

United Nations Development Programme



UNDP Samoa Multi – Country Office

Project Title : Governance Towards Resilient, Inclusive, and Sustainable Development across the Four Polynesian SIDS (GRISD)

Expected UNSDCF/CPD Outcome(s) : UNSDCF 2023-27 Outcome 4

Expected CPD Output(s) : MCPD 2023-27 Outcome 3: By 2027, people enjoy and contribute to more accountable, inclusive, resilient, and responsive systems that promote gender equality, climate security justice and peace, ensure participation, and protect their human rights.

Initiation Plan Start/End Dates : 02 February – 31 December 2026.

Implementing Partner : UNDP Samoa MCO

Brief Description

The four Pacific Island Countries and Territories (PICTs) face significant vulnerability due to climate change and disasters, which threaten the progress achieved in recent decades. To sustain these gains and enhance resilience, Pacific governments and development partners are increasingly integrating climate, disaster, and systemic risks into governance frameworks, emphasizing social and gender equity. Regional initiatives, such as the Framework for Resilient Development in the Pacific 2017–30, and UNDP’s Multi-Country Office (MCO) programmes have promoted risk-informed development and mainstreamed adaptation and disaster risk reduction into sectoral policies. UNDP MCO Samoa has furthered these efforts by conducting diagnostic assessments and producing country profiles and policy briefs to guide risk-informed governance and identify priority actions for each PICT.

Building on this analytical foundation, UNDP MCO Samoa developed comprehensive programme documents and project concepts for the Governance for Resilient Future (G4RF) portfolio, focusing on strategic themes like local governance and youth. The initiation plan aims to support Cook Islands, Niue, Samoa, and Tokelau in enhancing governance systems for resilience and anticipatory development. By aligning ongoing and pipeline projects with resilience objectives, the plan seeks to deepen stakeholder understanding, foster credibility with governments and development partners, and position UNDP as a leader in agile, adaptive, and foresight-driven governance. Ultimately, these efforts are designed to reinforce the integration of resilient governance into regional and national planning and catalyse momentum for localized, contextualized development approaches.

Programme Period:	Feb 02 – Dec 31, 2026	Total resources required	210,000.00
Project Number:	TBC	Total allocated resources:	
Output Number:	TBC	• Regular	210,000.00
Gender Marker:	GEN 2	• Other:	
		◦ Donor UNDP (TRAC2)	
		160,000	
		◦ Donor UNDP Suppl. Funds	50,000
		Unfunded budget:	

Agreed by UNDP:

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Aliona Niculita (Resident Representative)

I. PURPOSE AND EXPECTED OUTPUT

The four Pacific Island Countries and Territories (PICTs) are among the most vulnerable countries in the world. While notable progress has been made over the last decades and the post-pandemic recovery has been sustained recently, these gains remain fragile and risk being reversed by climate change and disasters.

There is increasing recognition that maintaining development gains and enhancing resilience necessitates the integration of climate, disaster, and systemic risks into governance frameworks, with full consideration and careful attention to social and gender equity. Governments in the Pacific region and development partners have been accelerating risk-informed development. At the regional level, the Framework for Resilient Development in the Pacific 2017–30 acknowledges that climate change and disaster-related risks constitute development challenges rather than isolated sectoral issues. Pacific Island Country governments are actively mainstreaming climate and disaster risks into sectoral policy while intensifying efforts on adaptation and disaster risk reduction. Since 2019, UNDP's Multi-Country Office (MCO) in Fiji has implemented the Governance for Resilient Development programme across other Pacific Island countries, supporting the integration of risk and resilience into development planning.

