportunities to risk-inform sector and sub-national development, from the 'bottom-up'. This will include risk integration into local level development planning and budgeting (1.2.1) through partnerships local government and rural development (Fiji, Kiribati, Tonga, Solomon Islands and Vanuatu), including reviewing budget submission templates and standard operating procedures of sub-national ministries (1.1.2) to include risks (Fiji and Solomon Islands).

The SGI will continue to operate in seven countries, with an enhanced focus on country specific calls increasingly undertaken in partnership with local government. The team will undertake a substantive MEL and communication exercise for the first phase of the SGI.

Output 1.3 Risk informed decisions are supported by a strong gender, social and scientific evidence base

To facilitate a whole-of-government approach to risk-informed development, the project will focus on capacity-strengthening activities between national ministries responsible for gender (1.3.1) and financing, planning and sectors ministries (1.3.2), through joint programming of activities under Outcome 1 and

Outcome 2. This will include responsibilities for staff funded through the project to work with national gender machinery and non-government organisations. The project will continue to support generation and dissemination of risk information through GIS mapping and technical expertise (1.3.3) that are critical to inform project activities under Outcome 1 and Outcome 2.

OUTCOME 2 – COUNTRY OVERSIGHT AND ACCOUNTABILITY SYSTEMS REQUIRE GENDER AND SOCIALLY INCLUSIVE AND RISK-INFORMED DEVELOPMENT

Output 2.1 There is risk-informed development, independent of the scrutiny of government

The project will continue to work with the UNDP Pacific Parliamentary Effectiveness Initiative to support parliamentary committees enhance their role in scrutinising resilience strengthening investments, through training, advocacy and the development of risk screening tools for these committees. This work will be undertaken on an ad hoc basis, particularly focusing on public accounts, climate change and Sustainable Development Goals related committees. This Output area is highly dependent on partnerships and has not achieved the expected results in previous reporting periods. As such it is anticipated this Output area will be closely assessed through the mid-term review.

Output 2.2 There is risk-informed engagement and scrutiny by civil society

Building on budget and PFM training previously undertaken with CSOs and Gov4Res Resilience Officers, the project will continue a program of training and mentoring on budget submission and the PFM system in collaboration with the UNDP Vaka Pasifika PFM project. Where relevant, this may also include identifying more established CSOs to pilot development of joint budget submissions, partnering interested CSOs with Vaka Pasifika PFM experts to develop specific budget submissions, and/or establishing coalitions with local government to support the inclusion of risk-informed development into ministry budget

submissions. Gov4Res and Vaka Pasifika are exploring opportunities to hire a joint position who will drive this work drawing on risk-informed development and PFM expertise and experiences from the respective projects. The team are also exploring providing PFM training through CLGF to local government counterparts (linking to Output 1.2), and exploring opportunities to expand the existing SGI onboarding training which currently focuses on risk-informed development and GESI, to also include a PFM component.

OUTCOME 3 – REGIONAL ORGANISATIONS, POLICIES AND PRACTICES ARE ACTIVELY SUPPORTING GENDER AND SOCIALLY INCLUSIVE AND RISK-INFORMED DEVELOPMENT

3.1 Countries are working collectively to influence other countries, regional actors and their own country systems

The project will maintain its focus on enhancing country-led platforms for continuous knowledge sharing and learning to: 1) generate and diffuse knowledge; 2) facilitate peer-to-peer cooperation, and 3) create space for determining common positions. This will involve the facilitation of CSOs, local government, finance and planning “forums,” and peer-to-peer events held both virtually and in person, where representatives from multiple countries come together to share and learn from each other in a structured space, determining common opportunities and risks.

These forums may be held on the margins of regional and global events to provide an opportunity for the “diffusion” of experiences. All events of this kind will include government and project GESI representatives, and specific GESI events will also be facilitated. The first such event will be a local government and finance forum, the outcome from which will feed into the PIFS Resilience Learning Event being held in August 2022 in Suva. Other regional and global diffusion opportunities include the Forum Economic Ministers Meeting in Vanuatu (August 2022); Asia Pacific Ministerial on

Disaster Risk Reduction in Brisbane (Sept 2022), Pacific Pre-COP gathering in Samoa (September 2022); COP27 in Egypt (November 2022) and other opportunities as they arise. A Regional SGI meeting will also be held in Quarter 3, 2023.

