

Project Document

Project Title:	Achieving the simultaneous eradication of poverty and a significant reduction of inequalities and exclusion in the Pacific (2014-2017)	
Strategic Plan Outcomes:	<p>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p>Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</p> <p>Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</p> <p>Outcome 4: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</p>	
Implementing Agency:	United Nations Development Programme	
Brief Description		
<p>The purpose of this Pacific Project Document is to provide a framework for the work of the UNDP Pacific Centre to achieve the outcomes as set out in the UNDP Asia Pacific Regional Programme (2014-2017), which has been designed to be fully aligned with UNDP's Strategic Plan (2014-2017). The regional project highlights the Centre's contributions and approaches at regional level to support countries in the Pacific achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion in a way that is sustainable and resilient.</p> <p>The regional project interventions will complement the programming frameworks of UNDP PNG Country office, and the Samoa and Fiji Multi-country Offices and will be tailored to meet the specific needs of Pacific governments, communities and people. The focus of the interventions will be where UNDP has a comparative advantage; and UNDP's support will be closely aligned with the activities of other partners and/or organizations.</p>		
Programme Period:	2014-2017	Total resources required: USD 40,800,000
Atlas Award ID:	_____	Total allocated resources: USD 28,200,000
Start date:	01 Jan 2014	<ul style="list-style-type: none"> • Regular: USD 3,100,000 (TBC) • Other: USD 25,100,000 • Unfunded budget: USD 12,600,000
End Date	31 Dec 2017	
PAC Meeting Date	_____	
Management:	Directly Implemented by UNDP (DIM)	

Agreed by (UNDP): Mr. Peter Batchelor, Manager, UNDP Pacific Centre



I. SITUATION ANALYSIS

Achieving more inclusive and sustainable human development remains a challenge for most Pacific Island Countries (PICs).¹ Four PICs² are classified as Least Developed Countries (LDCs) and, according to the UNDP Human Development Index (HDI)³, at least two are ranked in the category of 'low human development'. For some PICs, their HDI ranking has declined between 2007 and 2012.⁴ ODA to the Pacific (as recorded by OECD DAC) increased by 60% in the decade leading up to 2011, and levels are now the highest in history.⁵ The Pacific region remains significantly aid dependent.⁶

- **Inclusive Growth, Poverty Reduction & Health for Development**

Economic Trends in the Pacific: Despite the 'aid boom', economic growth in the Pacific region over the last decade has not kept pace with other developing countries or regions. Growth rates and government revenues in most PICs (with the exception of PNG), have been negatively affected by a combination of global fuel, food and financial crises. In 2011 and 2012, GDP growth rates showed some signs of recovery, with modest recovery in some PICs (Fiji, RMI, Nauru), but slowdowns in others (PNG, Solomon Islands, Tonga). It is estimated that GDP growth will improve slightly in 2013 and 2014 led by growth in countries such as PNG, Nauru and Solomon Islands (ADB, 2013).

Economic growth in the PICs is a function of many factors including: their geographic isolation, vulnerability to natural disasters, narrow economic base, high costs of doing business, low levels of productivity, and reliance on ODA and remittances. Pacific countries are heavily exposed to commodity price fluctuations and are, therefore, very vulnerable to volatile international food and energy market. High variability in major income sources (export revenues, remittances and tourism receipts), underdeveloped financial markets, and unreliable and high transportation costs have contributed to lower than potential economic growth and considerable fluctuations in economic output from year to year.

Food insecurity, increasing poverty and inequality remain significant challenges for most PICs. National development strategies, macroeconomic and sectoral policies are failing to address key issues such as weak and unstable economic growth; rising inequality, particularly gender inequality; social and economic exclusion; low agricultural production; youth unemployment and a narrow economic base in most countries.

Poverty and Inequality: While extreme poverty and hunger remains low across the region, there are indications that hardship and vulnerability are increasing in PICs.⁷ For most countries, the proportion of the population below the individual country basic needs poverty lines has risen or remained the same in recent years. Issues such as urbanisation and monetization are creating new forms of hardship, particularly for meeting the costs of non-food needs. The small populations and geographic remoteness of many of the PICs limit the opportunities for economic diversification and increase the impact of external economic shocks. Many PICs are also heavily reliant on external inflows of ODA, remittances and imported goods, increasing further their exposure to volatility in global markets. Multi-dimensional poverty is high across many PICs, particularly in rural areas, due to geographic remoteness, weak

¹ See 2014 Pacific MDGs Regional Tracking Report, 2014 report on Hardship and Vulnerability in the Pacific Island Countries (World Bank) and 2014 UN report on the State of Human Development in the Pacific.

² Kiribati, Solomon Islands, Tuvalu and Vanuatu are classified as LDCs.

³ Both Solomon Islands (143) and PNG (156) are ranked in the category of low human development by the UNDP HDI. Solomon Islands HDI rank has declined between 2007 and 2012. PNG's rank has improved slightly during the same period.

⁴ Palau, Tonga, Fiji, Samoa. See UNDP Human Development Report 2013.

⁵ Pryke, Jonathan 'The Pacific's Aid Boom', in devpolicy.org published 13 September 2013, accessed July 2014

⁶ The World Bank reports that ODA to the Pacific region amounts to \$469 per capita, compared to \$64 in the Caribbean small states and \$54 in Sub-Saharan Africa. Some PICs such as Tuvalu, Tonga, FSM, RMI and Solomon Islands are heavily dependent on ODA- more than 50% of government budgets.

⁷ See World Bank report on Hardship and Vulnerability in the Pacific Island Countries 2014

governance and a lack of capacity to deliver basic services. Only Fiji and Vanuatu have experienced a decline in basic needs poverty. The drivers of hardship, exclusion and vulnerability include: i) slow and volatile economic growth (and low unemployment); ii) external shocks (including global financial crisis and natural disasters); iii) migration and changing demographic patterns, iv) economic transition (monetization); v) declining social protection systems; and vi) access to social services in rural areas and outer islands.⁸

Evidence from recent national poverty studies suggests that income inequality has been rising over the last 10 years, even in those countries where there has been a reduction in the level of basic needs poverty.⁹ The highest levels of inequality in the region seem to be present in Solomon Islands, PNG and Fiji.¹⁰ Moreover, within most countries, inequality in rural areas is equal to or higher than inequality in urban areas (Fiji is the exception). Clearly issues such as urbanisation, monetization, the natural resources boom, and internal migration have had an influence on changes in income inequality, both in rural and urban areas. These trends in income inequality in many PICs also need to be seen in the context of wider trends in socio-economic exclusion in the Pacific.¹¹

Progress amongst PICs towards achieving the MDGs is mixed (PIFS, 2014). Only Niue and the Cook Islands are on track to achieve all the MDGs by 2015, while PNG the region's largest economy, is not on track to achieve any of the MDGs (PIFS, 2014). The achievement of MDG1 (reducing poverty) remains a key challenge, with only two PICs (Niue, Cook Islands) on track to achieve this goal. All PICs receiving high levels of ODA (Solomon Islands, Tuvalu, FSM, RMI and Tonga) are not on track to achieve MDG1 by 2015. Most PICs are successfully reducing child mortality and improving maternal health, and most are on track to achieve universal primary education, although the quality of education remains a challenge. Despite increasing levels of ODA and large investments in service delivery, public spending by Pacific governments is generally not leading to better development outcomes.

The recent international financial crisis has placed significant pressure on the ability of Pacific Islanders to meet their basic needs. The crisis has had a multiple effect including increasing inflation, increasing food and transport costs, and placing additional pressure on employment.

Youth Unemployment: Young people make up a significant portion of Pacific society with more than half of the population under the age of 25 years. Approximately one in five people are youth by the UN definition of 15 to 24 years and this group comprise one third of the adult working population. The average youth unemployment rate in the Pacific is high at 23% (ILO, 2013) compared with the global average of 12.6%. Young people in the region are also six times less likely to secure a job than older workers (ILO, 2013). Youth unemployment rates range from 62% in RMI, 46% in Solomon Islands and 8.9% in Vanuatu. (SPC). For young men in the Pacific, the unemployment challenge is especially severe. In Papua New Guinea the unemployment rate for young people aged 15-24 was 6 per cent overall, but an alarming 18.1 per cent for urban male youth. Likewise, young men in Samoa accounted for more than one-third of the total unemployed population and young women accounted for around one-fifth (ILO, 2013). With low economic growth, and the increasing youth population in the Pacific, a high dependency ratio has been created contributing to enormous burdens on the relatively small economies of the Pacific (SPC, 2011).

Private Sector Development: The private sector in the Pacific is generally dominated by a large informal economy. There is widespread subsistence agriculture and fishing, and export of some specialized agricultural products. Tourism is gaining momentum in some countries (Fiji, Vanuatu, and Samoa), while other smaller PICs struggle with limited connectivity and lack of infrastructure. In most countries the manufacturing sector is small. The private

⁸ See UN Report on the State of Human Development in the Pacific 2014.

⁹ See UN Report on the State of Human Development in the Pacific 2014.

¹⁰ World Bank, 2014, *Hardship and Vulnerability in the Pacific*

¹¹ See UN Report on the State of Human Development in the Pacific 2014.

sector in the Pacific faces several difficult issues: high dependence on small domestic markets where purchasing power is low; expensive transport and communications services; credit markets dominated by a few commercial banks which reduces options to access credit; and limited public/private sector dialogue.

To address some of these challenges, there is a need for the private sector to become more competitive and develop niche products. Quality Assurance management and marketing is still at an embryonic stage amongst small and medium enterprises (SMEs) in the Pacific. The majority of enterprises, assessed by the Pacific Islands Private Sector Organization (PIPSO) and supported by UNDP, concluded that there is a need for a better understanding and appreciation of brand development, the importance of good packaging and labelling as well as building the right distribution channels in overseas markets. The assessments indicated a demand for increased and higher quality training on quality assurance principles and processes to improve trade and increase market access. Among the PIPSO members, only Fiji and PNG as major exporting countries in the Pacific, have a national Quality Assurance body that regulates quality assurance of products produced in their respective countries.

Natural Resources and Extractive Industries: A number of Pacific countries (e.g. PNG) are endowed with significant natural resources, including minerals (terrestrial and marine), oil and gas and forestry. The extraction of these resources has led to increases in government revenue over the years, but has not been accompanied by increases in overall human development outcomes. In addition many of the experiences of natural resource extraction in the Pacific (e.g. Nauru, Solomon Islands, and PNG) have not been overly positive, and have been associated with environmental degradation, corruption, political instability and conflict, disregard for human rights, and economic returns not benefitting communities.¹² Thus one of the biggest challenges confronting Pacific countries, both now and into the foreseeable future, is that of effectively managing natural resources, and ensuring that the extraction of these resources is transparent, sustainable and does contribute to the reduction of poverty and inequalities.

Informal Economy: In the Pacific the contribution of the informal economy has been undervalued for many years despite the fact that this sector absorbs a majority of the population who are unable to find jobs in the formal (public and private) sector. The informal sector is very high in Melanesian and Micronesian countries (60-85%) and is increasing in Polynesian countries (40-60%). It contributes between 20 to 50% of GDP in some Pacific countries and provides self and wage employment to more than half the country's working population.

Most of the Pacific's poor live in the informal economy: occupying land they do not own, working in difficult and dangerous conditions, and relying on moneylenders for weekly credit and families/friends for financial support. Many fall deeper and deeper into debt and vulnerability. They often have limited access to broader economic opportunities and are especially vulnerable to uncertainty, corruption and violence where the rule of law is weak. Evidence suggests that the increase in informal business is a result of inequitable policies, their unbalanced implementation, and discriminatory enforcement that jointly fail to support businesses and entrepreneurial opportunities in which tangible benefits accrue to the poor. Accordingly, for most small entrepreneurs and self-employed people being in the informal economy is primarily a survival strategy. Persistent poverty therefore often results from a failure of public policy as well as market failure. There is an urgent need to reduce economic, legal and social inequalities to maximize the benefits accruing from the informal economy.

