



2020 – 2021
ANNUAL REPORT
Annexes

GOVERNANCE FOR RESILIENT DEVELOPMENT
IN THE PACIFIC (**GOV4RES**) PROJECT



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ANNEX I. COUNTRY SNAPSHOTS



FIJI

FIJI COUNTRY SNAPSHOT 2021/2022

CONTEXT

The integrated nature of development: Fiji's National Development Plan is aligned with global commitments including the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change. Specifically, this plan acknowledges the integrated nature of development and the need for multi-sectoral solutions. Critical cross-cutting issues including climate change, green growth, the environment, gender equality, disability and governance are mainstreamed in the NDP.

Utilising capacity support for risk mainstreaming: Supporting capacity within government has helped bring about positive change in knowledge and attitude towards risk informing development, especially at the sub-national level and through sectors. Four resilient development positions supported the mainstreaming of risk into: the sub-national planning process; agriculture sector planning process; Community Development Plans (CDPs); and through partnerships with private sector. Specifically, risk considerations have been mainstreamed across divisional development plans, and Community Development Plans (CDPs), with disaster and climate change risks being addressed within the community-led development process.

Risk informed and innovative financing: The Climate Change and International Cooperation Division (CCICD), placed strategically within the Ministry of Economy, provides a strong central institution to support risk-informed planning and financing systems. Fiji is also showing leadership within the region on innovative financing mechanisms for resilience, including the issuance of the Pacific's first sovereign green bond, soon to be followed by the first blue bond. Furthermore, The Drua Incubator has also been established within Fiji's Ministry of Economy, dedicated to developing innovative, affordable, and profitable climate financing instruments and risk-transfer-based products in Fiji and the Pacific.

KEY ACHIEVEMENTS

Fiji has shown strong support for adopting risk-informed development processes. Champions within the Ministry of Economy (MoE) and especially within the Ministry of Rural and Maritime Development and Disaster Management (MRMDDM) are pursuing reforms that will more effectively integrate risk-informed development as part of standard processes and procedures.

“Since 2016, we have embarked on a new development paradigm shift, where we ensure that resilience is at the core of development priorities”

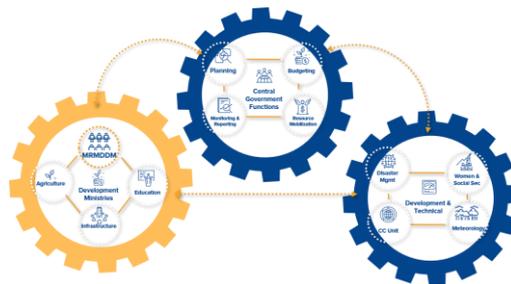
Honourable Inia Seruiratu, Minister for Rural and Maritime Development and Disaster Management, Fiji

- ❖ **Nine government funded community development projects** currently being constructed in a manner that is more resilient, inclusive and accessible, and a pipeline of future risk informed development projects.
- ❖ **Establishing the “building blocks” for sustainable development within MRMDDM** creating new resilient development staff; developing a Resilient Strategic Development Plan (2021-2031) and adjusting monitoring and evaluation and standard operating procedures accordingly.

- ❖ **Development of a Climate Change Typology** which provides the foundation for the development of a climate budget tagging system. The typology has been developed by the CCICD with initial inputs from the budget and treasury divisions and will be presented to sectors for consultation and finalisation.

PRIORITIES FOR 2021/2022

Gov4Res is pivoting from a bottom-up approach in Fiji, building on the momentum currently shown in the Ministry of Rural and Maritime Development and Disaster Management. The demonstration provided by the community development projects for risk informed development into the Ministries systems and processes can also be used to influence more central systems change, especially through the relationship with Ministry of Economy.



Community and sector development:

Gov4Res will pivot from ongoing collaboration with MRMDDM, focusing on:

- Launch of the MRMDDM Resilient Strategic Development Plan (2021– 2031) and revision of Standard Operating Procedure (SOP) and Policies relating to project planning, financing, implementation, and monitoring to integrate risk informed development considerations.
- Partnership with Fiji Council of Social Services to support roll-out and oversight of Small Grants community-based development initiative

Policy, planning, budgeting, and M&E systems:

Activities to risk inform development planning, budgeting, and reporting systems will include:

- Integration of risk into budget processes including budget manuals and budget circular and public sector investment programmes.
- Finalisation of the CC typology through government wide consultative dialogues with sector ministries and operationalising through inclusion in M&E systems and project prioritisation processes.
- Establishment of a new Project Development Unit (PDU) and embedded capacity (government positions) to provide support for progressing government priorities for risk informed planning and finance processes.

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Supporting collaboration between MRMDDM and Ministry of Women, Children and Poverty Alleviation (MWCPA) to embed gender and social inclusion into demonstration projects, policies, and plans.

Oversight and accountability systems:

Gov4Res will support strengthened oversight and accountability systems through:

- Working with Fiji's Parliamentary Committee to sensitise them to risk-informed development
- Partnering with Office of the Auditor General to conduct performance audit for MRMDDM pipeline projects.



KIRIBATI COUNTRY SNAPSHOT 2021/2022

CONTEXT

An integrated climate change approach: It is well known that climate change is a serious challenge for Kiribati and the risks of reversing recent development gains through both slow and rapid onset climate events are real and urgent. The Kiribati Development Plan (KDP) 2016-2019 outlines a national set of sustainable development indicators, aligning to the 2030 Agenda. To complement this, an ambitious 20-year Vision is outlined in the KV20 2016-2036 and the first-ever National Climate Change Policy was launched in 2018. The Kiribati Joint Implementation Plan (KJIP) for Climate Change and Disaster Risk Management is the strategic action plan to lead national efforts for an integrated climate change response. A key component of this is to mainstream climate change adaptation and mitigation across all development sectors. The Kiribati National Expert Group (KNEG) has been formed as a multi-sectoral coordination body to support this work.

Climate finance, a key policy imperative: The Government of Kiribati has a strong focus on climate finance planning, having established a Climate Finance Division within the Ministry of Finance and Economic Development. Support is currently being provided by DFAT to develop a Kiribati Climate Finance Strategic Framework and Country Programme. This will feature a preliminary project pipeline and establish a climate finance program cycle to support ongoing and inclusive climate finance programming and implementation.

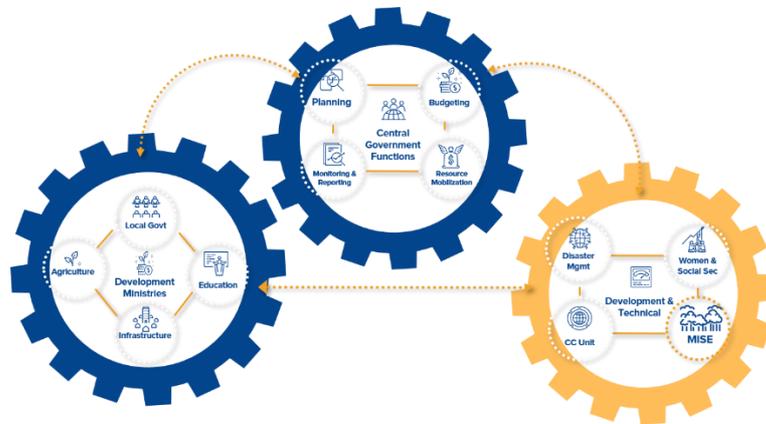
KEY ACHIEVEMENTS

Gov4Res is at the initial stages of programming with the Government of Kiribati and some early achievements include:

- ❖ **Development of project document** for risk informed water maintenance project which has been submitted to the Development Coordination Committee (DCC) for approval before support for implementation of the project commences
- ❖ **Development of Terms of Reference for government post** to support implementation of community development projects in MISE

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will pivot from the water sector, through collaboration with the Ministry of Infrastructure and Sustainable Energy (MISE).



Community and sector development:

At the sector and community level, work in Tuvalu will focus on:

- Supporting MISE with the implementation of a pipeline of Risk Informed Community-Based Water Projects, including through the creation of Project Implementation Support posts in MISE for identified pipeline projects
- Initial discussions held with Ministry of Internal and Social Affairs (MISA) and Kiribati Association of NGOs to support roll-out and oversight of community-based development small grants initiative

Policy, planning, budgeting and M&E systems:

Activities to risk inform development planning, budgeting and reporting systems will include:

- The development of a policy brief on risk informing development, as part of the budget process
- Other entry points as identified on commencement of programming discussions with Ministry of Finance

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Partnership with Ministry for Women, Youth, Sports and Social Affairs (MWYSSA) to support gender and social risk integration for community-based projects
- Partnership with Geoscience Australia to support scenario analysis and risk informing of MISE community-development projects



RMI

REPUBLIC OF THE MARSHALL ISLANDS COUNTRY SNAPSHOT 2021/2022

CONTEXT

Inherent challenges of a small island state: The Republic of the Marshall Islands faces significant sustainable development challenges, particularly in adapting to climate change and responding to disaster risks. RMI has been a strong voice in international forums calling for decisive global action, especially from large emitters, to reduce greenhouse gases.

Setting a roadmap for building resilience: The National Strategic Plan 2020 – 2030 provides a strategic roadmap for progress regarding RMI's national priorities, including economic development, infrastructure, environmental awareness, climate change and governance. It aligns with the Sustainable Development Goals and the Government is committed to the realization of the NSP objectives through linkages to the annual planning and budgeting process. Nevertheless, RMI faces significant challenges in financing, especially due to the end of the compact agreement with the United States by 2023. In 2020, the RMI undertook a Development Finance Assessment to identify opportunities for strengthening systems in government and improve/provide an enabling environment for private sector growth.

Community-based priorities for RMI: The Marshall Islands Council of Non-governmental Organizations (MICNGOs) is a coalition of NGOs, with the umbrella body serving as a voice for community-based, non-profit CSOs. MICNGOs provides an important pivot point for advocacy from the bottom-up, encouraging and committing to principles of sustainable and appropriate development, accountability, transparency, capacity building, cultural competency and responsible stewardship.