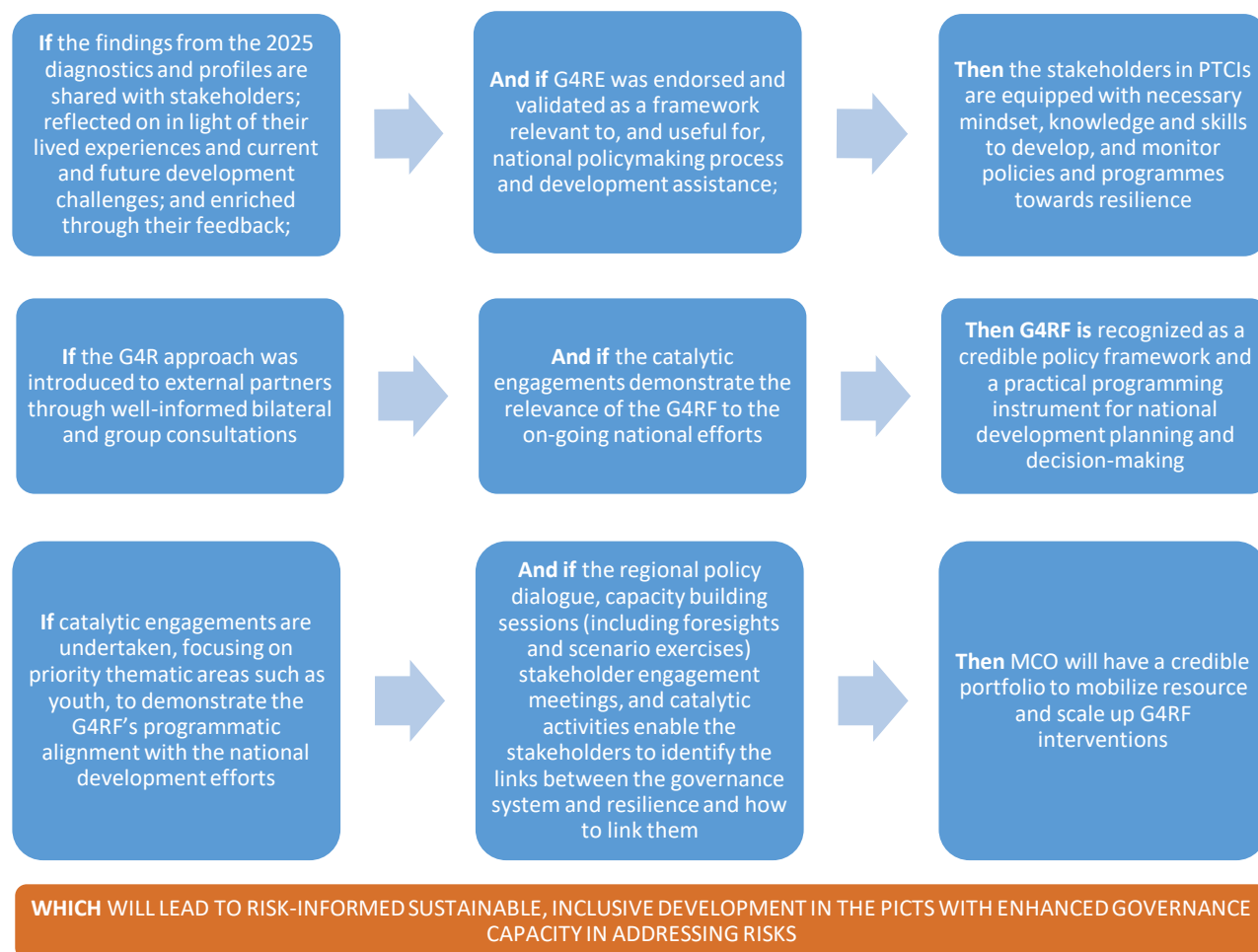
UNDP MCO Samoa is following suit. It has been building the internal knowledge of the Pacific Islands Countries risk-informed governance and building the concept of a portfolio on governance ("Governance for Resilient Future, or G4RF). In 2025 MCO conducted vulnerability and governance diagnostic assessments through extensive stakeholder consultations and produced country profiles and policy briefs outlining recommendations for each PICT. They will help the PICTs better understand the state of their risk-informed governance, the extent to which climate, disaster, and other systemic risks are integrated in the system, and how to prepare for the future using a systems lens and foresights. These diagnostics also identified opportunities for priority actions and proposed concrete actions to strengthen risk-informed governance for each PICT.