Health, Development and Socio-Economic Vulnerability: Despite mixed progress on MDGs achievement and significant investments in the health sector, premature mortality and avoidable morbidity persist in the PICs. Both communicable and non-communicable diseases disproportionately affect the poor and vulnerable, and are key factors pushing households into deprivation. Social exclusion, inequalities and human rights violations continue to

¹² 2014 *National Human Development Report Papua New Guinea*. See http://www.pg.undp.org/content/papua_new_guinea/en/home/library/NHDR/

drive ill health, with a particular impact on marginalized groups and women. PICs are facing a double burden of communicable and non-communicable diseases which has a major impact on population health, wellbeing in general, and on their economies. HIV prevalence and incidence remains low (except PNG) but vulnerability persists making it a continuing threat.

Non-Communicable Diseases (NCD) are a major cause of premature death in the Pacific and have broad and profound development implications. Premature morbidity and mortality leads to significant loss of productivity and economic cost. People living in poverty tend to have more communicable and chronic illnesses, more frequent and severe disease complications and make greater demands on health care and welfare systems. 40% of the 9.5 million people living in the region have been diagnosed with at least one NCD. In some countries (e.g. Tonga) life expectancy is decreasing and in all, NCDs have become the leading cause of preventable and premature mortality. The impact on national economies is crippling. Loss of income and productivity due to absenteeism or prolonged disability although poorly quantified, is believed to be considerable. At household level diminished resources within families as well as indirect costs such as unpaid care work by family members (women and children) are extensive and can drive vulnerable households deeper into poverty.

The causal pathways for NCDs are complex and involve a range of determinants most of them beyond the health sector. It is for example well established that Pacific islands are particularly susceptible to the effects of international trade on food supplies. This calls for greater coherence between health and other sectors such as trade and planning. In the Pacific food imports represent a large share of GDP and yet there are limited prospects for significantly increasing government expenditure to health in absolute terms due to generally subdued economic growth. There is an increasing high level of recognition that decisions made outside of the health sector have a strong bearing on factors that influence NCD-related risk (2014 NCD Roadmap Development, PIFS Communiqué). Similarly it is widely acknowledged that access to healthcare is necessary but insufficient. Yet the response to NCDs in the region has essentially remained in the realm of the health sector alone. Decades of public health awareness and education types of interventions have yielded little in terms of improved NCD outcomes at population level and each consecutive WHO Survey (STEPwise approach to surveillance) reveals a worsening situation over the years.

A more robust, comprehensive and intersectoral response is urgently needed and has been called for by governments and their partners. The deeply socio-economic and structural determinants of both NCD epidemics as well as HIV and STIs suggest that successful preventive measures are more likely to come from policy-related changes that directly impact the socio-economic behaviour of communities and individuals than from bio-medical approaches alone.

Financial Inclusion: Despite promising development in financial inclusion over the past five years, the Pacific continues to be one of the least-banked regions in the world. In some Pacific countries it is estimated that less than 10% of the population have access to basic financial services. UNDP estimates that around 6.5 million people or 80% of people living in the Pacific islands do not have access to formal and informal financial services in the form of savings, credit, insurance, remittances, transfers, pensions and investments. The majority of those excluded from the financial sector are not able to achieve their full economic potential and continue to be denied opportunities to attain a productive and dignified living. A fragmented geography, low population densities, poor infrastructure, political instability, low levels of technical expertise, low levels of financial competency and vulnerability to natural disasters make delivery of sustainable financial services a challenging task in a region that spans a third of the earth's surface.

Despite the fact that previously inaccessible populations are increasingly reachable through new technology, improving infrastructure and new business models, conventional financial service providers (banks, insurance companies, etc.) continue to lack market information required to make sound business cases for serving the

relatively small markets of Pacific countries. While regulators have been pro-active in enabling experimentation in new technology driven and branchless banking models, regulatory regimes to provide adequate protection to clients of new products are needed for scaling up of services.

- **Democratic Governance**

The Pacific governance and security environment is complex and diverse. Multiple governance challenges persist, ranging from political instability, financial and human capacity challenges in governance institutions, weak policy and regulatory frameworks, and limited access to services for remote communities. In addition, participatory decision making is limited, with women under-represented in formal political structures across the region.

Parliaments: Pacific Parliaments often suffer from various constraints including weak staff capacity and parliamentary processes as well as limited access to critical information for law making. Many Members of Parliament (MPs) lack experience and knowledge of policy and public sector priorities. Consequently, MPs are often not able to effectively engage in policy processes. The small size of many Pacific Island legislatures also makes it difficult to sustain full parliamentary service functions, a difficulty compounded by limited financial resources, poor access to legal guidance, training, and research services. The outreach function of Parliaments is also not fully utilised leading to misconceptions about the role of Parliaments and MPs.

Strengthening democratic governance in the Pacific requires well-resourced and independent **electoral bodies** that have the capacity to manage peaceful and fair electoral process. PICs also require transparent and accountable **political parties** that embrace the principles of good governance. Yet most political parties in PICs are either non-existent, or lack coherence and a grounded ideology. Political parties exist to transform aggregated social interests into public policy. In Parliaments, political parties play an important role in shaping the relationship between the Executive and legislature and in prioritizing the legislative agenda.¹³ UNDP's approach to democratic governance for human development plays an important non-partisan and impartial role in supporting electoral bodies, political parties and their role in democratic systems.

In some PICs the legislature has developed into an arena focussing only on attaining power through formation of the executive branch of government. Regular parliamentary votes of no-confidence in Parliament, such as those that occur in Papua New Guinea, Tuvalu and Vanuatu, often leading to changes of Government, highlight the important role that parliament could and should play in providing political stability. When Parliaments become arenas only for the attainment of power, the core functions of oversight, legislation and representation are marginalised thus adversely impacting on achieving more inclusive and sustainable human development.

Women in Politics: The prevailing political and electoral systems in the PICs are seen as being more favourable to 'men of status', as well as cultural stereotypes that rank women lower than men¹⁴. Pacific Island legislatures continue to have the lowest number of women among their elected representatives. As of March 2014, women legislators¹⁵ in the 15 PICs represented only 4.7% of all MPs in the region. This is well below the target indicators outlined in the MDGs and the scale of representation to enable a critical mass for 'actual representation'. With eight planned national elections in 2014, and a further eight elections currently scheduled to be held in 2015 / 2016 (see table below), the representation of women in national legislatures may change depending on the electoral system being used, the adoption of special measures, and the role Parliaments play in advocating for gender equality in legislatures.

¹³ United Nations Development Programme. 2006. A Handbook on working with Political parties.

¹⁴ UNDAF for Pacific sub-region 2013-2017 http://pacific.one.un.org/images/stories/2013/UNDAF_Summary_Report.pdf

¹⁵ Pacific Women in Politics website www.pacwip.org

Likely dates for upcoming national elections in the Pacific		
2014	2015	2016
Fiji, Solomon Islands, Tuvalu, Tonga, Cook Islands, Tokelau, Niue	Kiribati, Micronesia, Marshall Islands	Samoa, Nauru, Vanuatu, Palau, Papua New Guinea

Accountability and Anti-corruption: As of April 2014, ten PICs (PNG, Fiji, Palau, Vanuatu, Cook Islands, Marshall Islands, Solomon Islands, FSM, Nauru, and Kiribati) have acceded to the United Nations Convention against Corruption (UNCAC), an increase from three PICs in 2009. Although PICs now have various accountability institutions, there are still challenges in combating corruption. Lack of political will, capacity issues, limited financial and operational resources are particular challenges compounded by often un-costed proposals to set up independent institutions (e.g. national human rights institutions, anti-corruption commission, Ombudsman). To that end, UNDP has strived for a holistic approach in its support for accountability institutions, working with other development partners to encourage strategies to take proper account of the need to put in place locally sustainable institutions and frameworks.

Access to Justice and Rule of Law: Violations of civil, political, economic, social and cultural rights are of concern across the Pacific. Although all Pacific Island constitutions have some reference to the protection of human rights, the Pacific remains the region with the lowest levels of ratification of international human rights treaties. In terms of Institutional mechanisms to advance human rights protection, Samoa established its Human Rights Institution in 2013, which includes an additional mandate as the Office of the Ombudsman. Fiji has a national human rights commission but it has been suspended from both the International Coordination Committee of National Institutions for the Promotion and Protection of Human Rights (ICC) and the Asia Pacific Forum of National Human Rights Institutions (APF) since the 2006 military coup. There is currently no human rights mechanism with a regional mandate, although the Pacific Islands Forum Secretariat, in 2013, established a working group of Forum Island officials on the concept of a regional human rights institution.

Access to justice for victims of gender-based violence, particularly for women and girls, is a critical issue in the Pacific. In the Solomon Islands, a 2009 national prevalence study of violence against women¹⁶ reported high levels of severe forms of VAW (64% of ever-partnered women aged 15-49) experienced by women, mainly at the hands of their intimate partners/husbands. The 2010 Kiribati Family Health and Support Study (KFHSS)¹⁷ also revealed a high prevalence of violence against women, showing that 68% of the women surveyed aged 15-49 experienced physical or sexual violence, or both, by an intimate partner. The *Convention on the Elimination of All forms of Discrimination against Women* (CEDAW) remains as one of the two most ratified human rights treaties in the Pacific. The development of CEDAW legislative indicators (UNDP Pacific Centre in partnership with then UNIFEM) for 10 PICs (Fiji, PNG, Samoa, Solomon Islands, Tuvalu, Vanuatu, FSM, Marshall Islands, Kiribati, Cook Islands) has contributed to legislative reforms around domestic violence and civil family law.

- **Climate Change, Energy, Environment & Disaster Risk Management**

The impacts of climate change, disasters and increasing oil prices pose significant development challenges to PICs. Short-sighted approaches to economic and social development have exacerbated these risks. These approaches have

¹⁶ The Secretariat of the Pacific Community. 2009. Solomon Islands Family Health and Support Study: A study on violence against women and children.

¹⁷ The Secretariat of the Pacific Community. 2010. Kiribati Family Health and Support Study: A study on violence against women and children.

significantly reduced the resilience of communities in the region, whilst measures taken to reduce and to recover from impacts have not led to sustained outcomes at the local level. Women and remote island communities face the highest risks.

Pacific countries are extremely vulnerable to environmental risks, including natural disasters and the impacts of climate change (e.g. rising sea levels). On a Global Vulnerability Index of economic and environmental risk exposure indicators, 4 of the top ten countries in the world are PICs (Briguglio et al, 2009, World Bank 2014). The Pacific is one of the most disaster-prone regions in the world. Eight of the top twenty countries by annualized relative losses from natural disasters (cyclones, tsunamis) are PICs, with many experiencing economic losses of several percentage points of GDP (World Bank, 2014). Extreme weather events in the region since 1950 have affected approximately 9.2 million people and caused 9,811 reported fatalities and US\$3.2 billion in damage¹⁸ and there is growing evidence that women are disproportionately more heavily affected. Capacities to recover from the impacts of disasters are relatively weak and inconsistent. Climate change models predict that temperature rise will affect ecosystems, undermine traditional sources of livelihood and may also threaten the very existence of some PICs through sea level rise.