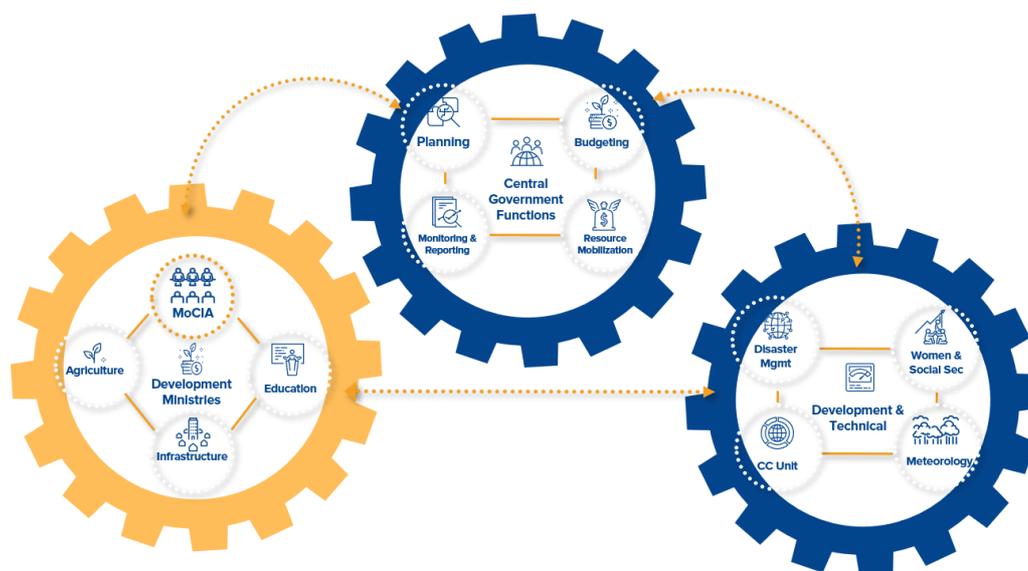
KEY ACHIEVEMENTS

RMI is a new country partner for the Gov4Res project and the team is undertaking initial planning discussions, as well as government introductions to the project, through Ministry of Foreign Affairs. There has been very positive reception to the project and the opportunity through the small grants initiative, from Marshall Islands Council of Non-governmental Organizations (MICNGOs). MICNGOs have already been proactive in assigning a project officer as the focal point for the Gov4Res project, as well as identifying local government entry points, through discussion and proposed partnership with the Marshall Islands Mayors Association and the Ministry of Culture and Internal Affairs (MoCIA). This provides the basis for a strong community-based entry point for Gov4Res in RMI.

Furthermore, opportunities and partnerships are being sought through current UNDP projects implementing in RMI.

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will focus on a bottom-up approach working in partnership with MICNGOs and local government through the implementation of the Gov4Res small grants initiative. As partnerships are formed with other government agencies (including finance, planning and sectors) this community work will form the basis of demonstration for the importance of risk informing development. Initial priorities for 2021/2022 are outlined below.



Community and sector development:

At the sector and community level:

- The project will work directly with communities in risk informing community development through a Small Grants Initiative aimed at CSOs and working in partnership with MICNGOs, MIMA and MoCIA
- Partnering through this initiative with WUTMI (Women United Together Marshall Islands), the women's organization with presence in each atoll, to support project implementation and the inclusion of gender and social risk integration

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Partnership with MoCIA to support gender and social risk integration for community-based projects
- Partnership with existing GIS and data focal points

Policy, planning, budgeting and M&E systems:

- Activities to risk inform development planning, budgeting and reporting systems will be identified in consultation with Ministry of Finance, as programming discussions progress and building on the Development Finance Assessment previously undertaken



SOLOMON ISLANDS

SOLOMON ISLANDS COUNTRY SNAPSHOT 2021/2022

CONTEXT

Strengthening national resilient development policies: The Solomon Islands Government is currently working with several development partners to update and strengthen national climate change and resilient development policies. Objective four of the National Development Strategy 2016-2035 provides high level prioritisation for “resilient and environmentally sustainable development with effective disaster risk management, response and recovery”. The national climate change policy is currently under review and a framework for resilient development (mirroring the regional Framework for Resilient Development in the Pacific) is also being considered for development. Strengthening the monitoring and evaluation framework for the NDS and ensuring this integrates resilience indicators and achievements are a focus of the Ministry for National Planning and Development Coordination (MNPDC).

Climate finance access and accreditation: There is a focus within Ministry of Finance and Treasury (MoFT) for achieving direct access accreditation to the Green Climate Fund and this is being led by the newly established Climate Resilience Finance Unit (CRFU).

A focus on provincial resilience building: Provincial resilience building is an area of government priority, as the impacts of the COVID-19 pandemic on the economy highlight the necessity for investing in bottom-up resilience building and more risk-informed communities. Mechanisms such as the Provincial Capacity Development Fund (PCDF), embedded within the Ministry of Provincial Government and Institutional Strengthening (MPGIS), provide opportunities for channeling finance to communities and ensuring community development planning processes are appropriately risk informed.

KEY ACHIEVEMENTS

Solomon Islands was one of four project countries as part of the preceding Pacific Risk Resilience Project (PRRP) implementation. As such, risk-informed development activities have been supported by champions within the Ministry of Agriculture and Livestock (MAL), Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) and the Ministry for National Planning and Development Coordination (MNPDC).

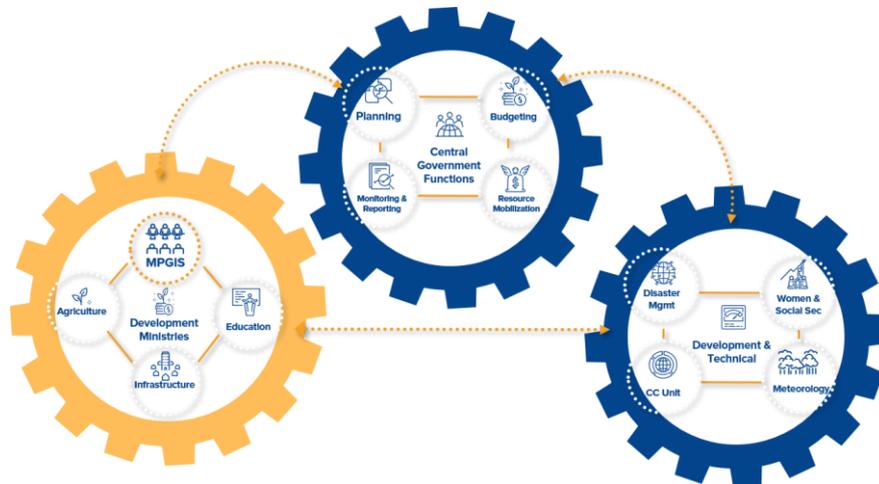
“If farming in communities is more risk informed, it will be more productive and better able to withstand disasters, reducing reliance on imported goods”

Sipuru Rove, Chief Field Officer for Ministry of Agriculture and Livestock, Solomon Islands

- ❖ **Risk informed central planning functions** through the Medium-Term Development Framework and development of risk screening toolkits, influencing better understanding and adoption of risk focus in ongoing planning work
- ❖ **Collaborated with Ministry of Women** to support Ministry of Agriculture & Ministry of National Planning to integrate social and gender risks within risk screening processes in planning & budgeting
- ❖ **Sector support** through the Ministry of Agriculture and Livestock (MAL) has resulted in six model farms designed and risk informed utilising PRRP risk screening toolkits
- ❖ **Community development plans** risk informed and have provided leverage point to support implementation of risk informed community development projects utilising the Provincial Capital Development Fund

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will pivot from the momentum created at the community and local government level. A key partnership with MPGIS and MECDM focused on risk informed community development and provincial government processes can create demonstration for prioritising risk informed development throughout all national systems.



Community and sector development:

Gov4Res activities will pivot from bottom-up initiatives, focusing on:

- Collaborating with the Ministry of Provincial Government and Institutional Strengthening (MPGIS) to support implementation of risk informed community development projects utilising the Provincial Capital Development Fund.
- This work will also focus on supporting Ward Committees to implement community development initiatives and supporting the inclusion of risk components in ward development plans

Policy, planning, budgeting and M&E systems:

Activities to risk inform development planning, budgeting and reporting systems will include:

- Risk informing budget and planning processes through updating the risk screening toolkit and ensuring it is more systematically integrated into the central planning and budgeting processes
- Supporting strengthened budget systems, with the inclusion of risk components in the budget manual
- Reviewing and updating Solomon Islands Integrated Financing Framework and incorporating a risk informed lens through inclusion of key risk priorities such as climate change
- Providing support for the national planning office to develop national M&E systems which are risk informed

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Supporting collaboration between MPGIS, MECDM (GIS focal point) and Ministry of Women Youth Children and Family Affairs (MWYCFA) to embed gender, social inclusion and evidence base (risk maps) into community development projects

Oversight and accountability systems:

Gov4Res will support strengthened oversight and accountability systems through:

- Integrating risk into the budget briefings provided by the Pacific Regional Floating Budget Office (FBO) in Solomon Islands



TONGA

TONGA COUNTRY SNAPSHOT 2021/2022

CONTEXT

Resilience an underlying pillar for national development: The Kingdom of Tonga is highly vulnerable to the effects of climate change and recurring disaster events pose a perpetual risk to its development agenda. As such, the Tonga Strategic Development Framework 2015-2025 prioritises resilience development as one of the key national objectives underpinning sustainable development. The framework calls for a ‘whole of country’ integrated approach to climate change and disaster risk management and this is emphasized in the Joint National Action Plan (JNAP) for Climate Change Adaptation and Disaster Risk Management. Tonga was the first country in the Pacific to develop a JNAP, as a strategic action plan for multi-sector action on climate change and disaster risks.