Placements will also be facilitated between countries who have advanced risk-informed development experience (e.g., Fiji subnational government or Tonga Ministry of Finance), to support countries who are in the initial stages of adopting the approach. These placements are anticipated to be mutually beneficial.

3.2 Regional agents are cognisant of, equipped to and in some situations are leading on GSI risk-informed development

Through the PIFS Resilience team, the project is supporting the design of a suite of research pieces on financing resilience in Pacific SIDS (Output 3.2). The Green and Blue Bonds research piece will be presented at the 2022 FEMM, with recommendations that a diverse suite of financial instruments is the way forward in the Pacific. The upcoming program of work with PIFS will involve the onboarding of the resilience positions, commencement of research, support the Technical Working Group for PFM and Climate Finance, peer learning events, and inputting into national and regional fora on PFM and climate finance. Research results and recommendations can also then be practically applied at the national level, through Gov4Res interventions and by other regional partners.

Through the partnership with CLGF, research on financing resilience through local government will be undertaken, and collective support provided Kiribati, Vanuatu and potentially Tuvalu, including capacity building workshops and learning sessions. Additionally, in partnership with UNDP PFM project a training of trainers for local government on PFM and risk-informed development may be established.

The Pacific Community (SPC) PARTneR Project supports governments to utilise risk-based information to support hazard/risk related decision-making within development in Vanuatu, Tonga and Samoa. Gov4Res and PARTneR see a partnership as an excellent

opportunity for strengthening the "evidence-base" for a more holistic risk-informed approach, an opportunity which will be further explored in the upcoming reporting period.

Initial discussions have also been undertaken with SPC's Climate Finance Unit, to share some of the findings of the Climate Finance Discussion paper and identify entry points for partnership in SPC's decentralised climate finance approach, being implemented in the Federated States of Micronesia (and possibly other countries) through funding from the Green Climate Fund's Enhancing Direct Access program. This partnership would build on UNDP's work in MRMDDM, MPGIS (Solomon Islands) and partnership with UNCDF LoCAL, by risk-informing current subnational processes, as a way to catalyse additional funding from the Global Climate Fund. These discussions are in the initial phases and will also be informed by the progress in the Solomon Islands.

4. PROJECT MANAGEMENT

HUMAN RESOURCES

The core Gov4Res team, based in the UNDP Pacific Office in Fiji, expanded during the reporting period to include a full time Subnational Governance Specialist and Communications for Development Specialist, a part time Parliamentary Specialist, and five Resilience Officers based in Kiribati, Solomon Islands, Tonga, Tuvalu and Vanuatu to support in-country planning and delivery. To link the work of these five officers to the core team and work, country leads have been designated in the Suva Hub. Collectively these officers and country leads are leading the implementation of the more decentralised model. The five Resilience Officers were initially engaged on a short-term contract, which will be extended in the upcoming reporting period.

The team also has a Risk-Informed Development Specialist in Solomon Islands who has been providing extensive support driving work in-country, which is reflected in the project results.

During the reporting period, there was also a change in the project leadership, with the Project Manager transitioning to another position, and the Deputy Project Manager taking on the Project Management role. This change in leadership has been strongly supported by UNDP Senior Management, as well as the broader Gov4Res team as the Deputy Project Manager is well acquainted with the project, has sound technical knowledge of the project interventions and a strong network. The changes in project management structure will be formalised following the conclusion of the Mid-Term Review .

MONITORING, EVALUATION AND LEARNING

The project continues to have a full time MEL Officer and a Senior MEL Strategic Adviser on staff, and temporarily hired an additional MEL officer during the reporting period to support with monitoring the increased project activity. Collectively, the team have been delivering the project's MEL Framework, including ongoing utilisation of the data tracking system, Coda.