The Pacific islands region has the highest petroleum fuel dependency of any region or sub-region in the world, exceeding by far the Caribbean island states. In several PICs there are significant gaps in electricity and/or fossil fuel access, however there are low-income households in most PICs which use little petroleum fuel or electricity because of their high costs, even though these can be easily accessed. Energy efficiency is generally considered as the lowest cost option to reduce demand for fossil fuels, but it has generally not been a priority of PIC Governments. A number of PICs have established very ambitious targets for renewable energy production, but frequently these targets are not well linked to known indigenous energy resources, expected costs, local training needs, or net benefits. In general, implementation and enforcement, including integration of energy policies and action plans into national planning and budgetary processes, has been and continues to be a major challenge. Continued support to the PICs at a regional level to help PICs better understand and manage energy is needed, in particular in the Smaller Island States (SIS).

In response to these challenges there has been a substantive increase in aid flows to the region, mainly through Climate Change Adaptation (CCA) programming, and an increasing recognition that CCA and Disaster Risk Management (DRM) need to be aligned along with Climate Change Mitigation (CCM). Most CCA/M and DRM initiatives, however, are 'captured' at regional and national level with community level activities not connected to government structures, not followed up or sustained and of variable and often unknown quality.

The risk to climate change adaptation and disasters are not exclusively determined by climate change and hazard events themselves, but through vulnerability and exposure of communities to these hazards. This vulnerability and exposure is largely attributed to short-sighted or unplanned socioeconomic development (such as land use planning, public and private sector investments, provision of basic social services including in the energy sector) that are not sensitive to the underlying risks of climate change, disaster trends nor low-carbon development. Significant resources (national and international) are focused on managing the more immediate effects of disaster and climate change, while there is a need to increase gender-sensitive and socially inclusive investments to systematically reduce risk, focusing at the local level.

- **Peace & Stability**

Constitutional and parliamentary crises are regular features of political life in some PICs like PNG, Vanuatu, Nauru, Tuvalu, Tonga and Fiji. Further, forms of conflict such as inter-communal and tribal conflict, sexual and gender-based

¹⁸ World Bank 2012, [Acting Today For Tomorrow: A Policy and Practice Note for Climate and Disaster Resilient Development in the Pacific Islands Region](#), World Bank, Washington, DC.

violence, sorcery-related attacks, sports and school related violence, natural disaster and displacement related unrest, conflicts around land and the extraction of minerals and other natural resources and police brutality remain serious problems that impact human security and economic growth rates.

While the damage and loss of lives of past conflicts seems small in absolute numbers, these forms of violence in the Pacific have, nevertheless, tremendous impact on the stability and development of these small island countries. The causes of the conflicts that do exist are deep rooted and often lie in structural inequalities and patterns of discrimination which have not been addressed. Thus, the conditions for renewed violence continue to threaten peace. Much remains to be done in the Pacific to consolidate Pacific Island Leaders' vision expressed in the Pacific Plan for a region of peace, harmony, security and economic prosperity. Pacific leaders have in recent years endorsed a regional Human Security Framework for the Pacific (2012-2015), and a regional action plan on Women Peace and Security (2012). Both of these frameworks provide useful guidance for how Pacific societies can address security and conflict issues, and will be reviewed in 2015. The new framework for Pacific Regionalism, which was endorsed by Pacific Leaders in 2014 also contains a strong focus on 'peaceful, safe and stable communities and countries'.¹⁹

Given current development trends one of the key challenges for the Pacific region will be to find sustainable development pathways that strike the right balance between achieving inclusive growth and maintaining the social cohesion of these closely knit societies. Conflict and the potential for it must be managed effectively through more effective and inclusive dialogue, trust building, consensus making and respect.

- **Gender Equality and Women's Empowerment**

Persistent gender inequality undermines long-term development in the Pacific. While gender equality in school enrolments is generally positive, there are a number of concerns which continue to negate the progress of women in the region. Better access to higher education for women has not translated into better employment outcomes for women due to gender barriers in labour markets and gender stereotypes about suitable occupations for women. Violence against women is widespread across the Pacific, and women continue to face multiple barriers to economic participation. Baseline surveys on violence against women and girls, a form of gender-based discrimination in Kiribati, Samoa, and Solomon Islands show alarming prevalence rates far above comparative rates in other countries, contributing to women's vulnerability to HIV. Justice systems barely function in rural areas and are biased against women and girls. As noted above, the Pacific has the lowest rate of women's representation in national parliaments worldwide. In the Pacific only Cook Islands, Niue and Palau are on track to achieve MDG3 and the broader goal of promoting gender equality and women's empowerment.

The situation of economic and employment opportunities for women in PICs is equally serious (ILO, 2013). Non-agriculture employment participation rates for women range between 30-50 percent of all women throughout the region. Gender discrimination in terms of wage and work conditions is still prevalent in many countries. While Cook Islands, RMI, Niue, Tonga, Tuvalu and Vanuatu have shown progress in expanding female employment, in Fiji the rate has declined, partially due to the reduction in employment in the garment industry. Unemployment among women is typically higher in rural and remote outer islands for nearly all countries in the Pacific. Across the region urban and rural women are concentrated in the low-paid and unregulated informal sector – for example as vendors of agricultural goods and locally cooked food, processed foods and crafts. Despite being both the vendors and producers of these goods, women are not often involved in decision-making in local-authorities management of market conditions, nor do they have control over the land which produces the wares.

¹⁹ See new Framework for Pacific Regionalism 2014. See http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism_booklet.pdf

UNDP estimates that around 6.5 million people or 80% of people living in the Pacific islands do not have access to formal and informal financial services in the form of savings, credit, insurance, remittances, transfers, pensions and investments. Women are particularly excluded and recent research in Fiji, Samoa and Solomon Islands show that while women assume greater responsibility for household money management, they own less financial products (including a mobile phone) and are less financially competent than men.

II. OVERALL STRATEGY

As in the past, the Centre will continue to ensure that all its interventions pursued at regional and national levels are tailored to meet Pacific country priorities as defined in national strategies and aligned with relevant regional and other frameworks including the new framework for Pacific regionalism²⁰ and the Samoa PATHWAY outcome document from the 2014 SIDS Conference²¹. The focus of the Centre’s work will be on interventions where UNDP has a comparative advantage, and will be closely aligned with the activities of other partners and/or organizations.

A key feature of the Centre’s work is the close connection between regional and country based activities in the Pacific. Country-based activities managed by UNDP Country offices can often be complemented by action at the regional level, while regional activities can be the impetus leading to national commitment and the design of specific national projects. The Pacific region, while characterized largely by Small Island Developing States (SIDS), is highly diverse and complex. There is therefore a need for what is designed at a regional level to be informed by country perspectives and priorities.

The three UNDP Country Offices in the Pacific have their own programming frameworks set out in the common country programme document for Papua New Guinea (2012-2015), and the sub-regional programme document (SRPD) for the 14 countries covered by the Fiji and Samoa Multi-Country Offices (2013-2017). The SRPD identifies the combination of capacities of the Multi-Country Offices and the Pacific Centre as being critical to an effective use of UNDP resources in the Pacific, and an appropriate means of providing, within resource constraints, a comprehensive package of technical assistance as possible. Operating costs can be very high in the Pacific. This is particularly noticeable in Papua New Guinea, and the provision of technical expertise and services from the combined Asia Pacific Regional Centre (Bangkok and Suva) is an effective means of supplementing capacity in the Pacific Country Offices.



- **Regional Principles**

²⁰ See 'Framework for Pacific Regionalism'. Available at:

<http://www.forumsec.org.fj/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism.pdf>

²¹ See Samoa Pathway. Available at <http://www.sids2014.org/index.php?menu=1537>

In the Pacific there exists a long-standing commitment to regionalism. The earlier support for the Pacific Plan and the new Framework for Pacific Regionalism combined with the recognition that there are advantages for relatively small Pacific Island economies to act together, means that there is considerable scope for regional interventions. Difficulties in building and retaining capacity at country level means that there is also a demand for both continuous capacity building efforts as well as capacity supplementation and substitution.

For UNDP, the regional criteria applied in the design of regional cooperation and integration initiatives are as follows:

- Promotion of regional public goods, based on strengthened regional cooperation and integration;
- Management of cross-border externalities and spill-overs that are best addressed collaboratively on an inter-country basis;
- Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives;
- Promotion of experimentation and innovation to overcome institutional, financial and/or informational barriers that may be too high for an individual country to surmount;
- Generation and sharing of development knowledge, experience and expertise, for instance, through South-South and triangular cooperation, so that countries can connect to, and benefit from relevant experiences across the region and beyond.

To identify comparative experiences and practical approaches to effectively address PICs' development needs and priorities, the Centre also supports countries in the Pacific region through the following service modalities:

- i) Demand-driven policy advice and technical support to UNDP Country Offices and relevant partners at regional and country levels to implement policies and programmes;
- ii) Regional knowledge exchange and platforms, as well as regional knowledge products, to capture evidence-based policies and on-the-ground experiences to inform country policies/programming;
- iii) Resource mobilization and support to Country Offices to identify potential areas for country programme support and the formulation of country programming. This may include support to identification of strategic entry points to create innovative solutions for inclusive and sustainable development by engaging governments and key stakeholders, including civil society and the private sector, with a particular focus on the inclusion of vulnerable and excluded groups;
- iv) Strategic engagement, advocacy and sustainable networks and partnership with regional inter-governmental bodies, including the Pacific Islands Forum Secretariat (PIFS), the Secretariat of the Pacific Community (SPC), the Secretariat for Pacific Regional Environment Programme (SPREP), University of the South Pacific, as well as with regional development agencies such as UNESCAP, the Asian Development Bank (ADB) and sister UN Agencies, to influence policy changes at regional and country levels;
- v) Facilitation of access to knowledge and expertise that can be utilized or mobilized quickly.

- **Development Solution Teams**

For emerging areas of work requiring joint cooperation across substantive teams, Development Solution Teams (DSTs) will be established at the global and regional levels (including in the Pacific Centre). DSTs will be a modality

driven by delivery of time-bound and concrete deliverables, with the aim of exploring potential areas of business that UNDP has not yet been able to service. DSTs will be operationalized for work that occurs simultaneously across at least 2 to 3 outputs, demanded either by Country Offices or by the Pacific Centre's own analytical work.

The following will guide the Pacific Centre in the selection and operationalization of a discreet set of DSTs over the period of implementation of this project.

When do we deliver through DST?

- Exploring potential area of business we are not able to service yet
- Exploring a new dimension of our traditional work
- Area of work demanded by a critical mass of COs (at least 3) or identified by our own analytical work
- Clear definition of a problem that is relevant to more than one RPD output

DST's characteristics and membership

- Time-bound with clear deliverables and a maturity path laid out
- Delivery mechanism and not an organizational structure
- Membership driven by individual expertise; not each practice team needs to participate in a given DST but membership from at least 2-3 practices would be expected
- Membership can be drawn from among PC, APRC and/or COs and contributions can be sought at times also from other UN agencies or external consultants
- **Demand driven policy advisory services**

The project document will serve as an instrument for the provision of demand-driven technical advisory services to Pacific Country Offices by the PC. In this respect it represents a menu of the substantive areas that will be serviced at the regional level by the PC, in addition to those provided by APRC in Bangkok and through UNDP's global programmes (and through the newly established Bureau for Programme and Policy Support). An already established practice of annual consultations between the Pacific Centre and COs to determine the COs demand for the policy advisory services provided by the Pacific Centre will continue in this programme cycle. Policy advisory services in the substantive areas not covered by the PC and requested by the COs will be deferred to APRC, to other units within UNDP, other UN agencies or the Centre will support COs in sourcing these on the open market.