Climate finance, a key policy imperative: this policy context has provided strong impetus for increased access to climate finances to address the threats of climate change and disasters. A climate change trust fund (CCTF) has been established and has already been used to finance risk informed community development projects in ‘Eua and Vava’u, with support from the UNDP PRRP project.

Increasing oversight and scrutiny of climate finance: Tonga is setting an example in the Pacific through undertaking Parliamentary budget analysis and briefings, as well as with civil society organisations. In the last three years climate change has been featured as part of the budget analysis process providing a great opportunity to bring about scrutiny to ensure all development finance is risk informed.

KEY ACHIEVEMENTS

The Government of Tonga is a strong advocate for risk informing development. In partnership with UNDP through the Gov4Res project, Tonga has achieved the following:

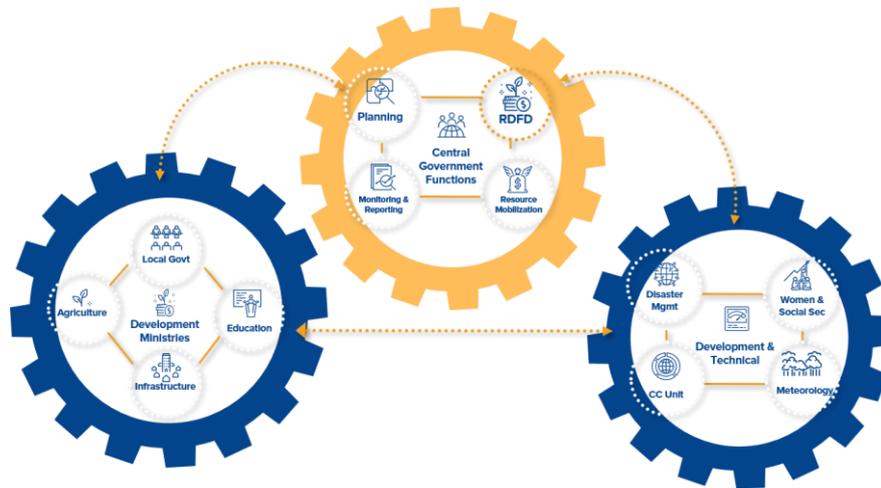
- ❖ **Ministry of Finance** now has a dedicated unit focused on risk informing development and accessing climate finances, the Resilient Development Financing Division (RDFD)
- ❖ **Budgeting and planning processes:** risk screening is now a mandated process for projects, and Tonga’s Budget Strategy and Funding envelope specifies seven priority areas, one of which is climate change
- ❖ **Community and sector development:** risk informed community development and the Tonga Agriculture Sector Plan as the first risk informed development plan in Tonga, requiring all activities to be climate resilient
- ❖ **Oversight and accountability:** parliamentary budget scrutiny processes, including a climate change analysis, has been presented the last three (3) years, and a sustainable development goal (SDG) analysis was included for the first time in 2021

“It is critical to ensure that resilience and risk considerations are firmly embedded within the national and sub national planning, budgeting and implementation system if Tonga’s resilience goals are to be achieved”

Balwyn Fa’otusia, CEO for Ministry of Finance, Tonga

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will continue to build on the establishment of and relationship with the Resilient Development Finance Division. The following priority areas of work will be reflected in the UNDP Governance for Resilient Development in the Pacific (Gov4Res) project:



Policy, planning, budgeting and M&E systems:

Activities to risk inform development planning, budgeting and reporting systems will include:

- Provision of ongoing technical advisory support to RDFD to strengthen systems and processes including updating of the risk screening toolkit and project appraisal process
- Development of a climate change typology to identify and track risk management elements through budget coding
- Development of a primer on good practice for risk-informing budget processes (including the budget call circular)

Community and sector development:

At the sector level, work will build on achievements with agriculture and support community level initiatives through:

- Strengthening risk informed components of the agriculture sector corporate plan, as a demonstration for other sectors
- Partnership with PIANGO to link Tongan umbrella CSO body to support roll-out and oversight of community-based development small grants initiative
- Provide additional support for the Climate Change Trust Fund, for financing risk informed community development projects including support for strengthening risk components of community development plans

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Supporting collaboration between MoF and the Women's Affairs Division (Ministry of Internal Affairs) to support integration of gender and social risks into policies, plans and community development projects

Oversight and accountability systems:

Gov4Res will support strengthened oversight and accountability systems through:

- Development of guidelines for risk informed budget scrutiny building on the climate change and SDG budget analysis undertaken



TUVALU

TUVALU COUNTRY SNAPSHOT 2021/2022

CONTEXT

The urgency for resilience building: Building resilience is an urgent priority for countries such as Tuvalu, where most land, communities and infrastructure are located near the shore and on land barely above sea level. The Government of Tuvalu has been particularly vocal within international fora on the urgency of global climate action and the need for support to developing countries. The 2019 Pacific Island Leaders Meeting held in Tuvalu put a strong focus on the threat of climate change to the region. As Chair of the Forum Economic Ministers Meeting (FEMM) in 2021, Minister of Finance, Hon. Seve Paeniu emphasised the need for urgent action to build resilience and achieve an economically vibrant and prosperous region.

National resilient development priorities: Tuvalu's National Strategy for Sustainable Development 2016-2020, Te Kekeega III, aligns with the Sustainable Development Goals and puts sustainable development at the centre of all strategic planning. The first goal of the Te Kakeega III is to protect Tuvalu from the impacts of climate change, through resilience, mitigation, and adaptation. Specific climate change policy priorities are outlined in the National Climate Change Policy 2012 – 2021 and the National Strategic Action Plan for Climate Change and Disaster Risk Management seeks to operationalise these priorities, through an integrated whole of government and community approach.

Risk-informing central systems: Financing and budgeting processes present a key opportunity for building on resilient development policy priorities in Tuvalu. The Government of Tuvalu is focused on financing strategies that leverage funding opportunities, as well as developing local capacity for access and management of finances.

KEY ACHIEVEMENTS

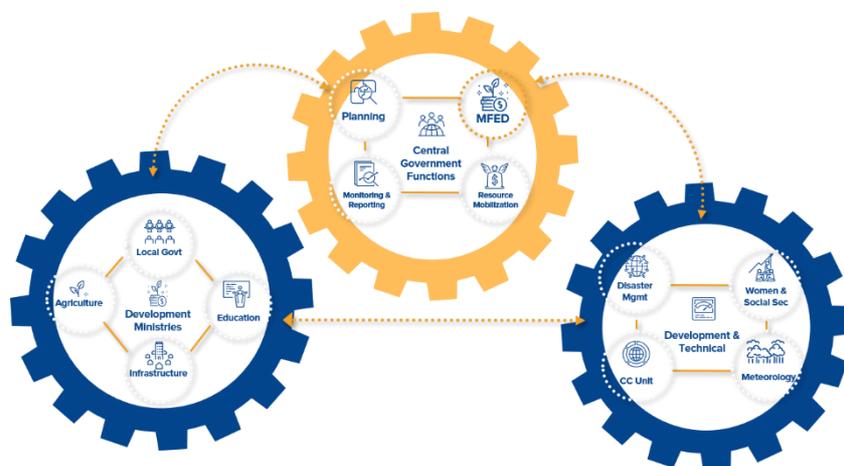
Ongoing bilateral conversations as well as participation of the Ministry of Finance and Economic Development (MFED) in the UNDP project appraisal process **contributed immensely to the development of the Gov4Res Project**. Initial discussions have commenced with the budget, planning and aid coordination team, to provide understanding of Tuvalu's planning and finance systems and identify entry points for supporting the integration of risk-informed development. These discussions have **already led to the inclusion of climate change as one of the key criteria** to be considered in Tuvalu's project appraisal process, currently in development.

“There is a need to explore different approaches to protect ongoing and future developments and the support of the Gov4Res Project is timely”

Honourable Seve Paeniu, Minister for Finance, Economy and Development, Tuvalu

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will continue to build on the relationship established with the budget, planning and aid coordination team, pivoting top-down from MFED, in strengthening capacity and processes to be able to integrate climate change, disaster and social inclusion risks (risk-informed development) into central planning and financing systems. Key priorities for 2021/2022 are outlined below and in the work plan in Annex X.



Policy, planning, budgeting and M&E systems:

Working in collaboration with RDFD, activities to risk inform development planning, budgeting and reporting systems will include:

- The integration of risk into project appraisal templates and processes, building on initial work undertaken by the budget and planning team.
- Development of a climate change typology to identify and track risk management elements, through budget coding.
- Development of a primer for budget

Community and sector development:

At the sector and community level, work in Tuvalu will focus on:

- Working through the infrastructure sector to pilot and build on processes to be adopted across all sector ministries, with climate-proof infrastructure development a key priority for the Government of Tuvalu.
- The project will work directly with communities in risk informing community development through a Small Grants Initiative aimed at CSOs and working in partnership with Town and Island Councils (kaupule), TANGO and Department of Women's Affairs, demonstrating what risk informed development practically entails at the community level

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Partnership with Department of Women's Affairs to support gender and social risk integration for community-based projects
- Partnership with Geoscience Australia to support scenario analysis and risk informing of Funafuti urban development project

VANUATU COUNTRY SNAPSHOT 2021/2022

CONTEXT

Establishing an integrated approach towards risk: Vanuatu is one of the most at-risk countries in the world with respect to exposure to natural hazards and the capacity to cope with these events. As such, risk-informed development is of critical importance. The Vanuatu Government is a strong proponent of integrated approaches to climate change and disaster risk management, as reflected in the Vanuatu National Sustainable Development Plan (NSDP) 2016 – 2030 and the Climate Change and Disaster Risk Reduction (CCDRR) Policy 2016-2030.