Leveraging on this analytical foundation, the MCO developed a comprehensive programme document and project concept notes addressing strategic themes, such as local governance and youth, for the Governance for Resilient Future portfolio. This initiative aligns pipeline and existing projects, including ongoing MCO activities related to resilience. It is anticipated that these resources will serve as a foundational framework for the G4RF approach, demonstrate its relevance to PICTs' national planning initiatives, and facilitate effective engagement with communities, governments, and development partners to establish credibility. Following the success of this undertaking, subsequent actions will focus on presenting developed concepts and strategic themes and obtaining buy-in and endorsement from governments and development partners. Ultimately, through these strategic engagements, the validated knowledge gained from governance for resilient future will reinforce its relevance to regional and national planning.

This initiation plan intends to support the four Polynesian Small Island Developing States (Cook Islands, Niue, Samoa, and Tokelau) in connecting their governance systems to resilience and enabling risk-informed, foresight-driven development policies and programmes. Additionally, it will position UNDP as a thought leader in development prioritizing agility, adaptability, and anticipatory governance. Building upon the previous phase's accomplishments, this initiation plan seeks to

deepen stakeholders' understanding of resilient governance, thereby catalysing momentum among strategic external partners in adopting a localized, contextualized approach.

Theory of Change



OUTPUT 1: Policymakers and Stakeholders enhance their knowledge and practical capacities to apply foresight and risk-driven scenario tools in national policymaking and decision-making processes

Building on the assessments conducted in the previous phase, that unpacked the concept of a Governance for Resilient Future in the Pacific context, thus mapping the systems and components underpinning each PICT's governance architecture, and contoured a blueprint system for a resilient future. It also assessed country-specific institutional arrangements, examined varying degrees of policy coherence, and delineated gaps in data availability and decision-making processes, coupled with examination of social contracts that blend traditional systems with modern governance. Each PICT's unique socioeconomic, political, and vulnerability context underpinned these analyses, by broadening the concept of risk *beyond* climate change and disasters and applying a systems lens, the analyses highlighted both achievements to date and concrete, actionable recommendations. This initiation plan project will create a platform for engagement among policymakers, community leaders, and development partners to reflect on the findings, build shared understanding, and facilitate the linking between governance systems and resilience. The project will also enable the exchange of good practices in foresight and risk-informed planning across both traditional and modern governance systems, through the convening of a regional policy dialogue on G4RF followed

by workshops and/or capacity building sessions on practical methods such as foresight building and scenario exercises.

During the policy dialogue, the focus will be placed on the localization of G4RF as the diagnostics and recommendations will be reflected collectively referencing to their lived experiences and refined through iterative sessions. The project aims to produce strategies and identify priority action items towards resilient future. This will ensure the continuity of MCO's work on G4RF.

OUTPUT 2: The Governance for Resilient Future Portfolio, is endorsed and validated as a framework to guide policymaking, programming, and development assistance planning, in contexts of increasing global complexity and uncertainty

While the regional policy dialogue serves as a critical forum to enhance awareness of the Governance for Resilient Future Portfolio and to collectively assess findings and chart pathways forward, bilateral engagement remains indispensable for identifying specific avenues for collaboration and partnership development. The initiation plan project will coordinate and targeted bilateral consultations and discussions to be conducted in pursuit of strategic opportunities identified both prior to and during the regional policy dialogue, thereby strengthening stakeholder engagement and complementing ongoing multilateral discussions. This approach will position UNDP as a facilitator of partnerships, leveraging advanced knowledge, employing foresight methodologies, and demonstrating agility and adaptability in its engagement.

OUTPUT 3: Strengthening institutions through catalytic engagements and capacity development support, demonstrating the Governance for Resilient Future programmatic alignment with national and regional development.

Premised on results achieved through UNDP investments in strengthening resilience in Pacific Island Governments, related to Governance for Resilient Future inclusive of women leadership, eco-system-based approaches, parliamentary oversight and digitalization among others. Adopting the same portfolio integrated approach, the initiation plan project will provide support to strengthen the institutional capacities of Governments. This will include support for the upcoming Pacific Ministers of Youth Meeting planned for 2026 to be hosted in Samoa. Positioning UNDP as a trusted development partner capable of integrating high impact interventions into emerging adaptive and forward-looking programming, the project will also provide catalytic support to demonstrate programmatic relevance and coherence to the national and regional development efforts.

OUTPUT 4: The resilience of communities is enhanced through digital transformation, enabling prompt and efficient access to information, data, and essential services.