Involvement of and cooperation with the Country Offices in the regional and multi-country initiatives:

Special care will be given to **seeking complementarities and synergies between the regional initiatives and projects implemented by the PC and the national level projects/programmes implemented by the country offices**. Up-front division of labour between regional and national implementation teams will be agreed based on comparative advantages, strengths and position to deliver on the respective components of regional project(s). The following general principles of engagement will guide the engagement between the regional project and CO teams:

- a) PC and COs (both technical focal points and/or senior management) should inform each other of the resource mobilization opportunities they wish to jointly pursue at early stages of the conception of the regional project with multi-country components;
- b) To the extent possible, roles and responsibilities of PC and COs in the regional project design, development/preparation, outreach to partners (including financial partners) and implementation should be

discussed during the initial stages of the regional project development in line with donor requirements. This is to be done regardless of whether a resource mobilization opportunity materializes or not;

- c) At the stage of the regional project conception, the involved units should agree on leads for development and implementation of the regional project with multi-country components based on the strengths and capacities of the units involved;
- d) Indicative roles and responsibilities of other units participating in the regional project with multi-country components should be agreed in principle as well;
- e) Senior management of PC and COs should be informed by their respective technical focal points of the jointly pursued resource mobilization opportunity as well as about the agreement reached on the division of roles and responsibilities;
- f) Both PC and the COs are responsible for identifying resource mobilization opportunities within their respective programs.

- **Operating Values**

Approach

The overarching elements of the approach to be adopted under the Pacific component of the UNDP regional programme will be to build on the strong regional cooperation that already exists and as a consequence the Centre's approach will be to:

- Provide support for the implementation of relevant Pacific regional framework while continuing to strengthen the full range of partnerships in the Pacific, including with regional organizations, non-government organizations and the private sector;
- Collaborate with partners to respond to existing and emerging development issues;
- Flexibly respond to changing national and regional priorities while ensuring that the service is demand-driven and practical;
- Build on achievements and lessons learned to date;²²
- Adopting a human-rights based approach and mainstreaming gender in all initiatives;
- Promote south-south cooperation among PICs, with other SIDS and with other regions; and
- Proactively share information, including via communication technology such as the Pacific Solution Exchange.

Knowledge Management and Innovation

UNDP's approach to knowledge management at both global and regional levels is to systematically organize its knowledge and experience, including successful innovative approaches, and to share this between regions and countries. This includes the use of knowledge products, professional networks, and Communities of Practice (CoPs). The Pacific Solution Exchange initiative brings together the regions climate change and development professionals across the region to foster capacity development, promote innovation and encourage government-citizen consultations to better inform the development of national policies and programmes.

The development of advocacy campaigns (including the use of social media) are complemented by new partnership mechanisms and other arrangements at intra- and inter-regional levels, particularly through enhanced South-South and triangular cooperation. These will help to share knowledge and technology solutions and to stimulate innovations for development, while also enhancing technical capacities of stakeholders at national and regional

²² For details of the Centre's achievements and lessons learned, see Centre's Annual Reports from 2006 to 2013. See http://www.asia-pacific.undp.org/content/rbap/en/home/library/annual_report/PC_2013_AR/

levels. UNDP supports the development of staff skills and competencies to adopt innovation as a design principle in all of UNDP's programming.

In response to the particular regional challenges of distance and small size, the Centre will continue to adopt innovative programming solutions. In this regard, the Centre will focus particular attention on the use of applied research and information and communications technology in areas such as the work undertaken on branchless banking and mobile money under PFIP.

South-South and Triangular Cooperation

With a growing number of MICs in the Asia-Pacific region, and a significant number of new development partners in Asia (e.g. China, Indonesia, Taiwan, Korea, Singapore, Malaysia, and India), the Asia-Pacific region is increasing its global economic and political influence. Some countries in the Asia region (e.g. China) and in the Pacific region (e.g. PNG, Fiji) are playing an increasing role in development cooperation in the Pacific region, including through financial assistance and a focus on sharing experiences, innovations and technology. LDCs, as well as MICs, all have important experiences and expertise to share with Southern countries.

At the global level, UNDP has a strong commitment to south-south and triangular cooperation, and this is reflected in the new Strategic Plan (2014-2017). In recent years UNDP has acquired significant experience in supporting south-south and triangular cooperation initiatives, and is able to leverage this global experience for the benefit of Pacific countries. At regional level, the Pacific Centre is able to help transfer knowledge and experience across country programmes, building on country-specific South-South and triangular cooperation. Where requested, the Centre will provide support to Country Offices and government partners to identify, negotiate, facilitate and implement South-South exchanges and agreements, both within the region and with other regions.

The Centre will apply strategies to encourage the sustainability and lasting positive effects of South-South cooperation initiatives by seeking to complement initial technical support with realistic follow-up and by working closely with other partners. In this regard, the Centre will explore with regional organisations (e.g. PIFS, SPC) how it might facilitate or support south-south and triangular cooperation, particularly in the context of joint programmes.

Partnerships

The Centre has a very strong record on partnering with a range of agencies, regional and international organisations, CSOs and the private sector across the region, and will continue to work through genuine and durable partnerships. This will give strong support to the focus of the Samoa Pathway document from the 2014 SIDS Conference with its focus on partnerships. The Centre in all its partnerships seeks to ensure trust, transparency and accountability through a shared vision and goals; mutual respect and acknowledgement of each partner's contribution; commitment to excellence; and recognition of the importance of learning from each other. Some partnerships seek to build capacity while others aim to provide the most effective mode of delivery

The Centre will continue its partnership with the PIFS on a range of issues (Forum Compact, Conflict Prevention and Peace-building, Security Sector Governance, Women Peace and Security, Human Rights, Sustainable Development, MDGs and Aid for Trade). It will also continue to partner with the Secretariat of the Pacific Regional Environment Programme (SPREP) and the Secretariat of the Pacific Community (SPC) and its various technical divisions on a range of issues (MDGs, NCDs, extractive industries, disaster risk management, climate change, human rights, HIV/AIDS and youth employment). The Centre's partnerships with these key regional organisations will be guided by relevant regional and other frameworks, including the new Framework for Pacific Regionalism (endorsed by Pacific leaders in 2014) and the Samoa Pathway outcome document from the 2014 SIDS conference.

The Pacific region is rich with international, regional and national non-governmental organizations (NGOs) and think tanks, with which UNDP actively seeks partnerships at regional level, and for which it will provide support at national levels wherever possible.

Within the UN system, the Pacific Centre works closely with other United Nations agencies to strengthen the role of the UN Country Teams (in PNG, Fiji and Samoa) and enable a much stronger collective response to strategic Pacific issues. UNDP and UNESCAP will continue to collaborate on regional MDG Reports as well as on specific thematic consultations in preparation for the post-2015 UN development goals. On other areas, UNDP will work closely with agencies such as UNAIDS, UNICEF, UNFPA and UN Women on HIV and gender; UN Women on women's economic and political empowerment; WHO on non-communicable diseases (NCDs), UNOCHA and UNISDR on disaster risk reduction; UNODC on anti-corruption; ILO on migration, employment and livelihoods; OHCHR on human rights, UNCDF on financial inclusion and FAO and UNEP on poverty and environment initiatives, green economy and climate change.

UNDP Coordination

The Centre provides technical advisory services to all UNDP country offices in the region. This means that country offices do not have to maintain dedicated (and expensive) international or regional experts on a range of subjects. More recently the Centre has developed a number of joint projects with country offices (for example the Centre provides dedicated technical advisory services to a particular project, and the country office takes responsibility for programme management and project implementation, including M&E). The Centre and the Fiji MCO have already created a joint communications and information management team, and a Joint Operations Centre (JOC), which provides operations services (e.g. finance, procurement and human resources) to the Centre and the Fiji MCO, and other UN agencies based in Suva. The JOC is now exploring options to expand its services to a broader clientele, including UNDP country offices in PNG and Samoa.

III. OUTCOME-SPECIFIC STRATEGIES

Over the next four years, the Pacific Centre will seek to implement a range of regional and country level initiatives that have been designed to achieve outcomes as set out in the UNDP Asia Pacific Regional Programme (2014-2017). In doing so the initiatives will be designed to specifically address challenges faced by the Pacific island countries. The Regional Programme is aligned with UNDP's Strategic Plan (2014-2017), and in this regard aims to support the Plan's overarching objective of helping countries to achieve simultaneously the eradication of poverty and the significant reduction of inequalities and exclusion. The Regional Programme contributes to 4 of the 7 outcomes in the Strategic Plan and a select number of Strategic Plan outputs under each outcome.

The Pacific Centre's work is guided by the regional programme goal that focuses on 'helping countries in the Pacific achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion through sustainable development practices and strengthened governance within regionally-agreed development goals'. The new framework for Pacific Regionalism, which is emerging out of the Pacific Plan Review, will provide a new development vision for the region, complemented by the Pacific UNDAF, the UNDP Sub Regional Programme Documents for PICs and the UNDAF and CPD for PNG.

The 2013 review of the Pacific Plan in referring to traditional measures of development, highlighted that Pacific Islanders "have a richer, more multi-dimensional view of development that reflects the value they place on the environment, culture, family, social cohesion, sports and leisure." As a consequence, there is a challenge in

accurately conceptualising and measuring poverty, vulnerability, exclusion and inequality in a Pacific context and applying this to how UNDP designs and what it does in the Pacific in support of the organisation's regional programme.

Against this background, the work of the Centre is organized within the framework of the Regional Programme, and its four outcomes:

- Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
- Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
- Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change
- Outcome 4: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

This outcome contains 4 outputs. Output 1.1 focuses on strengthening national systems and institutions so that they are better able to implement structural transformation of productive capacities that are sustainable and employment and livelihood intensive. Output 1.2 supports national capacities and regional partnerships for improved access to energy, including renewable energy. Output 1.3 promotes regional collaboration and sharing of experiences to strengthen legal and regulatory policies and institutions to encourage sustainable management of natural resources, including extractives. Output 1.4 focuses on promoting financial inclusion in the Pacific. Outputs and key results areas will be implemented in partnership with UNDP Country Offices, various UN agencies and with regional and sub-regional organizations including PIFS, SPC, PIPSO, UNESCAP, and ADB. The Financial Inclusion output will be directly implemented under a joint UNDP-UNCDF Pacific Financial Inclusion Programme (PFIP) in collaboration with other partners.

With regard to the areas of climate change, sustainable energy and environment there is an extensive on-going and planned portfolio in the Pacific provided via UNDP supported initiatives at global, Asia-Pacific, Pacific, national and community levels. The Pacific Centre's work in these areas will draw on and complement relevant GEF funded and other UNDP supported initiatives in select PICs. In addition direct support including technical advisory services to this ongoing and planned portfolio will be provided by the Centre on a case-by-case basis.

Output 1.1: National systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.

Result 1.1.A: UNDP will advocate for and support countries to design growth strategies that generate decent employment and sustainable livelihood opportunities for the poor, particularly women and youth.

The Centre will build on its previous work to support select PICs in devising strategies, policies and plans (at the national, sectoral and sub-national levels) that aim to reduce poverty and inequality and promote more inclusive, economic growth. This work will also focus on strengthening institutional capacity in PICs to devise national and sectoral strategies, policies and plans to address poverty, inequality (including gender inequality), and social exclusion and accelerate progress towards the achievement of MDGs targets.

The Centre will provide technical support to Pacific countries graduating from LDC status (e.g. Samoa in 2014), newly joining and/or in negotiation to join the WTO. Examples of such support includes impact assessments to analyse the impact of graduation and policy implications; technical support to policy formulation to adapt to the new realities after graduation such as trade policy adjustments to account for new trade provisions for middle income developing countries and loss of LDC status privileges.