Focus on resilience financing: Vanuatu has undertaken a Climate Public Expenditure and Institutional Review (CPEIR) and a Climate Finance Review and developed a climate finance roadmap to outline priority activities towards better access and management of climate finance. This work has seen close coordination between the Department of Finance and Treasury and the Ministry of Climate Change and National Advisory Board for CCDRR (NAB). The NAB has been established to support oversight and coordination of CCDRR, to strengthen mainstreaming of these issues across all development sectors. Similarly, Vanuatu is also considering more integrated resilience financing aligned with the NSDP, through the undertaking of a Development Finance Assessment.

Local government and sectors leading the way: The Department of Local Authorities (DLA) is a champion of the integration of CCDRR into provincial policies and plans, with the majority of provinces now having disaster risk reduction plans in place. At the sectoral level, the Ministry of Agriculture has established a Risk Resilience Unit to risk inform development planning in the sector. These form important institutional and policy building blocks for further risk-informing development.

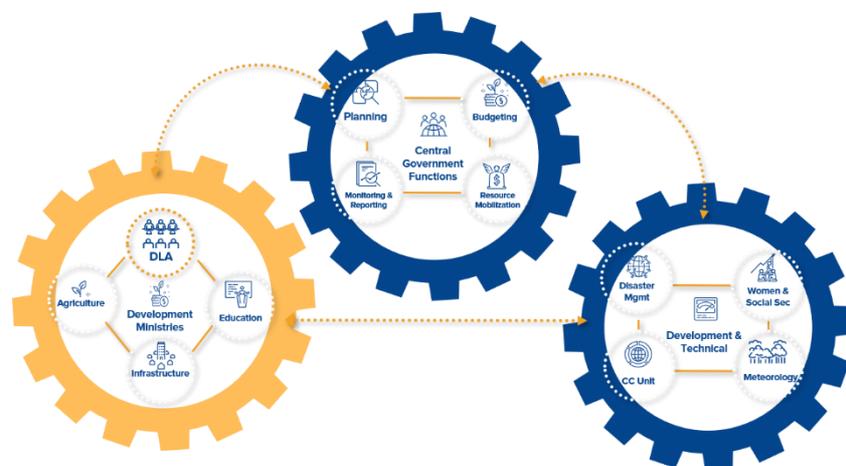
KEY ACHIEVEMENTS

Vanuatu was one of four project countries as part of the preceding Pacific Risk Resilience Project (PRRP) implementation. Risk-informed development initiatives have been undertaken through community and sector focused work, as well as supporting technical

- ❖ **Establishment of a Risk Resilient Unit** in the Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity, to embed risk components into activities under the Ministry's focus
- ❖ **Support for capacity in the National Advisory Board** to provide a central coordinating agency to mainstream climate change and disaster risks across all development sectors. The NAB continues to play a strong role in this regard
- ❖ **Support for six resilient development positions** within government and upskilling of these individuals in risk-informed development
- ❖ **Support for risk informing sub-national planning guidelines** and community development plans, through partnership with DLA

PRIORITIES FOR 2021/2022

In this implementing period, Gov4Res will continue to build on the relationship established with the Department of Local Authorities (DLA), pivoting from the bottom-up. Key priorities for 2021/2022 are outlined below and in the work plan in Annex X.



Community and sector development:

Pivoting from the community and local government level, work in Vanuatu will focus on:

- The integration of risk into local level development planning through partnership with DLA
- Building capacity of local government funding mechanisms to absorb and implement funding for risk informing development
- Working with Department of Local Authority and the Vanuatu Association of NGOs to roll out community-based development small grants initiative

Policy, planning, budgeting and M&E systems:

Activities to risk inform development planning, budgeting and reporting systems will include:

- Provision of technical support to Department of Finance and Treasury to integrate risk components, including climate change and disaster risk as part of a Development Finance Assessment (DFA) and the development of a policy brief on risk-informing finance and budget systems
- Development of a climate change typology to identify and track risk management elements, through budget coding.

Gender, social and scientific evidence-base:

A risk-informed evidence-base will be strengthened through:

- Partnering with Department of Local Authority (DLA) to scope capacity for evidence-based (GIS mapping) data generation and use
- Partnership with Department of Women's Affairs to support gender and social risk integration for community-based projects

Oversight and accountability systems:

Gov4Res will support strengthened oversight and accountability systems through:

- Integrating risk into the budget briefings provided by the Pacific Regional Floating Budget Office (FBO) in Vanuatu

ANNEX II. MONITORING AND EVALUATION EXPLAINER

INTRODUCTION

The Gov4Res monitoring and evaluation (M&E) system is developed with four main objectives: i) **accountability**: to the development partners who fund the project and to the partner governments and other Pacific institutions that it works with; ii) **implementation**: providing timely information to further improve implementation given the adaptive and iterative approach of the project; iii) **communication**: generating information that helps to tell the overall ‘story’ of risk informing development both for branding and diffusion purposes; iv) **learning**: to guide learning across project stakeholders for broader diffusion purposes within and across countries in the Pacific region.

APPROACH

The aim of the M&E system is to understand the whole system in each location and what is changing. Therefore, there are multiple data collection tools that together build the picture and ensure the project has robust contestable evidence to answer the questions against each output. The monitoring and evaluation for this project utilises a systems approach to understand the whole project context and the ways in which any one element or activity might influence other aspects of the context, in both expected and unexpected ways.

Rather than trying to track each activity and attribute it to a specific outcome, a systems approach to monitoring and evaluation focuses on what change has actually happened (both expected and unexpected) and why? In line with the Gov4Res approach the monitoring and evaluation will also adapt and change over time, utilising new and additional data collection in order to provide information that is relevant for program implementation. The monitoring and evaluation system has three levels, as explained in the following table.

Level	Objective	Tools
OUTCOME		
Gov4 Res has very clear long-term intentions and these are captured in the three end of project outcomes	1. Provide information for all stakeholders about overall progress in achieving end of project outcomes (within each country and for the project as a whole)	CCBI tool, biennially (see Annex **)
OUTPUT		
	<ol style="list-style-type: none"> 1. Provide information along the way to ensure that work is ‘on track’ to achieve the long-term change 2. Identify areas for further development and improvement 3. Entry-point identification: in each of the focus countries to identify the appropriate starting points in that location 	Output indicators Political Economy Analysis (PEA) <ul style="list-style-type: none"> • What changes have been achieved? • Why has that change come about? • What else could be done to ensure that the overall outputs and outcomes will be achieved by the end of the program?
ACTIVITY		
	<ol style="list-style-type: none"> 1. To ensure that the project makes effective and efficient use of time and resources 2. To track progress along the way (quarterly, 6-monthly and annually) 	Annual Work Plan (see Annex **) Activity indicators (engaging, training, analysis, funding)

DATA COLLECTION, ANALYSIS AND REPORTING

The core principle for the tools for Gov4Res data collection is to ensure that information is collected in ways which support and enhance the project. Data collection tools should be robust and reliable but not create a burden on people, governments and other stakeholders. As far as possible they will use existing systems (e.g. making use of existing reports produced by partner governments) or be in line with how people already make sense of activities (e.g. Using the talanoa sessions to engage with stakeholders in the Pacific).

Collection: the information collected by the monitoring and evaluation system will be brought together (collated) and analysed by people internal to the program (who will understand the context for program implementation and will use the information to make changes) and those external to the program (people who will bring a fresh and more independent assessment about results).

Analysis and reporting: the analysis process allows for a critical discussion about how the work can be improved or enhanced to ensure further progress towards positive change. Gov4 Res is able to utilise its internal staff particularly the monitoring and evaluation coordinator to undertake initial analysis of all information. It is then able to utilise existing forums such as country level meetings and meetings with development partners to have independent 'sense making'. Activity and output level reporting will be conducted on a quarterly and 6-monthly basis whilst outcome level reporting will be provided through the annual reporting cycle.

ANNEX III. ANNUAL WORK PLAN 2021-2022¹

OUTPUT INDICATOR	Target	Partner	PIC	#	Activity Indicators	#	Q1	Q2	Q3	Q4	
1.1	GS&I RID is integrated into government systems of policy, planning, budgeting, and M&E										
1.1.1	Numbers of nationally endorsed tools, guidelines and checklists that integrate or support RID management	Updated project document templates, RID	National Planning	TUV	4	Number of positions, functions or units created	4		x	x	
		Climate Change Guidelines (draft)	Ministry of Finance	FIJ		Number of interactions with decision makers	5	x	x	x	x
		Policy Brief on risk informing planning and budgeting functions for consultative dialogue	National Planning	VAN		Number of requests for assistance	1		x		
		Policy Brief on risk informing planning and budgeting functions for consultative dialogue	Ministry of Finance	KBI		Number of coaching, training, working sessions	4		x	x	x
1.1.2	Number of Investment appraisal guidelines and budget circulars which include clear reference to RID or CBT systems implemented	Budget manual revision on RID (draft)	Ministry of Finance	SOI	4	Number of interactions with decision makers	5	x	x	x	x
		Budget call circular updated to include RID reference	Ministry of Finance	TON		Number of requests for assistance	1		x		
		Primer on budget practice developed, RID	Ministry of Finance	TON		Number of coaching, training, working sessions	4	x	x	x	x
		Project appraisal criteria (draft), RID	Ministry of Finance	TUV							
1.1.3	Number of national level M&E assessments, tools and guidelines which include attention RID	Climate Change Classification Tables (Draft)	Ministry of Finance	TON	6	Number of interactions with decision makers	5	x	x	x	x
		Climate Change Classification Tables (Final)	Ministry of Finance	FIJ		Number of requests for technical support	2			x	
		Climate Budget Tagging Concept Note	Ministry of Finance	TUV, SOI		Number of coaching, training, working sessions	6	x	x	x	x
		Action Plan on RID in planning/M&E	National Planning	SOI, RMI							
1.1.4	Number of financing strategies which capture RID at national level (for example CCFF).	Options paper on Financing Risk Informed Development	Ministry of Finance and National Planning	SOI	4	Number of interactions with decision makers	5		x		x
		Guidance note on financing resilient small grants	Local government	All		Number of requests for assistance	1	x			
		Recommendations for risk informing finance strategies (PDU and/or planning)	Ministry of Finance /	FJI		Number of coaching, training, working sessions	4		x		x
		Long term Adaptation Plan Financing Concept (draft)	Ministry of Finance	TUV							
1.2	GSI RID is embedded into community and sector development in a way that will influence national government systems										
1.2.1	Number of sector and subnational plans and policies that are risk informed	Strategic Development Plan finalisation, RID	Local Government	FJI	5	Number of positions, functions or units created	2		x	x	
		Revision of Risk Screening Guidelines	Local Government	VAN							

¹ Note: The process for the adoption of revised manuals/guidelines etc., entail a review/stock taking, focussed group discussions, drafting of the manual/tool, followed by a series of dialogues with the government for its adoption and finally capacity building of the staff to operationalize it.