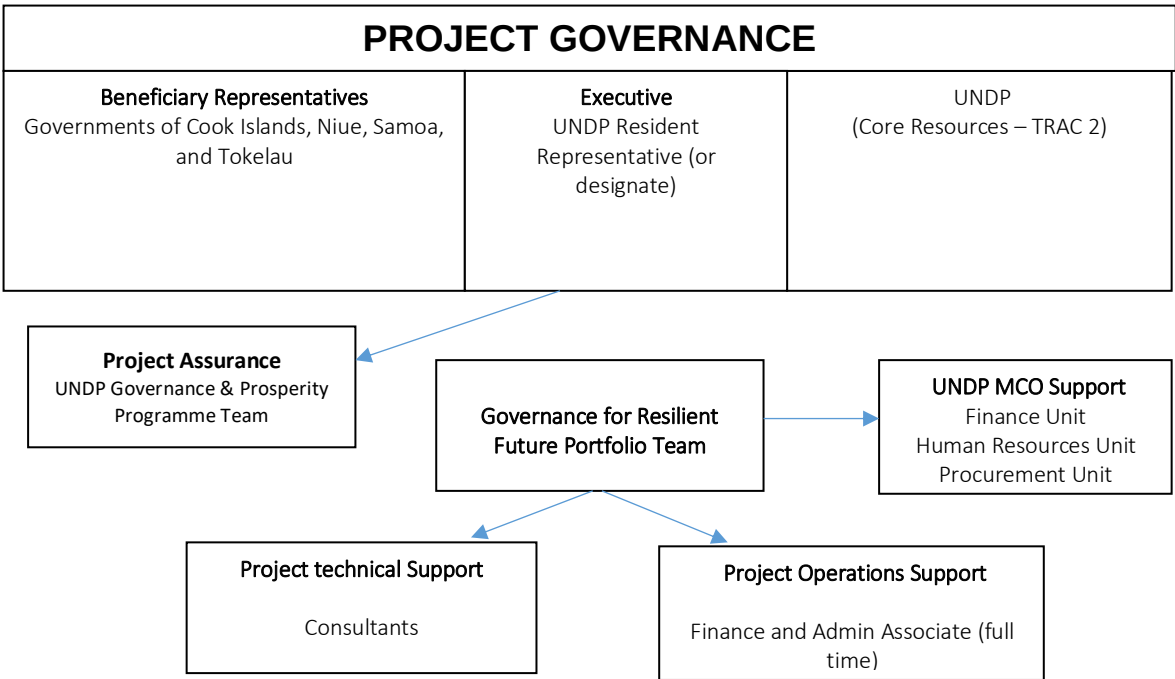
Timely access to information, data, and services is vital for building community resilience, particularly among marginalised groups. In partnership with the Ministry of Women, Community and Social Development, the Project will support the scoping and development of a centralised secure, scalable, and geo-enabled repository and policy intelligence platform. digital hub to streamline access to real-time information, analytics, and essential services. This platform will support the Ministry's leadership in community development, especially for District Development Councils, by supporting coordination, better planning, inclusive governance, and effective MEL functions, and improved grant administration at the district level. The digital hub aims to bridge

accessibility gaps, empower communities, and promote transparency, participation, and accountability. Designed for adaptability, it will facilitate data-driven decision-making and project monitoring, ensuring that all stakeholders—especially vulnerable populations—can enhance their resilience. This approach aligns with the Governance for Resilient Future Portfolio, reinforcing UNDP’s role in leading digital transformation for sustainable development in the Polynesian Small Island Developing States.

II. MANAGEMENT ARRANGEMENTS

This Initiation Plan will be implemented directly by UNDP through the Direct Implementation Modality (DIM) in close partnership with the Governments of the four Polynesian SIDs (Cook Islands, Niue, Samoa, Tokelau) under the strategic oversight of RR/ DRR and execution of GPU Unit. UNDP will be responsible for the procurement of the required technical inputs including consultants and coordination with government and nongovernment partners to deliver the planned activities. Operational costs and services provided to the project will be directly charged to the project budget.