Result 1.1.B: A comprehensive review of poverty, vulnerability and social exclusion and identification of policy and programme recommendations to address key drivers of hardship and exclusion

Building on its well-established expertise and comparative advantage the Centre will continue to focus on the development of uniquely Pacific 'indicators' for poverty and exclusion. This work will be undertaken in collaboration with PIFS, SPC, and other multilateral agencies (e.g. ADB, UNESCAP) based on national and regional research and analysis.

The Centre will also conduct participatory assessments of poverty/hardship in Pacific countries to assist in validating the statistical data from the household income and expenditure surveys. A comprehensive UN regional report on hardship, poverty, vulnerability and social exclusion for the region was launched at the SIDS conference in 2014. This report provides policy makers with a wide range of new statistical information and indicators for establishing evidence-based policies and sound monitoring frameworks for specific interventions across a wide range of sectors. The report's findings will be updated in 2017. This will enable the development of a Pacific concept of "reasonable standard of living" to guide social policy and enhance monitoring and evaluation of the effectiveness of future policies and programmes. The Centre will also undertake the analysis and produce poverty and inequality reports for completed Household Income and Expenditure Surveys (HIES) in selected PICs (Palau, Nauru, Solomon Islands, Samoa and FSM).

Result 1.1.C: Micro, small and medium enterprises are better able to access local and regional markets to increase incomes and promote MSME employment

The private sector is now being recognized as an essential partner and engine for progress towards the achievement of the MDGs. Many PICs are working towards creating a more enabling environment for private sector development for inclusive growth and sustainable development but significant challenges exist which includes weak institutional capacities of public and private sectors, and the high cost of doing business.

The Centre will design and implement a pro-poor Public Private Partnership (PPP) initiative in a number of select PICs, which will operate at the national and local levels. At the national level the initiative will create awareness about PPPs among national leaders, government officials, the private sector and civil society in relation to the costs and benefits of local economic development (LED) through PPPs. It will organize dialogues among principal stakeholders, including financial institutions, to establish an enabling environment for PPPs, including the review and formulation of clear national policy and regulatory frameworks for effective and broad-based LED. It will also foster partnerships through collaboration among relevant authorities and within the private sector to ensure effective relationships between the public and private sectors in pursuit of sustained PPPs and LED at all levels. At the local level the initiative will enhance the capacity of local governments, including the training of officials and provision of appropriate tools and technologies, to strengthen their relationships with relevant authorities in the execution of pro-poor PPP initiatives. It will strengthen partnerships between local governments, the private sector and civil society through regular dialogue on policy development and the implementation of projects supportive of LED; and identify current/potential PPPs for LED projects.

Many SMEs in the PICs have excellent products but need technical support for developing quality and standards, labelling, packaging and certification such as HACCP, ISO, Organic, and Environment. The Centre will continue the implementation of a regional SME competitiveness initiative in partnership with PIPSO, national private sector

organizations and other players (e.g. Chambers of Commerce) to develop SME capacities and competitiveness in select PICs, including export promotion. The Centre will also provide technical support to Trade Pasifika in PNG in 2016.

Result 1.1.D: Innovative models are developed to support women and young entrepreneurs and social enterprise solutions to development challenges

The Centre is establishing an innovative model to implement a Youth Employment Project (YEP) in partnership with ILO and relevant national counterparts (e.g. National Youth Councils). The project will maintain the basic principle of “youth for youth” by supporting National Youth Councils (NYC) to play a key role in the implementation of a Youth Employment Network (YEN) as the way to reflect the voice of youth in influencing the process of developing youth and employment policies, using NYCs as the channel. The YEP initiative will focus on promoting job placements, establishing business-to-business communications between young entrepreneurs and buyers, and engage youth in organic farming and provide employment opportunities in the farm to table value chain initiative, among a range of other activities. The Centre will also continue to provide technical support to the UN Women and UNDP (Fiji MCO) joint programme on ‘markets for change’ which is focused on women’s economic empowerment in Fiji, Solomon Islands and Vanuatu, based on a successful pilot project that the PC supported in Fiji.

Output 1.2 Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)

Under this output the Centre will continue its work in the area of sustainable energy and provide technical assistance on request to national counterparts, CROP agencies, development partners and UNDP country offices in the following four main areas: 1) project preparation, design, resource mobilization and implementation of national, regional and global level projects and programmes; 2) design, implementation and analysis of household energy surveys; 3) monitoring of the Framework for Action on Energy Security in the Pacific (FAESP) and its associated Implementation Plan; and 4) development partner coordination. The Centre’s work will also support the preparation and implementation of the UN Sustainable Energy for All (SE4ALL) initiative in the Pacific island region including planned work of the recently established Asia-Pacific SE4ALL Regional Hub (which is a joint partnership between UNDP, ADB and UNESCAP).

Result 1.2.A ‘Energy Plus’ approach to energy sources, services and uses in planning and implementation and a toolkit that promotes productive use of energy and informs country capacity development initiatives and programmes

The Centre, together with national and regional partners, will support, on request the review of national energy policies and plans, including how these are integrated into national planning and budgetary processes. At the regional level the Centre, together with relevant regional partners, will support reviews of the Framework for Action on Energy Security in the Pacific (2010-2020) and the associated Implementation Plan of the Framework for Action on Energy Security in the Pacific (2011-2015).

Result 1.2.B Pacific countries with household energy surveys are able to more effectively design policy tools as part of evidence-based energy planning

There is currently inadequate information in nearly all PICs about the energy situation at household level, and only 3 countries (Tonga, Samoa and Vanuatu) have completed urban household electrical appliances, lights and end-use surveys and associated baselines. The Centre, together with relevant national and regional partners, will provide technical assistance, on request, for the preparation, design, implementation and analysis of household energy surveys in select PICs including assessment of linkages between energy and hardship/poverty in PICs.

Result 1.2.C Regional partnerships foster the development of common approaches and policy frameworks on energy access and poverty reduction

While most PICs have expressed support for the global UN Sustainable Energy for All (SE4ALL) initiative, including its three objectives on energy access, renewable energy and energy efficiency, so far only Fiji has officially joined. CROP agencies and UN agencies have expressed strong support for SE4ALL, and ESCAP and SPC have provided technical and financial support for the Pacific regional data repository for SE4ALL in Tonga, which was established in 2013.

The Centre will support requests for the SE4ALL Rapid Assessment/Gap Analysis, the preparation of national SE4ALL action plans and programmes and associated resource mobilization, implementation and monitoring as well as regional level development partner coordination, including the Regional Data Repository. In the context of the recently launched Asia-Pacific SE4ALL Regional Hub (partnership between UNDP, ESCAP and ADB), the Pacific Centre will provide support for Asia-Pacific (and Pacific wide) information sharing and partnership building including establishment of platforms for cooperation around specific action areas.

Output 1.3. Legal and regulatory frameworks, policies and institutions enabled to ensure sustainable management of natural resources, biodiversity and ecosystems to promote inclusive growth

This output aims to strengthen the capacity of select PICs to manage their natural resources, specifically their extractives sectors. The Centre, in cooperation with the APRC in Bangkok, and UNDP's Global Initiative on Extractive Industries, and working closely with UNDP Pacific Country Offices, will provide technical support to enhance legal and regulatory frameworks, policies and institutions at national level through regional cooperation and collaborative action.

Result 1.3.A: Regional cooperation and collaborative action on sustainable management of natural resources are strengthened

The Centre will continue to promote regional cooperation and collaborative action (including south-south cooperation) on natural resource management, in partnership with PIFS, SPC/SOPAC and other partners. The Centre will convene a second Regional Symposium on Extractive Industries for Human Development in the Pacific in 2015, building on the first symposium held in Nadi, Fiji in 2013. The symposium will be co-hosted with the Government of PNG and based on the 2014 PNG National Human Development Report on Extractive Industries. It will focus on a number of topics including south-south cooperation, transparency and accountable governance (e.g. EITI), conflict management, including how to advance the role of women in resource/extractives management, conflict prevention and resolution.

The Centre, together with SPC/SOPAC, BPPS, APRC, and UNDP's Global Initiative on Extractive Industries, will also develop a new programme of support on extractive industries that focuses on selected PICs (e.g. Fiji, Solomon Islands, Vanuatu, and PNG) and on specific issues such as deep sea mining. This country level work will be developed in conjunction with UNDP country offices and national counterparts, and will be able to draw on UNDP's global expertise on extractive industries. It will also involve south-south and triangular cooperation, including between the Pacific and other regions (e.g. Asia, Africa). The aim of this work will be to ensure that selected PICs have the necessary (or strengthened) legal, policy and institutional frameworks in place to manage their natural resources in a sustainable and inclusive manner.

Result 1.3.B: People centred exploration and extraction initiatives are supported to reduce the risk of marginalization and conflict.

The Centre will provide, on request, technical and advisory services to UNDP Country Offices and national counterparts to promote conflict-sensitive approaches to natural resource management efforts. This area of work will be a key topic in the 2nd regional symposium to be held in PNG in 2015. In addition, the Centre will work with governments, the private sector, civil society and communities in collaboration with UNDP country offices to

strengthen systems, skills and processes for addressing and reducing the risks of natural resource based conflicts. This will build on UNDP's global expertise in this area of work.²³

The Centre will provide high quality social impact and conflict risk assessment services as well as help design and strengthen accessible grievance/recourse mechanisms to improve inclusive and participatory decision-making processes for natural resource management. The Centre in partnership with APRC and UNDP's Global Initiative on Extractive Industries will also work on the development of a knowledge product for Pacific countries that distils global best practice/lessons learned in management of resource-based conflicts.

Output 1.4: Countries have an enabling regulatory and policy environment for increasing access to financial products, services and literacy

This output will be delivered through the joint UNDP-UNCDF PFIP programme, with a five-year duration from 2014-2019. In its first phase, PFIP primarily supported development of financial inclusion in four countries in the Pacific that account for 90% of the region's population: PNG, Fiji, Solomon Islands and Vanuatu.

The programme targets in the second phase are:

- Additional 500,000 low-income people with at least 50% women get access to appropriate/affordable financial services
- Additional 150,000 who were previously unbanked, with at least 50% women, get access to formal savings account
- Average savings of USD 10 in active savings account (mobile wallet)
- 15% of clients of PFIP supported branchless/mobile banking solutions are active²⁴
- Four additional PICs have quality national Financial Inclusion Strategies based on sound and comprehensive diagnostics and countries with strategies that are three or more years old review and update their strategies
- Three PICs embed financial education into their national strategic development plans and budget

For all programme targets, data will be disaggregated by sex and age to monitor the gender and age implications of programme activities. In order to drive evidence-based policy decisions PFIP, in collaboration with its partners (AFI, the PIWG and central banks), will support the development of financial inclusion measurement systems based on global best practices as well as regulator capacity to gather, monitor and analyse the data.

PFIP's major result areas are as follows:

Result 1.4.A A policy and enabling environment that is backed by a robust financial inclusion strategy that facilitates expansion of appropriate, innovative and secure financial products and delivery channels for low-income people in the Pacific.

To achieve this result PFIP will continue its pioneering role in assisting central banks in the formulation of national strategy on financial inclusion/literacy and seek the increased involvement with government ministries to prioritizing financial inclusion needs of the country and to leverage the G2P experience obtained in Fiji. In conjunction with IFC/ADB/AFI, PFIP will build regulatory and supervisory capacities of central banks and support the creation of an enabling environment for financial services delivery.

PFIP will also continue its work with AFI and develop while working alongside PIWG, financial inclusion data measurement systems at the regulatory/service provider level. PFIP will assist central banks to define, collect and

²³ UNDP together with other agencies has produced guidelines on the conflict sensitive management of natural resources. See http://www.un.org/en/events/environmentconflictday/pdf/GN_Capacity_Consultation.pdf

²⁴ Global average for active users of mobile money deployments is around 10%. PFIP's average is currently 7.5%, the goal is to double active use in the coming phase

analyse financial inclusion data, and will play an active role in forging partnerships with international development organizations working in this area. Advocacy towards interoperable payment systems will be an important component of the work of PFIP and go a long way in making mobile money/branchless banking channels more relevant for the customers and feasible for the service providers.