		Ministries of Agriculture and Finance Corporate plans diagnostic	Sector Line Ministry	TON		Number of interactions with decision makers	10	x	x	x	x
		RID Guidance for 1 Ward - Provincial Development Planning (Draft)	Local Government	SOI		Number of requests for assistance	2	x		x	
		MISE water maintenance programme plan RID (Draft)	Sector Line Ministry	KBI		Number of coaching, training, working sessions	5	x	x	x	x
		Sector situational analysis, RID (Draft)	Sector Line Ministry/Ministry of Finance	TUV							
1.2.2	Number of budget submissions which have explicit reference to risk informed development	Provincial Capital Development Fund (PCDF), RID	Local Government	SOI	4	Number of interactions with decision makers	5	x	x	x	x
		RID project pipeline submitted – rural electrification	Ministry of Infrastructure and CCICD	FJI		Number of coaching, training, working sessions	4	x	x	x	x
		RID project pipeline submitted – Area Council Priorities	Local Government	VAN		Number of development initiatives RID and financed	15	x	x	x	x
		RID project pipeline submitted – CARFF and SHP	Ministry of Rural	FIJ							
1.2.3	Number of implementation projects able to demonstrate RID	30 Small grants disbursed	NGOs	ALL	30	Number of development proposals received	30	x	x	x	x
		15 On granting disbursed	Local Government	FIJ, SOL, VAN	15	% of community grant funding disbursed	60%	x	x	x	x
						Number of on granting proposals funded	15	x	x	x	x
1.3	Gender and social inclusion representatives actively participating in shaping RID for government systems										
1.3.1	Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions	GESI included in RID tools and templates	National Planning	3 PICS	3	Number of positions, functions or units created	1			x	
		GESI organisation contribute to budget process	CSOs	3 PICS		Number of interactions with decision makers	5	x	x		
		GESI aspects incorporated into research for RID	Regional Agency	-		Number of requests for assistance	2			x	
1.3.2	Number of sectors in which a national Ministry responsible for gender informs development of planning and budget submissions	GESI included in RID tools and templates	Sector Line Ministry	3 PICS	3	Number of coaching, training, working sessions	5		x		x
		GESI integrated into project pipelines for RID	Local Government	3 PICS		Number of interactions with decision makers	5		x		x
		GESI as part of small grants design and implementation	CSOs	3 PICS		Number of requests for assistance	3		x		
						Number of coaching, training, working sessions	5		x	x	x
1.3.3	Number of sectors and apex ministries using risk maps produced by GIS functions to inform development planning and budgeting.	Risk maps inform development plans and projects	GESI Ministry	3 PICS	1	Number of analyses undertaken	10	x	x	x	x
						Number of positions, functions or units created	1		x		
						Number of interactions with decision makers	5	x		x	
						Number of coaching, training, working sessions	5		x		x
2.1	Integration of risk into:										
2.1.1	Number of Audit reports which give increased attention to RID	Partnerships with at least two Audit functions	Audit Functions	FIJ	1	Number of interactions with decision makers	6	x		x	
						Number of requests for assistance	2		x		

2.1.2	Number of budget analyses and briefs or other parliamentary processes, which include mature analysis RID	Floating Budget Office (FBO), RID	Parliamentarians	FIJ / TUV	2	Number of interactions with decision makers	6	x		x	
		Public account committees (PAC), sensitised to RID	Parliamentarians	FJI, TUV		Number of requests for assistance	2		x		
						Number of coaching, training, working sessions	3		x		x
2.2	Integration of risk into:										
2.2.1	Number of times there is public scrutiny of the RID inclusion in development investments	CSO engagement in budget scrutiny for RID	CSOs	FIJ / TUV	2	Number of interactions with decision makers	6	x		x	
						Number of analyses undertaken	3		x		x
3.1	Countries are working collectively to influence other countries, regional actors and their own country systems and government										
3.1.1	Number of actions and statements related to RID emerge from PICS	Dialogue platforms, on RID and climate finance	PICS	RGL	6	Number of interactions with decision makers	4		x	x	x
		Peer-to-peer exchange, on RID	PICS	RGL		Number of dialogues	4		x	x	x
		Knowledge products (including research) on RID	PICS	RGL		Number of peer-to-peer exchanges	2			x	x
3.2	Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID										
3.2.1	Regional agents report that they are promoting GS&I RID	FEMM-TWG on Climate Finance and PFM formalised	PIFS	RGL	2	Number of positions, functions or units created	1			x	
		FEMM briefing papers, include RID approaches	PIFS	RGL		Number of analyses undertaken	5	x	x	x	x
3.2.2	Number of regional resilience initiatives and policies supporting country led GS&I RID	Knowledge product on RID and climate effectiveness	PIFS, UK	RGL	2	Number of interactions with decision makers	20	x	x	x	x
						Number of analyses undertaken	2	x	x	x	x

ANNEX IV. CLIMATE CHANGE BUDGET INTEGRATION INDEX (CCBII)

METHOD. The Climate Change Budget Integration Index (CCBII) is a diagnostic tool that is utilised to measure the integration of climate change, as a cross-cutting issue, into national Public Financial Management (PFM) systems. It is a multi-component assessment which aims to gauge the extent to which PFM practices and the system help to achieve climate related policy outcomes. The four dimensions of the diagnostic are:

- A. Policy: the level of awareness on climate change policies, recognition and commitment to integrate CC within the system, as well as availability of enablers to link CC priorities with budgets.
- B. System: the capacity and current practices of PFM systems to absorb CC as a cross-cutting issue.
- C. Accountability: how much of the CC dimension is part of the overall PFM accountability system.
- D. Development Partners: how much is DPs' CC finance integrated into national PFM systems.

For this annual report, the CCBII analysis has been undertaken in partnership with local focal points in Tonga; in Tuvalu and Solomon Islands and as a desk-based review for Fiji, Kiribati and Vanuatu. The initial scores are based on desk-based inputs, well-informed professional judgement of the team and are in the process of being reviewed by government partners. It should be noted that i) the CCBII does not attempt to assess the quality or effectiveness of climate related policies; ii) it does not provide an assessment of climate change expenditure and whether this is currently effective in achieving climate related policy objectives; iii) finally, the CCBII is not yet entirely configured for assessing the extent to which PFM systems and practices are risk informed, as it mostly focuses on the delivery of climate change primarily through climate finances – however, work is being undertaken to build on the CCBII towards a more relevant diagnostic.

RESULTS. The table below provides a CCBII score comparison across the four dimensions and their respective sub-categories for six (6) of the UNDP Gov4Res project countries. The analysis undertaken to obtain each country score has largely been based on documentary evidence, available online or received through country focal points. Varying levels of consultation with in-country focal points have been undertaken across the countries. As such, these are considered indicative scores, based on the informed judgement of the Gov4Res team.

Indicators	SOI	VAN	TON	FJI	TUV	KBI	TOT
P. Policy							
P1. Policy and strategic context	0	4	6	4	2	4	10
P2. Legislative or procedural requirements	2	3	5	2	2	2	10
P3. CC priority in the budget system	3	3	4	3	3	3	10
S. System							
S1. CC expenditure reporting	3	2	2	2	2	3	10
S2. CC budget coding	0	0	0	2	0	0	10
S3. Methodology for calculating CC finances	4	3	3	1	1	3	10
A. Accountability							
A1. Value for money	3	0	3	1	3	0	10
A2. Parliament's budget scrutiny with climate lens	5	2	4	3	0	0	10
A3. CSO participation in CC finance	2	1	2	4	1	1	10
D. Development Partners							
D1. Integration of external finances	6	5	5	7	6	9	10
Total	28	23	34	29	20	25	100

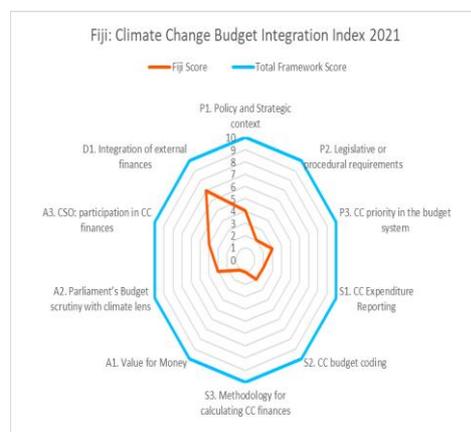
PROGRAMMING OPPORTUNITIES. Some broad observations from a comparison across the country scores are as follows. Countries in the Pacific are generally scoring within the 20s (out of a possible 100) as a total CCBII score. While this may be considered low it is important to remember that many PFM and associated accountability systems are undergoing major reform processes in general. The inclusion of cross-cutting issues of priority, such as climate change, is a work in progress. A CCBII analysis does however provide entry-points for risk informing PFM systems and processes. This includes the integration of climate (and disaster) risk into the following: budget / fiscal strategy; budget preparation process, budget call circular and budget guidelines; Budget preparation process, including capacity building and knowledge products such as guidance notes; risk screening and appraisal processes for prioritisation; and budget scrutiny processes. The scoring is related to whether the policy has a fiscal perspective, linking it directly to the budget system. In most cases, for both climate change policies and national development plans, a fiscal perspective is not currently included. This is an area of opportunity in general for the Pacific, for new policy development to include fiscal or investment components as a standard feature. These items are linked to output 1.1 and 2.1/2.2 of the Gov4 Res project.