This initiation Plan Project will be implemented as part of the Governance for Resilient Future Portfolio, under the guidance and management of Governance Portfolio Team consist of of Portfolio Coordinator and Portfolio Analyst. The Portfolio Team is responsible for the everyday management and decision-making of the project, with the oversight and quality assurance support of the Governance and Prosperity Programme Unit of UNDP and MCO oversight of Program Management and Oversight Analyst. Their primary responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. The Initiation Plan is subject to standard UNDP requirements for DIM audit.



III. MONITORING

The UNDP Governance and Prosperity Programme Unit (GPU) will conduct quarterly monitoring for verification of the progress of activities and results in line with the Annual Work Plan for the project with the oversight support of the Programme Management and Oversight Analyst. Monitoring visits will be documented in the standard UNDP Samoa monitoring format. The responsible GPU Programme staff will be responsible for Project Assurance in line with standard UNDP policies and procedures, including Project Quality Assurance and Project Management in UNDP's ERP system (Quantum). Implementation reports will be compiled by the Portfolio Team, subject to the review and endorsement of the Project Board. A Full Initiation Plan Completion Report will be prepared at the completion of this Initiation Plan.

IV. WORK PLAN

Period¹:

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2025					Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
OUTPUT 1: <i>Policymakers and Stakeholders enhance their knowledge and practical capacities to apply foresight and risk-driven scenario tools in national policymaking and decision-making processes</i>	Activity 1.1 Organize a Regional Policy Dialogue for the Four Polynesian Small Islands Development States (CKI, NIU, SAM, TOK)		X	X		UNDP	UNDP (TRAC 2)	Training Workshops (75700)	\$20,000.00
			X	X		UNDP	UNDP (TRAC 2)	Travel (71600)	\$55,000.00
	Activity 1.2 International Consultant - Stakeholder Engagement, follow up policy dialogue, capacity building, and catalytic activities and technical guidance for Local Consultants on consultation and coordination	X	X	X		UNDP	UNDP (TRAC 2)	International Consultant (71200)	\$20,000,00
	Activity 1.3 Local Consultant to lead national Stakeholder Engagement, consultation and coordination, support the follow up policy dialogue, capacity building, and catalytic activities	X	X	X		UNDP	UNDP (TRAC 2)	Local Consultant (71300)	\$20,000.00
OUTPUT 2: <i>The Governance for Resilient Future Portfolio, is endorsed and validated as a framework to guide policymaking, programming, and development assistance planning, in contexts</i>	Activity 2.1 Organize stakeholder engagement meetings with key ministries and other key external stakeholders – total up to 5 meetings	X	X			UNDP	UNDP (TRAC 2)	Training Workshop (75700)	\$10,000.00

¹ Maximum 18 months

<i>of increasing global complexity and uncertainty</i>									
OUTPUT 3: <i>Strengthening institutions through catalytic engagements and capacity development support, demonstrating the Governance for Resilient Future programmatic alignment with national and regional development.</i>	Activity 3.1 Catalytic Activities		x	x	x	UNDP	UNDP (TRAC 2)	Training Workshop (75700)	\$10,000.00
	Activity 3.2 Support for the Minister for Youths Conference 2026			x	x	UNDP	UNDP (TRAC 2)	Training Workshop (75700)	\$17,000.00
OUTPUT 4: <i>The resilience of communities is enhanced through digital transformation, enabling prompt and efficient access to information, data, and essential services</i>	Activity 4.1 Development of the Centralized Geo-Enabled Data Repository and Policy Intelligence		x	x	x	UNDP	UNDP Supplementary Funds	Contractual Services (72100)	\$40,000.00
DPC & Miscellaneous (UNDP Supplementary Funds)									\$6,296.00
GMS (8% UNDP Supplementary Funds)									\$3,704.00
Project Management Costs (TRAC 2)									\$8,000.00
TOTAL									\$210,000.00