Result 1.4.B Deepening Financial Access product/ channel innovations that are tailored to meet the needs of Pacific people, particularly women and youth, while at the same time ensure the sustainability of service delivery for the service providers

To achieve this result, PFIP will continue support the incubation of innovative models for financial services delivery and mobile money/branchless banking channels with a shifting focus on markets/geographies where such services are still evolving. It will seek to strengthen/deepen mobile banking services with an emphasis on building robust agent networks, driving usage and broaden the range of financial inclusion products. Besides mobile money/branchless banking channels, PFIP will closely monitor progress of micro-insurance pilots in the PNG and Fiji and explore opportunities for rolling it out through diversified delivery channels.

The focus will be on the adoption of best practices by community based savings institutions and build their capacities to better service rural households. There will also be a greater emphasis on the equitable delivery of quality financial services for those that are marginalized, especially women and youth (i.e. invest in developing savings and micro-insurance products that help women achieve goals and weather emergencies; moving beyond financial literacy to design and delivery of financial products targeting youth).

There will be an ongoing focus on facilitating the delivery of financial services such as savings through branchless banking channels. PFIP will also explore interventions/pilots with focus on microcredit and other services such as remittances, planned savings. Financial education, both in schools and for adults, has been a focus area for PFIP and this focus will continue going forward. Where appropriate, this will be linked to entrepreneurship training and development and employment/skills programmes offered by governments and development partners.

Result 1.4.C Evaluation studies of demand, supply and impact of financial products, channels, business models to improve understanding of the needs of low-income people

Knowledge products will be integral to all PFIP interventions cutting across output areas. Key focuses of phase II will include demand side research backed by supply side feasibility studies including studies potentially on payments landscape, household cash flows (including replication of the financial diaries project), agent network management, micro-insurance and micro-pension; and a greater emphasis on impact assessments of financial inclusion initiatives of PFIP supported initiatives.

As the Pacific presents many challenges to financial inclusion (geography, population size, distribution, low levels of infrastructure and financial literacy) lessons learned can be of value beyond the region. As such, PFIP will increase efforts to share regional experience on a global level. PFIP will also continue playing an active role in the region in stakeholder coordination through NFITs/CEFI/PIWG and promote a culture of working collaboratively.

Result 1.4.D Education and training to strengthen financial literacy and competency of Pacific people

There is significant stakeholder demand for replicating FinED in other PICs. PFIP will promote Fiji's FinED as a centre of excellence and work to broker public-private partnerships for introducing financial education in school curriculum in other PICs. PFIP will play an advocacy role and provide technical assistance in the prioritization, design and implementation. It will also explore the opportunity to address financial literacy through innovative channels such as; faith based/community based institutions, financial literacy campaigns and experiential learning.

Studies will be conducted in each of the partner PICs to learn about sources /channels through which poor people most often learn about financial products and services alongside working with PIWG/AFI in strengthening consumer protection environment in the Pacific. PFIP will work to establish additional financial competency baselines and develop of national financial education strategies in additional countries.

Outcome 2: Citizen's expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance

This outcome contains 5 outputs. Output 2.1 focuses on the Centre's regional parliamentary programme, including specific country projects, plus work on electoral institutions. Output 2.2 focuses on the Centre's work on promoting human rights (national human rights institutions), promoting access to justice, and security sector governance. Output 2.3 includes the Centre's joint UNDP/UNODC regional programme on anti –corruption. Output 2.4 focuses on the Centre's on-going work on health, HIV and development, with a particular focus on Non-Communicable Diseases (NCDs) in partnership with WHO. Output 2.5 focuses on the Centre's on-going efforts in partnership with PIFS to increase the participation of women in politics in the Pacific. The Centre's expertise on conflict prevention systems, skills and methodologies will be mainstreamed into the outputs and results under this outcome, wherever relevant. Outputs and key results areas under this outcome will be implemented in partnership with UNDP Country Offices, national partners, various UN agencies (UNODC, OHCHR, UN Women, WHO), and with various international, regional and sub-regional organisations including PIFS and SPC.

Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

Result 2.1.A: Members of Parliament are supported more effectively by the parliamentary secretariat through the provision of induction training for first time members, research and briefing materials

The Centre in partnership with other relevant institutions such as the Inter-Parliamentary Union, the Commonwealth Parliamentary Association, the Australian Parliament, and the New Zealand Parliament, will provide technical assistance to a cluster of selected Pacific parliaments that are currently not receiving UNDP development support. The Centre's strategy for promoting more accountable, participatory, and representative Parliaments in the Pacific builds on previous UNDP efforts and will support the provision of high level technical expertise and assistance to Parliaments through targeted capacity building and institutional strengthening activities. In addition, this activity will include on-going ad-hoc technical support that the Centre provides to existing stand-alone parliamentary support projects being implemented by UNDP Country Offices in Fiji, Samoa, and Tonga, and proposed Parliamentary support projects in PNG and Bougainville.

Result 2.1.B: Cross cutting development issues mainstreamed in Pacific Parliaments

The Centre will provide high quality technical advice on various cross-cutting development issues to select Pacific Parliaments through induction programmes for newly elected MPs, briefings for MPs on key cross-cutting development issues, as well as training for Parliament secretariats to increase their capacity to provide support to parliamentarians. Specific or cross cutting issues mainstreamed in parliamentary work will include, but not be confined to, the MDGs and post 2015 Sustainable Development Goals, Disability, NCDs and Climate Change. Activities to strengthen the institution of parliament will include facilitating parliamentary institutional capacity and needs assessments, provision of advice on procedural reform and the development of regional sharing of best practices in the field of parliamentary development.

Result 2.1.C: Development of a participatory and transparent National planning and budget process

There continues to be increasing public demand for more transparent and accountable national budgetary processes, with Parliaments playing an active role in scrutinizing budget expenditures through reviews of national

audit reports produced by the Auditor General. Building on previous work with the Public Accounts Committees (PAC), the Centre will actively engage with PACs to build the capacity of MPs to understand the role and the mandate of PACs, and offer technical advisory services to Parliament to increase transparency and accountability in public financial management. The Pacific Centre will continue to collaborate with the Pacific Association of Supreme Audit Institutions (PASAI) in delivering this support to PACs. This result area also relates to output 2.3.A and 2.3.B. It is also closely linked to support provided to increase capacities for development effectiveness because as development partners increasingly provide direct budget support the role of PACs is critical to reassuring partners that ODA is used for the purposes provided.

Result 2.1.D: Electoral institutions strengthened and capacity of political parties increased in selected Pacific countries

The Centre will draw on technical support from the Asia Pacific Regional Centre in Bangkok, as well as from UNDP's global electoral team to provide support, on request, to electoral institutions in PICs. This work will include assessing their capacities with a view to ensuring that national elections are credible, inclusive and representative, and that key responsible institutions including electoral commissions and parliaments, have capabilities to manage peaceful political transitions. Particular emphasis will also be made to build the capacity of political entities, with a view to strengthening their capacity on substantive development issues, as well as to effectively represent citizens and negotiate change including through coalition building.

Output 2.2. Rule of law institutions strengthened to promote access to justice and legal reform to fight discrimination and address emerging issues.

Result 2.2.A: Regional, sub-regional and/or national institutions benefit from technical and advisory support in the areas of human rights and access to justice

The Centre has built a strong partnership with the Asia Pacific Forum of National Human Rights Institutions (APF), the Office of the High Commissioner for Human Rights (OHCHR), and the Pacific Ombudsmen's Alliance (POA), on supporting national human rights institutions in various PICs. In 2014, the Centre with other partners undertook a capacity assessment of the newly established Samoa Human Rights Institute. The Centre plans to stay engaged in providing technical support to this new institution in Samoa.

The Centre will also consider providing support, on request, to other national human rights institutions in partnership with APF and OHCHR, and has already been requested to consider providing support to the Fiji Human Rights Commission after the upcoming 2014 elections. The Centre's current work on human rights issues including media freedom, access to justice, and promoting economic and social rights, will continue in the framework of its work on strengthening national human rights systems in select PICs. Coordination with UN Women on joint rule of law and access to justice initiatives in the Solomon Islands and Vanuatu may lead to the amplification of access to justice programming in these and other PICs.

Result 2.2.B: Regional policy dialogue and South-South exchange on human rights issues, role of civil society and practical application of the Regional Human Security Framework and Regional Action Plan for Women Peace and Security.

Across the Pacific CSOs continue to play the main human rights watchdog role, but many of these organisations have limited capacity to monitor and advocate on human rights issues. The Centre, in partnership with OHCHR and SPR-RRRT, will provide targeted capacity building support to a select group of CSOs across the Pacific to monitor and advocate on human rights issues. It will also facilitate a regional policy dialogue, and south-south exchanges, on a range of relevant human rights issues (e.g. freedom of information, media freedom, disability rights).

The Centre will continue its partnership (since 2008) with the PIFS on a range of regional peace and security issues, guided by the Regional Human Security Framework (2012-2015), the Regional Action Plan on Women Peace and

Security (2012) and Security Sector Governance Guiding Principles (2014).²⁵ The Centre will continue to provide support, on request, to help the development of National Security Policies in select PICs. Based on the positive experience of the Centre's technical support to the development of PNG's new National Security Policy (approved in late 2013), the Centre will consider providing similar technical support, on request, to other PICs including Solomon Islands, Tonga and Fiji. The Centre has been asked to facilitate the possibility of Solomon Islands using the PNG experience to help design their own process for producing a new National Security Policy. The Centre, together with the UNDP Country Office, and the PIFS will provide support for this process.

The Centre will provide support to the PNG Country Office and national counterparts for the implementation of the new National Security Policy. The Centre will also partner with the Asia Pacific Centre for Strategic Studies (APCSS) based in Hawaii, and other relevant regional organisations (including PIFS) and NGOs to provide technical assistance, on request, to PICs on security governance and other related issues (e.g. small arms), including the gender dimensions of security governance. The Centre will continue to provide technical assistance to the Technical Working Group on Women, Peace and Security and to support implementation of the Regional Action Plan.

The Centre will continue to participate in the Forum Regional Security Committee (FRSC) meeting, where all regional security issues in the Pacific are discussed. The Centre will use its participation in this meeting to explore other options for partnership on peace and security issues with other relevant organisations (e.g. Pacific Islands Chiefs of Police).

Output 2.3. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders

This output is delivered through the joint UNDP and UNODC *Pacific regional anti-corruption project* (UN-PRAC). The project primarily focuses on the ratification and implementation of UNCAC, as the first legally binding, international anti-corruption instrument that provides a holistic framework for addressing and tackling corruption. The UN-PRAC project covers 13 PICs (Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu).

The project key partners are nationally (government, civil society including the media, and private sector) and with regionally-mandated bodies (CROP, Regional Associations and groupings) and is committed to supporting PICs by striking a balance between advisory services to individual countries, the production of regional knowledge products and the dissemination of global tools, capacity building, awareness raising and advocacy concerning the negative impact of corruption, and regional dialogue on cross-border issues.