COMPARATIVE ASSESSMENT: Tonga, Fiji and Solomon Islands demonstrate some of the higher scores. Tonga is showing leadership, particularly through the systematic inclusion of risk screening in project appraisal and corporate planning processes. Similarly, Fiji is showing higher scores within the accountability dimension, as a result of the first-ever online budget consultation in preparation for the 2019-2020 National Budget. Solomon Islands also has a higher accountability dimension score due to the role of the Public Accounts Committee. Countries such as Tuvalu, Kiribati and Vanuatu all have lower scores and challenges within the accountability dimension. Each have existing accountability structures, but there are opportunities for strengthening these to focus on priority issues such as climate change, as well as being more effectively engaged within the whole budget process. The development partners dimension provides an overarching score on how external finances are currently integrated into the national finance system. In general, development partner financing in the region for issues such as climate change is still falling off-budget and outside the purview of government. However, some countries are doing slightly better in capturing this information through centralised databases and in general budget information. The individual country analyses are presented below.

COUNTRY ASESSEMENTS:

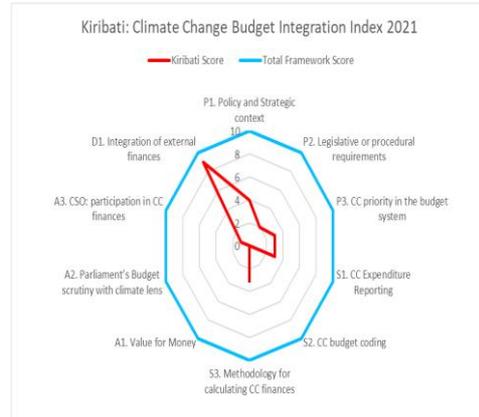
Fiji

This CCBII was undertaken as a desk-based review, working closely with MoE to identify and implement reform measures. An initial peer review of the scores has been sought by MoE. There has been work undertaken in Fiji with regards to the system and accountability dimensions, particularly with regards to undertaking an internal climate change budget tracking exercise and commencing work on climate change typology as the basis for climate change expenditure tracking. Similarly, CSO participation in the budget process has seen strengthening over the past few years, particularly through the first-ever online budget consultation held in preparation for the 2019-2020 National Budget. However, the removal of the climate change chapter from the Budget Kit, has impacted Fiji’s scores.



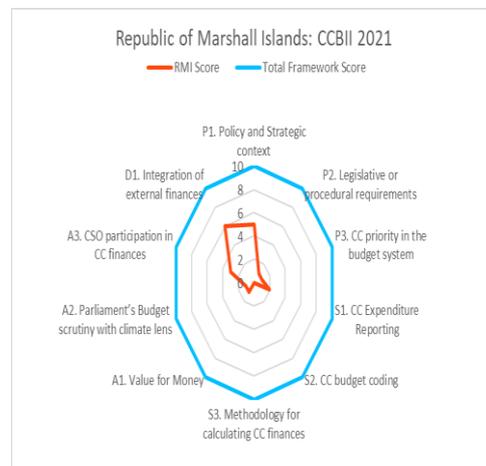
Kiribati

This CCBII has been undertaken largely as a desk-based review exercise, with support and input from Gov4Res project team members who are familiar with Kiribati national systems. A number of Ministry of Finance positions are currently vacant and in the process of being filled, including the Director of the National Economic Planning Office, the Director of the Climate Finance Division and the Secretary of the Ministry of Finance and Economic Development. The project team will seek introductions and consultation with these instrumental positions, once filled. While Kiribati has initiated a policy framework for integrated climate change and disaster management that emphasises mainstreaming as a key goal, there are still challenges with the integration of these strategic priorities within the budget system.



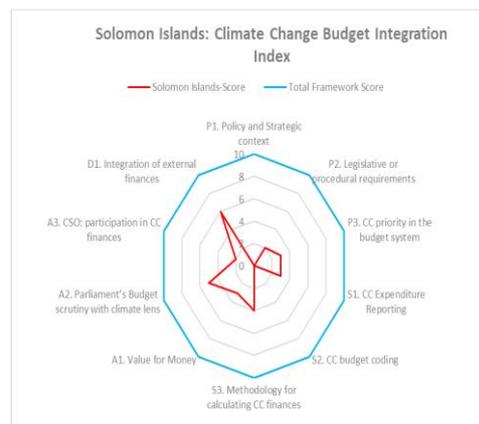
Republic of Marshall Islands

The RMI CCBII analysis has been undertaken solely as a desk-based review exercise. This has therefore been dependent on the availability of online documentation, which may have been superseded. As such, this analysis should be considered as very initial and scores are subject to change with the availability of additional documentation and once consultation with government stakeholders has commenced. The total score is broadly in line with patterns of analysis in the Pacific and particularly for smaller states. From this initial analysis, strengthening the PFM system to integrate cross-cutting issues such as climate change is a key area of opportunity and could be supported through policy reforms, such as providing a fiscal perspective to climate change priorities identified in national policies.



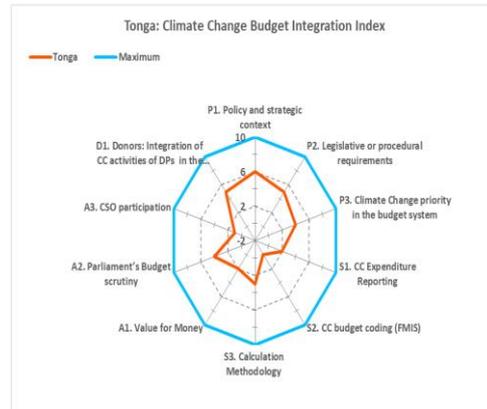
Solomon Islands

This CCBII analysis has been undertaken with initial consultation and provision of documentation from the Ministry of Finance and Treasury (MoFT), especially the Climate Resilience Finance Unit (CRFU) and team members from the Finance and Economic Development Unit (FEDU). Presenting draft scores back for feedback and validation, as well as the discussion of programming entry points are proposed next steps. The CCBII scores are notable for the low scoring in the policy dimension – this is mainly due to the current national climate change policy being outdated and currently under review. The National Development Strategy was also reviewed as part of the CCBII analysis and while it provides high level policy priority for resilience, climate change and disaster management, it does not provide a fiscal perspective for linking to central budget processes.



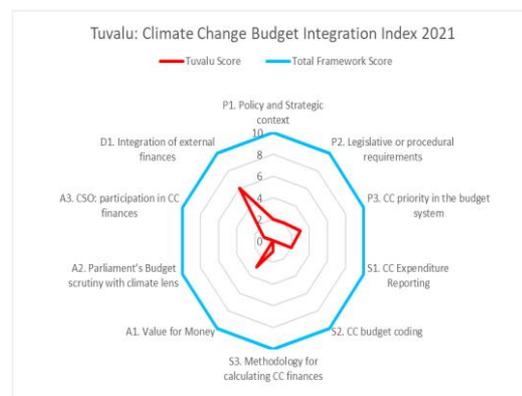
Tonga

This CCBII analysis has been undertaken as a collaborative process with the RDFD team in Ministry of Finance. Tonga has rated highly (in comparison to other Gov4Res project countries) in certain dimensions due to tools and processes already in place, as well as activities supported through the previous Pacific Risk Resilience Project (PRRP). This includes a mandated risk screening process for projects, parliamentary budget scrutiny processes, including a climate change analysis that has been presented the last three (3) years, and Tonga’s Budget Strategy and Funding envelope which specifies seven priority areas, one of which is climate change. Nevertheless, there are still opportunities to capitalise on.



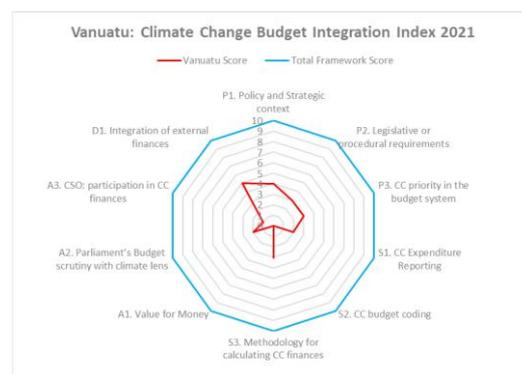
Tuvalu

This CCBII has been undertaken with initial consultation and provision of documentation by the Division of Budget, Planning and Aid Coordination in the Ministry of Finance and Economic Development (MFED). This consultation process is ongoing. Tuvalu currently scores low within the policy dimension, due to the Climate Change Policy expiring this year and currently being updated. While the TKIII also provides policy priorities for climate change resilience, adaptation and mitigation, there is no fiscal perspective to this strategy that can be linked with the budget process. Although significant strides have been made on addressing risks through the development of policy and also current efforts of sectoral and line agencies, the planning and budgeting undertaken at MFED is not yet considering these risks systematically.



Vanuatu

This CCBII has been undertaken as a desk-based review, with collection of documentation available online and on project file. An initial consultation has been undertaken with staff from the Department of Finance and Treasury (DoFT) and validation of the information presented below is envisaged as part of ongoing collaboration. Some of the higher scoring values for Vanuatu relate to processes established through the NAB and work undertaken as part of previous CPEIR and climate finance assessments. This provides a strong basis for building on.