During this reporting period, a dedicated MEL strategy was developed for the SGI and several monitoring missions and learning workshops were conducted. A 5-day strategic learning and design workshop was held in February 2022, where a wide range of project stakeholders were invited to discuss the project's relevance, implementation challenges and proposed adjustments to the design, approach and implementation strategy. This workshop was also used as an opportunity for the project to learn from external government and regional stakeholders. This workshop was followed by detailed sessions with the project team to gain an understanding of the project approach to change, outlined in **Section 2 Revised Approach**. A summary of the Outcomes from this strategic learning and design workshop can be found in **Annex III**.

To strengthen the Gov4Res project's learning and knowledge sharing objectives, learning workshops for the team to systematically reflect and integrate experiences and learning into

design of future activities have been held regularly.

Preparations for the project mid-term review have commenced, which will provide an opportunity to objectively evaluate the project's relevance and revised approach whilst also integrating a new project donor partner and extended timeframe into the project's structure. A preferred candidate has been selected and is anticipated to commence work towards the end of July 2022.

COMMUNICATIONS

In this reporting period, the communications team developed a range of communications/knowledge products, including a blog, an opinion editorial (op-ed), strategic/discussion papers, briefs, videos as well as press-releases. These have been disseminated widely via UNDP Pacific's communications channels as well as partners', getting 24 media coverages at the national, regional and international levels, reaching over 167K people on the UNDP Pacific Facebook, Twitter and YouTube channels, and receiving 3.5K likes on the UNDP Pacific Facebook, Twitter, Instagram, LinkedIn and YouTube channels.

The communications team has been consistently using different communications approaches to boost engagement efforts and create awareness on the activities implemented by the project. For instance, to enhance visibility, accessibility and engagement of partners in communications, the project team has set up the Gov4Res [Microsite](#) embedded into the UNDP Pacific website and utilised the Gov4Res [Trello board](#). Both platforms provide a live feed of all past and planned communications activities and products. The project team also has set up the Gov4Res [SGI Solevaka platform](#) to engage CSOs that have been benefiting from the Gov4Res SGI with the intention for the group to transform into a community of practice for managing small grants on risk-informed development. Similarly, learning workshops designed by the MEL team

utilise platforms such as [Mural](#) and [Slido](#) to leverage discussions amongst stakeholders in different events.

Further, the communications team has been instrumental in supporting government partners to produce press-releases and country success stories through their own channels. For instance, the visibility and communications elements for the launch of MRMDDM Strategic Plan was co-organised in partnership with the government's internal communications team. In the same vein, the communications team supported the visibility for its government partners at regional and international events such as the Global Platform for Disa

ster Risk Reduction 2022 event, the Climate Finance Network and the Asia Pacific Session on Infrastructure Governance, to name a few.

Consistent and meaningful media coverage has also aided the project in building greater understanding of the risk-informed development approach. The project recently published an op-ed in partnership with Government of Fiji and CLGF. Research and policy briefs were also jointly produced in partnership with the PIFS. The high visibility has helped the programme consolidate political and financial support from both donors and government partners. Stakeholders of the project have increasingly shared their trust towards the programming interventions championed by the project.

Some major communications produced in 2021/2022 and its impact are summarised in the table below.