Result 2.3.A: Countries use the methodological guidance and good practices to design, implement and monitor the effectiveness of their anti-corruption strategies

The importance of political will to tackle corruption is being addressed by working with the Members of Parliament. The Centre will continue provide training to MPs on UNCAC and anti-corruption issues generally, both by integrating these issues into post-election induction seminars, as well as by holding stand-alone workshops on topics such as accountability institutions, ethics and disclosure regimes, freedom of information and anti-corruption criminal law. Support will not only focus on ratification, but on strengthening MP's understanding of the technicalities of legislative compliance. UNDP has also developed a Parliamentary Self-Assessment Toolkit on UNCAC in collaboration with the Global Organization of Parliamentarians against Corruption (GOPAC) and maybe introduced into the Pacific.

²⁵ Both the Regional Human Security Framework and the Regional Action Plan for Women Peace and Security are likely to be reviewed in 2015.

UNDP and UNODC's technical inputs in support of ratification will highlight the development benefits from reduced corruption, and the specific tangible benefits of ratification (such as, access to international cooperation and improved asset recovery provisions). Training will be provided for government counterparts, parliamentarians, and representatives of the private sector and civil society, paying particular attention to strengthening the engagement of women in this work.

UNDP and UNODC will continue to assist countries to participate in the UNCAC Review Mechanism, including through support for the completion of broad-based, participatory UNCAC Self-Assessments. The outcomes from such self-assessments and the country reviews are anticipated to inform the development of national anti-corruption frameworks and action plans. UNDP and UNODC will also provide technical assistance to countries on the implementation of the Convention, based on the results of the UNCAC Review Mechanism, national Self-Assessments and upon request.

UNDP and UNODC will provide legislative support to countries to implement the various provisions and chapters of UNCAC. This work recognizes that many PICs have identified weak legislative regimes as barriers to pursuing effective corruption prosecutions. Noting the existence of other service providers in support of legislative reform, UNDP and UNODC will also work closely with PIFS Legal Advisor, the Pacific Islands Law Officials Network, the Pacific Division of the Australian Attorney General's Department, Australian Anti-Money Laundering Assistance Team, the New Zealand Office of Parliamentary Counsel Pacific Desk and the UNODC/World Bank Stolen Asset Recovery Initiative (StAR).

Result 2.3.B: Regional tools and methodological guidance informs participatory approaches for developing legislation, policy and planning frameworks for transparent and accountable governance

UNODC and UNDP will draw on existing global tools, approaches and experiences in supporting the development of relevant legislation, policy and planning frameworks and institutions to help PICs mitigate corruption risks. The joint UNDP-UNODC project will explore options for supporting existing accountability institutions, whose mandates may be extended to embrace UNCAC-related issues and/or exploring the options for establishing multi-function accountability institutions. Where countries pursue options for establishing new bodies and/or substantially extending the mandate of existing bodies, UNODC and UNDP will provide technical assistance, as requested, including supporting the drafting of constituting legislation and the design of institutional development plans; strengthening the strategic and tactical planning and management capacities of such bodies; and building the operational capacities in preventing and combating corruption.

UNODC will support the judiciaries in the sub-region in reviewing their respective codes of conduct to comply with international and regional standards, in particular the Bangalore Principles of Judicial Conduct, develop a training programme for judicial officers and court staff on professional ethics and develop mechanisms for performance evaluation, performance management and to enhance public confidence in the judiciary through improved democratic accountability. UNDP's annual support to CSOs to celebrate Anti-Corruption Day on 9 December has also served to support work in this area. This work empowers citizens and communities to identify lack of accountability for service delivery and in budget management. Support will be provided to proposals of CSOs focusing on addressing accountability failures that afflict women in particular to ensure that the authorities answer more effectively to women.

UNDP will also work with the media to strengthen their capacity to report on corruption issues and to partner with CSOs to draw attention to accountability deficits. This work will be implemented in cooperation with partner agencies, such as regional media organizations, PIFS, the International Federation of Journalists (Australia), UNESCO Pacific (which has the UN mandate for working with the media) and the Office of the High Commissioner for Human

Rights. The result of such activities will be manifested in media advocacy campaigns on corruption or integrity issues.

Result 2.3.C: South-South and regional information exchanges support the effective implementation of anti-corruption reforms

UNDP and UNODC will conduct research on-demand on lessons learnt in the implementation of a range of programmes and policy processes relating to integrity and anti-corruption. This work will be coordinated with UNODC and UNDP's global and regional teams to ensure sharing of good practice, allow for comparative research and south-south and cross-regional learning. The project will also closely coordinate with sectoral work being carried out under the UNDP and UNODC global anti-corruption projects.

UNDP has organized four Asia-Pacific "Integrity in Action" COP meetings to bring together UNDP country office staff, UNODC regional staff and national partners. This output will also support the participation of key Pacific partners in relevant regional and global anti-corruption COPs and other training or learning opportunities.

Output 2.4. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of basic services to excluded groups, with a particular focus on health and HIV

The Centre will continue its work with local, regional and international partners (government and non-governmental) to support legal and policy reform on HIV related issues.²⁶ The Centre will also work closely with WHO, SPC and other partners on Non-Communicable Diseases (NCDs), linking health to the broader development and governance agenda. At a global level UNDP is increasingly called on to expand its engagement on the social determinants of health, both in its programmatic role and as coordinator of the RC system.²⁷ This includes addressing NCDs, strengthening the implementation of the WHO Framework Convention on Tobacco Control (Article 5 in particular), addressing malaria, tropical diseases and maternal health²⁸ as well as increasing support to the implementation of Global Fund Grants.

Result 2.4.A Community-based organisations are taking action to improve delivery of quality HIV/STI services to excluded groups at the local level and participate in efforts for HIV related law reform to improve access to services

The Centre, together with SPC and the other co-sponsors of UNAIDS, will continue to provide support to develop the capacities of Pacific civil society constituencies to participate more fully in policy dialogues on HIV and play a stronger role in accountability frameworks and programme implementation with a focus on key populations (MSM, Transgender persons and People in Sex Work). The Centre will also work with SPC/RRRT and UNAIDS and other partners to support the implementation of a more integrated approach to HIV, Sexual and Reproductive Health in line with the "Sexual Health Shared Agenda", and provide technical assistance to better address social and structural determinants such as remaining legal and policy barriers to universal access prevention, care and support services. The Centre will also provide technical assistance for the implementation of grants from the Global Fund (AIDS, TB, and Malaria) in select PICs.

Result 2.4.B: Evidence-based policy tools for intersectoral planning and action (costing and taxation tools) leading to inclusion of NCD targets in national development plans

²⁶ To date 5 Pacific countries have been assisted to put in place legislation and policies to address HIV (Cook Islands, Fiji, Solomon Islands, Tuvalu and Vanuatu).

²⁷ The Political Declaration on non-communicable diseases called for action across the UN system, and the SG's report on the interagency adhoc task force on tobacco called for UNDP to take a lead role in integrating tobacco control into national development planning processes, including UNDAFs. It also called for UNDP to integrate tobacco prevention and control into its governance programming.

²⁸ Helen Clark and WHO's Margaret Chan sent a joint letter to all UNDP resident representatives and UN country teams in March 2012, requesting the integration of non-communicable diseases in UNDAFs and the formulation of UN joint programmes.

At the global level, UNDP works in close collaboration with WHO on NCDs. In the Pacific, the Centre, together with UNDP Country Offices, will work on NCDs in partnership with WHO and other partners (e.g. SPC, World Bank, Australia, New Zealand). This work will be in support of the implementation of intersectoral national strategies and action plans (e.g. Tonga, Fiji, Solomon Islands, PNG), informed by the Global Action Plan for the Prevention and Control of NCDs and in support of the implementation of regional initiatives and frameworks (e.g.: the “Roadmap for responding to the NCD Crisis in the Pacific”; The “Healthy Islands Framework”, “Tobacco Free Pacific 2025”).

The Centre, in partnership with WHO, will provide analysis and facilitate policy dialogue on the long-term human development implications and consequences of NCDs. Emphasis will be on the social and economic determinants and governance dimensions of NCD response, with specific attention to gender, the right to health and equity in general. In this way UNDP will be able to help the mainstreaming of health into development processes and planning in PICs and link health concerns to other current policy debates i.e. education, trade, agriculture, climate change adaptation, law and governance, energy and environment. The Centre will support the establishment or strengthen (where they exist) national intersectoral strategies and mechanisms (Health, Trade, Planning, Agriculture, Civil Society and other relevant sectors) for coherent action on NCDs. This will also include supporting the inclusion of NCD targets in national development plans; strengthening governance aspects of Tobacco Control; facilitate participation of civil society in policy dialogue; facilitate and support investment cases (social and indirect costs of NCDs), public expenditures and institutional reviews; promote Human Rights based approaches to address social and structural determinants of health and facilitate triangular cooperation on these issues.

The Centre will support WHO and other partners (e.g. SPC) in the development and experience sharing within the region on evidenced-based and harmonized legal frameworks with regards to taxation, labelling, marketing and advertisement regulation of less healthy food products and support countries to safeguard policy space for health and access to affordable medicines in line with international best-practice, Human Rights frameworks and regional initiatives.

Output 2.5 Measures in place to increase women’s participation in decision-making

In 2013 the Pacific Centre commissioned an independent review of its work relating to the political participation of women. During the last programme cycle the focus of Pacific Centre activities was on advocacy around Temporary Special Measures and on capacity building of potential women candidates through its regional mock / practice Parliament programme that saw events being held in Palau, Kiribati, RMI, PNG, Solomon Islands and Tonga. The independent review report mapped the on-going work by numerous international organisations on the political participation of women in the 15 countries and territories covered by the Pacific Centre and made recommendations as to possible areas of work that should be considered by UNDP at a regional level.

Result 2.5.A: Capacity of potential women candidates increased through provision of training and capacity building activities

The Centre will continue its partnership with PIFS to build the capacity of potential women candidates through its regional mock / practice parliament programme. Practice or “mock” parliaments will be held across the Pacific in the lead up to national elections to train women leaders and potential women candidates. These events will be implemented with numerous key actors at a national level including the respective Ministries of Women, National Parliaments and CSOs.

As part of the recommendations from the Independent review report, the Centre will collaborate with regional stakeholders such as PIFS, SPC-RRRT, and UN Women, as well as the relevant national stakeholders, in the provision of technical inputs into national policy development and/or legislative drafting, to implement Temporary Special Measures (TSM) or other reforms to promote gender representation in national legislatures, as endorsed by Forum leaders and national governments, upon requested. Building on the UNDPs work to support Parliaments in the

Pacific, the Centre will also support the role of parliamentary committees and women's caucuses (where they exist) in progressing gender equality outcomes in procedures, policy, legislation, and participation.

Result 2.5.B: Increased number of women candidates selected by political parties in selected Pacific countries

In addition to the continuation of the mock/practice parliament work, the Centre will also expand its work in this field by working with political parties, coalitions, leaders and elites to (i) increase commitment to gender equality and (ii) encourage nomination of more women candidates. Using the 2012 UNDP/NDI good practices guide *Empowering Women for Stronger Political Parties* as the basis for developing a program with political entities, the Centre will focus its work on countries in which political parties and coalitions play a significant role in the process of parliamentary elections, namely, Fiji, Vanuatu, PNG, Solomon Islands, Samoa, Tonga, Kiribati and Cook Islands

The Centre will work with organisations such as the Pacific Women's Parliamentary Partnerships (PWPP) to support regional approaches such as facilitating south-south exchanges of women leaders to facilitate the sharing of information throughout the Pacific. By adopting a multi-country approach and sharing experiences, lessons and methodologies it is expected to enable countries that may initially be reluctant to work on issues of women's political participation, to find a more sensitive way to engage and learn from other countries positive experiences. Women who may feel culturally and socially inhibited in their own societies may also find it easier to act in a leadership role through more neutral regional fora. This approach has proven successful in several multi-country research studies including those on political parties, gender in elected office, gender in public administration and local government, leading to the development of good practices founded on innovative and successful interventions on women's political participation in Asia-Pacific. Capturing best practices and information at the regional level and sharing it with other countries is best facilitated through a regional programme serving to share knowledge and best practice within the region.