ANNEX V. COMMUNICATIONS PRODUCTS

News/articles

- [Fiji Government and UNDP reaffirm cooperation towards resilient development | UNDP in the Pacific](#)
- [Additional support for Fiji's post-disaster efforts as country recovers from Cyclone Yasa | UNDP in the Pacific](#)
- [Fiji Government drives an integrated approach to rural and maritime development | UNDP in the Pacific](#)
- [Fijian Government - MINISTER SERUIRATU HOLDS DEVELOPMENT TALKS WITH UNDP](#)
- [Fijian Government - ADDITIONAL SUPPORT FOR FIJI'S POST-DISASTER EFFORTS AS COUNTRY RECOVERS FROM CYCLONE YASA](#)
- [Fijian Government - TEAM TO FINALISE TOOLS FOR ASSESSMENT OF MINISTRY'S PROJECTS](#)
- [Developing resilient model farms to improve nutrition in Provincial areas – My SIG Services Portal \(solomons.gov.sb\)](#)
- [Fijian Government - FIJI GOVERNMENT DRIVES AN INTEGRATED APPROACH TO RURAL AND MARITIME DEVELOPMENT](#)

Media coverage

- [The Fiji Times » Seruiratu holds development talks with UNDP](#)
- [\\$150,000 Boost For Disaster First Responders \(fijisun.com.fj\)](#)
- [The Fiji Times » Workshop to help strengthen monitoring, evaluationPressReader.com - Your favorite newspapers and magazines.](#)
- [The Fiji Times » Ministry staff reminded to listen to concerns and issues](#)
- [The Fiji Times » Government drives an integrated approach to rural and maritime development](#)
- [Developing Resilient Model Farms To Improve Nutrition In Provincial Areas | Scoop News](#)
- [PACNEWS - Developing resilient model farms to improve nutrition in provincial areas](#)

Knowledge products

- [Governance for Resilient Development in the Pacific Project Risk-informed Development Brief | UNDP in the Pacific](#)
- [Fiji MRMDDM Community-based Development Project Profiles | UNDP in the Pacific](#)
- [Governance for Resilient Development in the Pacific Project Brief | UNDP in the Pacific](#)
- [Solomon Islands Ministry of Agriculture and Livestock Resilient Model Farm Story | UNDP in the Pacific](#)
- [The UNDP Gov4Res Project Animation Video](#)
- [Gov4Res Updates | Issue 1 \(campaign-archive.com\)](#)
- [Gov4Res Updates | Issue 2 \(campaign-archive.com\)](#)

Publications

- A discussion paper on Climate finance effectiveness in the Pacific developed in partnership with PIFS and the UK government will be published in the third quarter of this year

Project microsite

- Gov4Res microsite is currently being designed to make available and easily accessible information on projects journey. The microsite will be embedded into the UNDP Pacific Office website and is expected to cross-promote social media posts and external news and stories of the project.

Social media

- Gov4Res uses the UNDP Pacific corporate social media accounts (Twitter and Instagram – @UNDP_Pacific; facebook - @UNDP.Pacific; and LinkedIn and YouTube – UNDP Pacific Office in Fiji) which have a strong presence in social media in the region. Gov4Res social media presence shows a steady growth due to the consistent updates. In this reporting period, Gov4Res published 71 posts, which was 52 percent increase in post compared to the previous reporting period, achieved in 22.5K people reached, 1.9K engagements, 1.3K likes and 200 shares.

ANNEX VI. GESI ACTION PLAN SUMMARY (DRAFT)

Why gender and social inclusion matters?

Gov4Res recognise the centrality of gender equality and social inclusion in the development process, the need to ensure that the process is equitable and that benefits reach marginalised groups. It is impossible to risk-inform development without understanding and addressing the underlying vulnerabilities that arise due to structural inequalities preventing women and marginalised groups from contributing to development processes. This requires a deep understanding of the context, a requirement to embed GESI analysis within any tools or approaches utilised, a commitment to working collaboratively with partners working in this space and equipping our team with the skills, knowledge and tools to champion this approach.

Our values

INCLUSIVE: We recognise that women and marginalised groups are development experts and are best placed to articulate the way in which climate change and disaster risks affect them. We co-facilitate spaces, processes and resources to enable women and girls, and marginalised groups, to equally participate and engage in risk informing development.

COLLABORATIVE: We respect and value the knowledge, connections and partnerships of multiple actors as part of the development process. We work with partners to co-create a deep understanding of the context and to promote inclusive and resilient development.

ADAPTIVE: We are agile, flexible and adapt the programme to the context. We intentionally and continually reflect and learn to identify how we can strengthen our approach to inclusive risk informed development.

TRANSFORMATIVE: We recognise that being inclusive means removing structural and intersectional inequalities that deny the rights and priorities of women and other groups. We are committed to supporting systems change at the national, sectoral, subnational, and community and organisational levels, to achieve inclusive risk informed development.

ACCOUNTABLE: We are accountable for ensuring that we lead by example to affect inclusive, resilient development. We recognise that we and many of our partners are power holders and are responsive to the needs and priorities of marginalised groups. We learn from mistakes and adjust our programming as needed.

Our operating principles

GESI as core to understanding risk. Understanding and managing risks are a core part of development, and a prerequisite for resilient development. We take a 'development first' approach to managing risks and recognise that integrating climate change and disaster risk and gender equality and social inclusion **jointly** is the most effective way to promote sustainable, inclusive risk informed development.

Embedding GESI analysis and tools. We recognise that we can't understand risk without understanding the underlying and intersecting vulnerabilities caused by structural inequalities that prevent some women and marginalised groups from fully participating in the development process. We work to create a deep understanding of the context and embed GESI analysis within any tools or approaches utilised to promote inclusive resilient development.

GESI as central to all programming. We consider GESI as an integral part of planning, preparation, implementation, monitoring, evaluation and reporting in all outcome areas. We will ensure all Gov4Res team members have the necessary knowledge, tools and capacity to do this.

Creating space for experts. We recognise women and marginalised groups as development experts. We will provide women and marginalised groups the space and tools to fully participate in the Gov4Res programme and articulate their challenges, priorities and solutions. We partner with GESI experts at the community, sub-national, national and regional levels to support those at risk of being marginalised and to advocate for their access to information and decision making processes.

Learning. We intentionally and continually reflect and learn to identify how we can strengthen our approach to promote inclusive risk informed development. We consider GESI as a key measure of success for the Gov4Res programme, and will conduct regular evaluation of how we are tracking on our GESI indicators and ensure lessons learnt are taken onboard.

Striving for transformation

We commit to ensuring that all activities are gender and socially aware and work towards transformative approaches. This will mean ensuring that as part of any programming there is critical examination of gender norms and dynamics and the interventions actively seek to strengthen and create systems that support equitable and inclusive development.

Types of interventions

Examples of the types of activities which will be undertaken, how they will be resourced and success measured are detailed in the table below.

Types of Interventions	Opportunity for Transformation	Measure of Success	Resourcing/Programming
<p>Development policy, planning budgeting and M&E (processes, policies, plans, planning tools and guidelines) (Outcomes 1 and 2)</p> <p>In depth scrutiny of development budget from a GESI perspective</p> <p>GESI considerations integrated within Ministry standard operating procedures</p>	<p>Creating mechanisms to ensure that women and marginalised groups and organisations that represent them are able to meaningfully contribute and influence the planning process</p> <p>Support GESI experts to contribute and review policies, plans, tools and guidelines</p> <p>Support wider engagement with civil society and private sector actors as part of all interventions</p> <p>Develop new evidence and tools that can provide more information on inequalities and intersectionality of risk</p>	<p>Decision making and steering processes and structures that are more inclusive</p> <p>Policy and plans that are gender and socially responsive</p> <p>Tools and guidelines that include GESI criteria as part of risk-informed development planning and prioritisation</p> <p>Greater understanding among civil society and private sector actors of how to influence the development planning, budgeting and M&E processes and use tools to highlight inequalities</p>	<p>Create risk informed development posts in gender machinery to provide advocacy and accountability (e.g. Women and Social Welfare, Departments and Ministries)</p> <p>Create targeted positions within CSO partners to focus on entry points within the development process to support Gov4Res implementation</p> <p>Gov4Res GESI specialists contribute to design and rollout linking to Gender Responsive Budgeting where possible</p> <p>Training and upskilling Ministry and CSO partners to screen plans, policies, budgets, tools etc</p>
Research and advocacy	Localise research methodologies by ensuring	Pacific-based researchers and actors	CSO partners and Gov4Res GESI specialists join

<p>(Outcome 3)</p>	<p>that research questions are developed by national and sub-national partners</p> <p>Embed GESI principles within research questions (<i>e.g. the understanding of what constitutes climate finance effectiveness</i>)</p> <p>Employ feminist research principles to guide research design and implementation</p>	<p>are driving the research agenda</p> <p>Research unpacks the issue of ‘research for who, by who?’ and reflects the lived experiences of women and marginalised groups</p> <p>Research critiques gendered-dimensions of power structures and gender norms</p>	<p>research teams</p> <p>Include CSO partners to co-design, conduct and communicate the research findings</p> <p>Partner with regional research organisations (e.g. USP, SINU, NUS etc)</p>
<p>Subnational and community-based grants (Output 1.2)</p> <p>Support to local government entities to mainstream risk</p> <p>Support to co-design and rollout community based grants</p>	<p>Provide GESI training and mentoring support to partners</p> <p>Require and support partners to analyse any existing power structures and norms that contribute to perpetuating existing inequalities and identify approaches to promote more inclusive approaches through grant interventions</p> <p>Ensure that grant governance structures, selection criteria and monitoring evaluation and learning processes are gender and socially inclusive</p> <p>Prioritise interventions that create space for the leadership of women and marginalised groups</p>	<p>Awareness and skills developed within partner institutions</p> <p>Gender and social analysis documented for each grant and interventions proposed to addresses inequalities</p> <p>GESI embedded within grant design mechanisms, support for implementation and monitoring, evaluation and learning</p> <p># of grants led by women and marginalised groups or those that represent them</p>	<p>GESI training for all partners</p> <p>Documentation of geographical and partner GESI analysis to inform all stakeholders and work to promote transforming behaviour</p> <p>Gov4Res GESI experts to support intervention design</p> <p>National GESI CSOs and NGOs appointed on national grant selection committee (e.g. Kiribati Women’s Children Support Centre)</p>
<p>Monitoring, evaluation, reflection and learning:</p> <ul style="list-style-type: none"> a. Baseline analysis b. Regular reflection sessions c. Evaluation approaches 	<p>MERL processes intentionally create space for diverse actors</p> <p>Reflection sessions led by women and marginalised groups</p> <p>Gender baseline and power analysis conducted for all project countries</p>	<p>Diverse voices contribute to learning and reflection processes</p>	<p>National baseline analysis conducted through partnerships of key government actors / CSOs and Gov4Res GESI specialist</p> <p>Specific commissioned research with CSOs</p>
<p>Gov4Res project staff (internal)</p>	<p>Monthly upskilling sessions on GESI issues</p> <p>Management are accountable for GESI related results through specific Key Performance Indicators</p>	<p># of women and people from marginalised groups in project team (including government posts)</p> <p>Knowledge and skills of team are enhanced</p>	<p>CSO partners (e.g. Shifting the Power Coalition)</p> <p>Gov4Res GESI experts</p> <p>Trello Board</p>