V. RESULTS FRAMEWORK

EXPECTED UNSDCF/CPD OUTCOME(S)		UNSDCF 2023-27 Outcome 4: By 2027, more people especially women, youth and the most marginalized and poor increasingly participate in, and benefit from, coordinated, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights and federal, provincial, and local levels.		
EXPECTED MCPD OUTCOME		MCPD 2023-27 Outcome 3: By 2027, people enjoy and contribute to more accountable, inclusive, resilient, and responsive systems that promote gender equality, climate security, justice and peace, ensure participation, and protect their human rights.		
INITIATION PLAN OUTCOME		Governance Towards Resilient, Inclusive and Sustainable Development (GRISD) Across Four Polynesian SIDS		
Initiation Plan Outputs	Output Indicators	Baseline	Targets	Verifications
			2026	
Output 1: <i>Comprehensive review and situational analysis of Samoa's legal aid programme and Operational frameworks, and gender-based violence case management</i>	Indicator 1.1.1 Validate Governance for Resilient Future Portfolio as a catalytic approach to national policy making and execution with a risk informed/driven approach and foresight enabled analysis and perspectives	Draft Findings, G4R Portfolio/ Concepts	Validated Governance for Resilient Future Portfolio endorsed by Governments and adopted by UNDP	<i>Review & Situational Analysis Report</i>
	Indicator 1.1.2 A well-coordinated Regional Policy Dialogue facilitated as platform to exchange knowledge and experiences, and opportunities linking governance to resilience	0	1 Regional Policy dialogue conducted for the 4 Countries (CKI, NIU, SAM, TOK) on Governance and Resilience	<i>Policy Dialogue Report – Outcome Statement</i>
	Indicator 1.1.3 Capacity building workshop conducted for the 4 SIDs, focusing on forecasting and scenario exercises	0	At least 3 workshops consulted with at least 50% of participating beneficiaries are female	<i>Workshop Reports</i>
Output 1.2 <i>Informed by the findings of the Review and Situational Analysis, develop the Gender Responsive Legal Aid Policy for Samoa developed</i>	Indicator 1.2.1 Strategic external partners, including key line ministries and donors, are engaged through bilateral on G4RF portfolio as a framework relevant to planning in an increasingly complex and uncertain global development landscape.	0	Five meetings. At least three people represent three different organizations. (Total 15 organizations consulted). Bilateral consultations may also be organized as needed with the total 15 organization goal remains unchanged.	<i>Meetings Reports/ Meeting Minutes</i>
Output 1.3 <i>Strengthening institutions through catalytic engagements and capacity development support, demonstrating the Governance for Resilient Future programmatic alignment with national and regional development.</i>	Indicator 1.3.1 catalytic engagements and/or capacity-building activities are undertaken, including the high-impact activities, such as upcoming Pacific Ministers of Youth Meeting, and the G4RF's programmatic alignment with national and regional development efforts are demonstrated to the public	0	At least two catalytic activities demonstrating the programmatic relevance of the G4RF portfolio	<i>Training Reports, Initiation Plan</i>

OUTPUT 4: <i>The resilience of communities is enhanced through digital transformation, enabling prompt and efficient access to information, data, and essential services</i>	Indicator 1.4.1 Operational centralized data repository and policy intelligence platform for the Ministry of Women Community Social Development	0	Functional centralized digital platform populated with all relevant and updated data, analytics, and information on services uploaded and accessible	<i>Link to Digital System Project Report</i>
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VI. RISK MANAGEMENT

Event	Causes	Impacts	Impact Level	Likelihood Level	Activities for treatment
Insufficient governments buy-in on the concept of G4RF including the assessments results, policy briefs, the dialogue outcome, and the proposed G4RF portfolio	Unavailability of the Government Key Stakeholders and Policymakers to participate in consultation, bilateral, dialogues	Governance for Resilient Assessment findings, concept, and portfolio not validated and endorsed by the 4 Governments	5	4	○ Ensure that G4RF narrative is adequately localized and emphasizes the importance of local culture, practices and customs. ○ Conduct sufficient consultations, both informally and formally, to ensure the buy-in of key stakeholders prior to the regional policy dialogue. ○ Create a shorter policy brief, idea snapshot or infographics for effective communications prior to the regional policy dialogue ○ Carry out well-informed bilateral or group consultation to secure ownership and agreement on the relevance of G4RF with the four PICT governments.
Centralized Digital hub cannot be fully developed completely and launch within project duration	Availability and commitment of the Government MWCSD due to competing priorities	Incomplete platform, serving no purpose to the Ministry in improving service delivery	4	3	○ Advanced planning and regular engagements and meetings with MWCSD to ensure timely implementation and delivery