TABLE 4. COMMUNICATIONS ACTIVITY SUMMARY

Tools/Channels	Outputs	Analytics
Social Media	59 Facebook posts	88.8K people reached 8.9K engagements 953 likes 223 shares
	60 Tweets	78.1K people reached 4.1K engagements 702 likes 339 retweets
	57 Instagram posts	544 people reached/views 538 likes
	56 LinkedIn posts	12.8K likes 128 shares
	2 YouTube posts	243 people reached/views 3 likes
Press-releases	Solomon Islands Ministry of Agriculture Risk-Informed Development Workshop	102 views on the UNDP Pacific website Published by
	Letter of Agreement Signing Ceremony with the Solomon Islands Government	150 views on the UNDP Pacific website Published by Solomon Times,
	Letter of Agreement Signing Ceremony with the Solomon Islands MECDM	55 views on the UNDP Pacific website Published by
	Fiji MRMDDM Sese Risk-informed Water Infrastructure Project	Published by Fiji Sun
	Fiji MRMDDM Strategic Development Plan Launch Event	329 views on the UNDP Pacific website Published by Fiji Times, Fiji MRMDDM
	Gov4Res SGI Grants Award Ceremony	137 views on the UNDP Pacific website Published by Environmental Instigative Hub
	Gov4Res SGI Launch Event	236 views on the UNDP Pacific website Published by the Fijian Government website, Solomon Times, MaiTV, Yonhapnews, Naeilnews, Busan Daily, Herald Corporation, Sedaily
Blogs/Op-eds	Fiji MRMDDM Tuvu Risk-informed Water Infrastructure Project	200 views on the UNDP Pacific website Published by Pacnews
	RID and Financing Strategies in Fiji	8 views on the UNDP Pacific website Published by the UNDP Asia Pacific Shorthand
Strategic/Discussion Papers	Gov4Res GESI Action Plan	123 views on the UNDP Pacific website Published by the UNDP Asia Pacific Shorthand
	Climate Finance Effectiveness in the Pacific Discussion Paper	817 views on the UNDP Pacific website Published by Pacnews, Solomon Times, Pasifika, Fiji Times, Fiji Sun
Briefs	Fiji MRMDDM Tuvu Risk-informed Water Infrastructure Project	67 views on the UNDP Pacific website
	Fiji MRMDDM Vatawai Risk-informed Access Road Project	77 views on the UNDP Pacific website

For more details and links to communications products, see **Annex IV**.

GENDER EQUALITY AND SOCIAL INCLUSION

Gov4Res has a full-time-equivalent team of Pacific-based gender specialists on staff from a Fiji-based business, Talanoa Consulting. The team are supporting the project to implement its GESI Action Plan. The reporting period included the formal launch of the Plan; development of a GESI Implementation Strategy; the piloting of GESI approaches through the SGI; inclusion of GESI throughout MEL (for instance development of indicators and inclusion of diverse actors to contribute to learning and reflection processes); and an ongoing program of training and learning sessions with the project team, including inclusion of GESI requirements in all staff key performance indicators. Day to day support has included review and input into a wide range of training sessions, policy documents, action plans and daily mentoring and support to the project team.

The GESI Action Plan and Implementation Strategy can be found in **Annex V**.

RISKS

Pacific Island governments have had a reduced ability to deliver services to their communities during the reporting period due to significant economic contractions associated with declining tourism revenue, increased cost of living from rising food and fuel prices connected with Russia’s invasion of Ukraine, and the compounding impacts from disaster events (see **Section 1. Context Analysis**). Pressure from constituents to support their basic needs means longer term governance strengthening is not necessarily at the forefront of governments minds, posing a risk to the successful implementation of the project. Further, a slowdown in the implementation of

development projects by government results in less for the project to risk-inform. The small grants initiative and on-granting through local government have to some extent mitigated these risks, as this direct funding has both provided the impetus for broader systems change whilst easing some pressure on governments service delivery.

The ongoing health and safety risks posed by the pandemic have remained a challenge for the project team. The majority of the team have caught COVID-19, requiring medical treatment and time off work. The UNDP Pacific Office has continued to support staff with flexible work from home arrangements and communication protocols to ensure health and wellbeing of staff is prioritised, including providing access to counselling and psychosocial support.

The project risk log and implementation strategy have been updated quarterly. The major adjustments explained above are reflected within the updated log, which is provided in **Annex VI**.