	All staff have a GESI Key Performance Indicator		
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Pilot Interventions

The following pilot activities will have been designed for implementation by the Gov4Res starting in July 2021.

Pilot	Gov4Res Objective	Description of GESI Approach
Community Based Development Projects – Small Grants	Demonstrating how CSOs can contribute to overall sub-national planning and the integration of climate and disaster risk within community-based projects that are aligned to sub-national priorities	<p>Embed GESI approaches and principles within call, selection and implementation of projects</p> <p>Ensure adequate accountability, reflection and reporting processes for GESI</p> <p>Identify ways to support women, people with disabilities and rural communities to co-design and lead projects</p> <p>Document and highlight best practice case studies and lessons from tracking GESI related outcomes</p>
Regional Research	Identify possible areas of reform and further dialogue for strengthening approaches to climate financing in the Pacific region. It is intended to inform a series of roundtable dialogues in the Pacific and internationally.	<p>Review existing literature on challenges for women, rural communities and people living with disabilities in accessing climate finance and utilising it effectively</p> <p>Review research methodology from a GESI perspective</p> <p>Provide GESI and intersectionality training to research team</p> <p>Employ transformative / feminist research approaches that identify power dynamics and privilege within the framing of the research</p> <p>Utilise Pacific feminist researchers as part of the research team</p> <p>Identify and document differences in perspectives as part of the research across different groups with regards to climate finance access and effectiveness</p>
MEL system and framework	<p>To track progress, evaluate successes, identify problem areas and refine</p> <p>Diagnostic tool CCBI - used to baseline programme countries and how risk informed their systems are.</p>	<p>Review current MERL Framework and adapt to include tracking GESI approaches across the programme and in particular where GESI approaches are being tested</p> <p>Identify ways to strengthen the diagnostic tool to take into account GESI considerations</p>

ANNEX VII. RISK LOG

UNDP Risk and Issue Log

Project: Governance for Resilient Development in the Pacific

Version: 3.0

Last Updated: June 2021

#	Description	Risk Category	Risk Level	Risk Treatment / Management Measures	Risk Owner
1	COVID-19 pandemic reduces project staff ability to travel, pre-occupies partner governments and reduces ability of project to form new relationships which has immediate impact on ability to achieve activities proposed in annual work plan	Operational	Likelihood = 5 Impact = 5	<ul style="list-style-type: none"> Adjust implementation strategy to ensure its relevance in the current context Undertake scenario planning for potential impacts on project considering different impacts on countries, and management responses Maintain open lines of communication regarding impacts with all donors, and facilitate donor forum/working session to adjust plans Adjust work plan and manage expectations with impacted country partners, including giving consideration to supporting immediate response needs of governments 	UNDP
2	Project staff and families are personally impacted by COVID-19 virus, which includes being affected by lockdowns, possibility of contracting virus, hospitalisation or death.	Safety and Security	Likelihood = 5 Impact = 5	<ul style="list-style-type: none"> Support all project staff to transition to work remotely to minimise risk of exposure to virus (with equipment, virtual login etc.) as required by national government Maintain open and regular lines of communication with all project staff to ensure well-being, including weekly team meetings and daily check-ins in the form of short messages or calls Maintain open and regular lines of communication with UNDP Resilience and Sustainable Development Team, Pacific office and Regional Bureau to access psychosocial and re-programming support, and updates on evolving COVID-19 situation Undertake internal assessment of insurance status and allowances, and communicate with project team 	UNDP
3	Pacific countries suffer from economic recession leading to longer term social implications as a	Social & environmental	Likelihood = 5 Impact = 5	<ul style="list-style-type: none"> Contribute to broader UN response and recovery efforts by contributing to UNDP PIC socio-economic impact assessment 	UNDP

	result of ongoing COVID-19 crisis (e.g. global travel restrictions reducing tourism)			<ul style="list-style-type: none"> Assess potential for extending project duration beyond 2025 Ensure annual work plans have flexibility to meet genuine government needs Re-programme to support countries to undertake risk informed livelihood recovery activities, to use as demonstration 	
4	Governments are consumed with other developmental/ political challenges (e.g. coup, disaster) further compounding impact of COVID-19	Social & environmental	Likelihood = 4 Impact = 4	<ul style="list-style-type: none"> Maintain strong partnerships with government, donors and regional agents to ensure all needs and expectations are clarified and met Re-programme to support countries with new immediate needs Emphasise Outcome 2 on oversight as a mitigation measure for countries 	UNDP
5	Project is misunderstood as the approach to climate change is unusual	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> Communication is regular, stakeholders are given clear understanding of project strategy 	UNDP
6	Government partners do not prioritise or see the value of the project	Operational	Likelihood = 3 Impact = 2	<ul style="list-style-type: none"> Maintain close relationships with government partners and work with existing (converted) partners Early research and communications Ongoing communications and advocacy 	UNDP
7	The project won't get traction as it does not have extensive experience in PFM and oversight	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> Work closely with and through existing UNDP governance and parliamentary teams in Pacific Office and Bangkok, who have relationships with key stakeholders 	UNDP
8	Government systems aren't able to influence development	Operational	Likelihood = 1 Impact = 4	<ul style="list-style-type: none"> Risk has been included as a key assumption which the project team will monitor on a 6-monthly basis 	UNDP
9	Risk of duplication as a result of operating in a crowded climate change space	Strategic	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> Highlight niche role the Governance for Resilience project and APCP can play in connecting projects and partners Joint missions coordinated with/through CROP agencies Regular communications with wide range government and partner of partners 	UNDP
10	Fiduciary risk of fraud (e.g. Gov4Res Small Grants initiative)	Financial	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> UNDP have strong and appropriate HACT guidelines (all cash transfers are direct to government and implementing partners) UNDP will directly fund most activities 	UNDP
11	Existing budget, planning, policy and oversight systems and process are difficult to modify	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> Project will select entry points where partners are open to change, and systems can absorb change 	UNDP

				<ul style="list-style-type: none"> Align interventions with ongoing PFM and Planning reforms Partner with existing reform projects 	
12	Resettlement and relocation	Safety and Security	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> Project will not be involved directly in any displacement or resettlement activities but will engage the respective Government and/or affected communities to manage CCDRM risks Should resettlement or relocation arise, project will ensure any activity complies with the principles or donor's relevant policies and ensure engagement is at a policy level rather than any direct planning 	UNDP
13	Broader systems reform delayed or poor quality	Operational	Likelihood = 4 Impact = 2	<ul style="list-style-type: none"> Project will adopt an agile approach to work planning and budgeting to be responsive to reform timing 	UNDP
14	Counterparts cannot sustain reforms that have been introduced	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> This is a project intent, and therefore there will be constant monitoring of risk Undertake ongoing training and coaching with counterparts 	UNDP
15	Advocacy stakeholders will not (or cannot) engage constructively with government	Political	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> Maintain as a core programming assumption which will be revised six-monthly Partner with internal UNDP CSO expertise 	UNDP
16	Advocacy stakeholders engage with government or parliament and there are repercussions	Safety and security	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> Undertake regular monitoring of potential repercussions Liaise and work closely with advocacy groups Undertake political economy analysis on an ongoing basis as part of regular programming 	UNDP
17	Advocacy stakeholder's or oversight functions activities cause repercussions which have reputational risks for UNDP and donors	Operational	Likelihood = 3 Impact = 3	<ul style="list-style-type: none"> Undertake regular monitoring of potential repercussions Liaise and work closely with advocacy groups Undertake political economy analysis on an ongoing basis as part of regular programming 	UNDP
18	The rapid decline in the exchange rate has implications for the amount of USD available for programming implementation	Financial	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> All activities, budget and expenditure will be analysed more tightly in terms of 'value for money' Contingency budget will be established Closer alignment of anticipated spending needs to tranches of funding are reflected in future disbursement schedule 	UNDP
19	Regional agents don't have the capacity to influence PICs policies and practices	Operational	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> Identified as a core assumption in the project which will be regularly monitored, and programming will be adapted Select regional agents according to the influence 	UNDP

20	Regional agents have motivations and interests that do not align with or shift from the project	Political	Likelihood = 3 Impact = 4	<ul style="list-style-type: none"> Identifying agents that have common interests Undertake ongoing Political Economy Analysis Ongoing monitoring of regional agents and their relative influence in the RID space Team to undertake PEA training 	UNDP
21	Country representatives do not value lessons from other Pacific countries	Strategic	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> Team will work sub-regionally (Micronesia, Melanesia and Polynesia) as well as regionally Bring in global, regional and national expertise, to diversify potential inputs 	UNDP