TABLE 5. SAMPLE OF RISK MITIGATION STRATEGIES

Risk	Risk Level	Risk Treatment / Management Measures
COVID-19 pandemic reduces project staff's ability to travel, pre-occupies partner governments and reduces the ability of the project to form new relationships which has an immediate impact on the ability to achieve activities proposed in the annual work plan	Likelihood = 3 Impact = 5	<ul style="list-style-type: none"> ☐ Scenario planning is undertaken for potential impacts on the project considering different impacts on countries and management responses. ☐ Open lines of communication maintained regarding impacts with all donors, and facilitate donor forum/working session to adjust plans ☐ Increase programming focus on countries with which the team has existing relationships (e.g., Solomon Islands,, Tonga, Vanuatu. Work plans adjusted for impacted countries, including considering supporting immediate response needs of governments

SUSTAINABILITY

The project has a Sustainability Plan which was endorsed as part of the project initiation in 2020. This Plan has been updated on a six-monthly basis in line with the UNDP Project Management requirements.

The Sustainability Plan outlines project support towards implementation of actions that go beyond solving immediate development challenges. As all project activities are delivered by government and advocacy partners from within local systems, it is understood that this helps to create an enabling environment to deliver more resilient development and ensure sustainability of the initiatives.

The Plan outlines sustainability strategies and risks against each project outcome area, and management measures to mitigate any potential that these won't be realised. The full Sustainability Plan can be viewed in **Annex VII**.

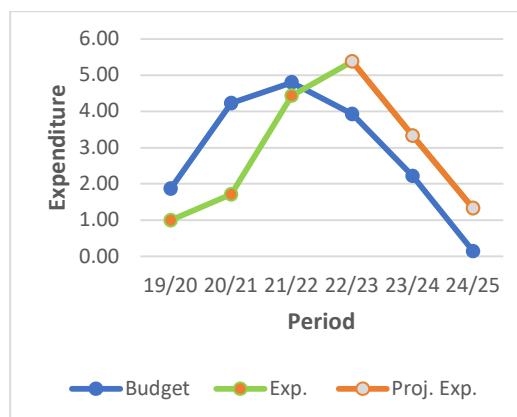
FINANCIAL MANAGEMENT (EFFICIENCY)

Following the 2020-2021 reporting period, the Australian Government reduced their total project contribution by USD1.7 (AUD2.5 million), to USD5.38 (AUD7.9 million). The impact of this adjustment was a reduction in the annual budget for this reporting period.

The (amended) total budget for the reporting period was USD4,795,183 of which USD4,434,441 was utilised and committed for immediate expenditure, resulting in a utilisation rate of 92%.

Figure 5 shows the original project budget in blue, expenditure to date in green (to the 21-22 financial year), and the projected expenditure (budget + surplus from 19-20 and 20-21) in orange from the 22-23 reporting year onwards.

FIGURE 5. BUDGET VERSUS PROJECT EXPENDITURE



In addition to the utilised budget, the project has signed Letters of Agreement with implementing partners cumulatively valued at approximately USD3,140,000 for the period July 2022 - June 2024. These agreements include funding for resilience officers in government and regional agencies, budget for government implementation (workshop and travel costs) and risk-informed community development projects.

INCLUSION OF UK FCDO AGREEMENT

Gov4Res formalised a new donor partnership with the UK FCDO during the reporting period, which will be operational from April 2022 to March 2029, valued at approximately USD2.69 million.

Including the new UK FCDO agreement, the total budget for the project from January 2020 - March 2029 is now USD19,808,961, of which the cumulative expenditure to date is USD7,147,156. This represents a cumulative expenditure to date of 36.20%, taking into account the new budget and timeframe. Figure 6 below shows the amended project budget in blue, expenditure in green (to the 21-22 financial year), and the projected expenditure in orange from the 22-23 to 28-29 reporting year.

Despite a significant underspend in previous reporting periods, with the adjusted implementation and management strategies outlined in **Section 1. Project Management**

Response, it is anticipated that expenditure will remain on track for the remainder of the project.

Results and Resources Framework to align with this new timeframe and associated resources.

TIMEFRAME

The new agreement with the UK FCDO will extend the current project end date of December 2025 to March 2029. Through the project's Mid-Term Review, which will commence in July 2022, the project, in partnership with donor partners, will update its

FIGURE 6. BUDGET VERSUS PROJECT EXPENDITURE (INCL. UK FCDO)