Outcome 3: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change

This outcome contains 3 outputs. Output 3.1 focuses on disaster and climate risk management frameworks. Output 3.2 focuses on strengthening preparedness systems to recover from natural disasters. Output 3.3 focuses on strengthening conflict prevention and peacebuilding mechanisms. Much of the work in outputs 3.1 and 3.2 complements the wide range of climate change related projects (regional and national) implemented by UNDP COs in the Pacific with funding from the Global Environmental Facility (GEF). Outputs and key results areas under this outcome will be implemented in partnership with UNDP Country Offices, national partners, UN agencies (OCHA, UNISDR, UN Women), and with various international, regional and sub-regional organisations including PIFS and SPC.

Output 3.1 Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels

The strategic goals for disaster and climate risk management in the region are articulated in two regional frameworks: the Pacific Disaster Risk Reduction and Disaster Management Framework for Action (2005-2015) and the Pacific Islands Framework for Action on Climate Change (2006-2015). These frameworks will be merged into a single Strategy for Climate and Disaster Resilient Development (SRDP) for 2016 and beyond, and will form the basis of institutional, legislative and policy frameworks for disaster and climate risk management in the region. The Centre, through partnerships at regional and national levels has supported the formulation and implementation of these frameworks. Key challenges remain, however, in resourcing, implementing and integrating these frameworks at national, sub-national and community levels.

In response, the Centre will support select PICs on planning and delivery mechanisms of sub-national governments and communities to ensure that they are integrated into national processes and that disaster and climate risks are integrated across Government policies, plans and budgets. It will also ensure that the needs of different groups of

society are integrated into these processes through a Gender and Socially Inclusive (GSI) lens. The objective is to develop a strong enabling environment for risk governance to empower communities to identify risks and needs, and formulate and implement sustainable responses.

This output will be primarily delivered through a donor-funded programme – the Pacific Risk Resilience Programme (PRRP) which is a four year programme implemented by the Centre in partnership with the Australian Government, and the international NGO, Live and Learn Environmental Education. PRRP is initially being implemented in Fiji, Solomon Islands, Tonga and Vanuatu, which have been selected based on their risk profiles. PRRP has a separate project document that has been approved by UNDP and the programme’s partners and donors.

Result 3.1.A: Disaster and climate risk is integrated into key decision-making mechanisms at national, sub-national and community levels

PRRP will work to strengthen mechanisms for integrating disaster and climate risk into national, sub-national and priority sector (such as education and agriculture) development planning processes. The programme will work with provincial governments, area councils, and local governments to better address risk management in their decision-making through this, strengthen sub –national planning for integrating risk governance, and for improving capacity for risk governance at sub-national levels. Early activities include establishing criteria for managing disaster and climate risk within the medium term development planning process in Solomon Islands; integration of disaster and climate risk into sub-national development planning in Vanuatu and Tonga; undertaking risk governance analyses of the Education and Agriculture sectors in Solomon Islands and Vanuatu; and the establishment of a national Recovery Coordination Committee in Solomon Islands.

PRRP will seek to strengthen Government planning and budgeting for integrating risk, for enhancing risk governance capacity in institutional frameworks, and for enhancing access and management of risk finance. Early activities will include corporate planning with key Ministries in Solomon Islands, Vanuatu, Fiji and Tonga integrating risk, with associated capacity development, M&E frameworks, budgeting and other tools.

Improving risk information and its accessibility is a key priority under this result area, and PRRP will be working to strengthen risk governance analysis and knowledge management, with focused attention on gender equality and social inclusion dimensions. Activities will include the establishment of national knowledge hubs for risk information in Solomon Islands and Vanuatu and the development and dissemination of applied research in the area of risk governance in the Pacific.

Output 3.2 Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis at all levels of government and community

Result 3.2.A: Strengthened recovery coordination mechanisms and preparedness to manage the consequences of natural hazards (geo-physical and climate related) at all levels of government and community

The capacity to recover from disasters is relatively weak and inconsistent, with significant damages and losses noted at the local and national levels in the Pacific. In the area of disaster risk management, UNDP’s role in the Pacific is complementary to that of the regional scientific-technical agencies (primarily SOPAC/SPC) and other UN agencies that have a humanitarian mandate (OCHA), as UNDP’s main focus is on the linkages between disasters and human development. The Pacific Centre has a solid track record in the formulation and implementation of disaster recovery plans and programmes following a range of major disaster events in the region since 2008. The Centre will build on this experience, and continue to provide technical support to UNDP Country Offices and national counterparts in areas of:

i) Preparedness and institutional arrangements for recovery by increasing PIC capacities to develop and use planning mechanisms and tools to manage disaster recovery processes at national and local levels. The focus will be on developing appropriate government policies, appropriate tools, training and capacity building activities in response

to the particular needs of each PIC; and by providing support to the Pacific Humanitarian Team (PHT) to acquire skilled human resources for recovery operations, to gain access to established mechanisms for coordination, to support the programming of recovery activities, and to assist governments with pre disaster recovery planning, as well as post disaster needs assessment and recovery frameworks;

ii) Formulation and implementation of disaster recovery programmes: ranging from agricultural reactivation, cash-for-work, debris management, introduction of drought resistant crops and others. The Centre intends to establish a standing resource (technically and financially) for delivering community level recovery assistance to affected people shortly after major disaster events in the region; and

iii) Early Warning Systems are an important aspect of preparedness for Pacific Island Countries. Regional agencies such as SPC and SPREP are addressing this issue across the region through regional initiatives as well as in-country programming. To support these regional initiatives the Pacific Centre is currently developing a project in partnership with the Russian Government and with UNDP COs to strengthen preparedness to disasters through the installation of Automatic Weather Stations for forecasting climate and extreme weather events in a number of PICs.

Output 3.3: Mechanisms enabled for consensus building around contested priorities and for addressing specific tensions through inclusive and peaceful processes

The main focus of this output is to strengthen conflict prevention and peace-building efforts in select PICs, including by promoting the role of women as leading actors in these processes. It builds on the Centre's work on conflict prevention during the previous programme cycle, and the range of activities implemented within the framework of the regional Strengthening Capacities for Peace and Development (CPAD) project.

Result 3.3.A: National policy frameworks that are informed by the Regional Human Security Framework for Conflict Prevention are being implemented

The Centre played a critical role in obtaining support from the Forum Regional Security Committee (FRSC) for the approval of the *Regional Human Security Framework* in 2012, which ensures that human security is placed at the centre of regional security thinking in the Pacific. However, the actual operationalization of regional conflict prevention and management mechanism remains weak and poorly understood by security officials and leaders. The Centre is well placed with the partnerships, knowledge and experience needed to build awareness of the Human Security Framework and assist with its implementation, specifically as it links to a range of other related issues, including security sector governance, conflict prevention, land and conflict, sexual and gender based violence, youth involvement in crime and women, peace and security. The Framework will be reviewed by the FRSC in 2015.

The Centre will strengthen its partnership with the Forum Secretariat and other relevant regional and NGO partners on peace and security issues, with a focus on how these issues will be addressed in the new framework for Pacific Regionalism. The Centre will continue to support capacity building work to mainstream human security into various policies and planning processes at regional level and national levels. The Centre will also continue its engagement with the FRSC, and relevant regional and national level security and law enforcement organizations.

Result 3.3.B: Support women's improved participation and leadership in peace-building processes and decision-making forums

UNDP has been a leading actor in regional efforts to understand the gendered impacts of conflict, mainstreaming gender in conflict prevention and peace-building, on improving women's leadership in peace-making and conflict prevention and on the prevention of gender based violence. The Pacific Centre provided support for the establishment of a Pacific Regional Working Group on Women, Peace and Security in December 2010. This working group was tasked by the FRSC with producing a Pacific Regional Action Plan on Women, Peace and Security (2012-

2015) which was endorsed by Pacific Women's Ministers in August 2011, and which was also included in the Pacific UNDAF (2013-2017).

A Reference Group on Women, Peace and Security was established in 2013 to monitor the implementation of the Regional Action Plan. The Centre is a member of the Reference Group, and will continue to support the implementation of the Group's priority actions for 2014-2015. These priority actions include mainstreaming of women, peace and security commitments into relevant regional and national plans, frameworks and mechanisms such as the post 2015 Development Agenda, and the global review of UNSC 1325 that will take place in 2015. The Centre will work with PIFS, UNDP Country Offices, national counterparts and the other members of the Reference Group to support the implementation of the Regional Action Plan, including technical assistance to help select PICS to develop, finalize and implement National Actions Plans (NAPs) on Women, Peace and Security.

As part of its more general peace-building and conflict prevention work in the region, the Centre will continue to support the capacity building of women leaders from government, civil society, and the private sector in mediation, dialogue, and peace negotiation to enhance women's leadership in conflict prevention, peace-building and political decision-making in the Pacific. This will be done in conjunction with the Centre's Regional Parliamentary Programme. The Centre will continue to gather, codify and disseminate lessons learned and best practices on women's role in peace-building in the Pacific region, and in 2014 CPAD will publish a number of case studies on this topic.

Result 3.3.C: Strengthened national capacities of national actors in select PICS to analyse, prevent, manage and transform conflict

The CPAD project is the Pacific Centre's flagship Regional Peace-building Program, designed to build a community of peace practitioners in the Pacific and strengthen both regional and national peace-building capacities and interventions. At the regional level CPAD will continue to strengthen and expand the capacity of a network of regional peace-builders (the Pacific Peace Community) who are key figures in their societies and are able to help reduce tensions in times of crisis. CPAD will also continue to play a regional monitoring role to ensure that national capacity building efforts remain of high quality and that peace efforts are anchored in monitoring and evaluation frameworks that enable the exchange of good practices in peace advocacy, program design and policy development. Where local capacity remains low, UNDP will provide stakeholders with access to additional capacity building on cutting edge peace-building methodologies, tools and skills.

At the national level CPAD will continue to provide support to national efforts with UNDP country offices and national counterparts, including Governments and CSOs. In both Tonga and the Solomon Islands, CPAD is helping to forge stronger partnership agreements between government and peace-building stakeholders in civil society to work together in a collaborative and coordinated manner to advance peace consolidation. In Tonga, CPAD will support the National Peace and Unity Committee's peace awareness efforts, which seeks to stimulate dialogue on youth related issues such as school-based violence. With the establishment of a Partnership agreement, the intent is to put in place a Peace-building Officer to help strengthen peace-building capacities in Tonga and develop a national project to help implement the partnership agreement.

In the Solomon Islands, CPAD is considered the leading capacity-building provider in conflict analysis, conflict resolution and peace-building skills. Technical assistance is being provided for the development of a draft National Peace-building Policy that is currently under internal review by the government. The policy is unique in that it fosters a collaborative approach to peace-building, and calls for the codification of traditional/customary conflict management practices. CPAD was instrumental in helping the UNDP Country Office recruit a full time Peace and Development Advisor who will arrive mid-2014. With dedicated capacity in Tonga and the Solomon Islands, CPAD's role will necessarily change to a more supportive, monitoring role.

In Fiji, CPAD will continue to provide technical advice/assistance to the UNDP country office on a range of governance issues that are linked to Fiji's democratic transition. The Program will continue to implement the 'Strengthening Citizen Engagement in Fiji' Initiative, which provides communities and local governments with the information, skills, tools and platforms to support Fiji's democratic transition. CPAD will also provide technical support to the implementation of the "Strengthening the Participation of Youth in the Transition to Democracy" project. CPAD will also provide support for the implementation of a Conflict Analysis exercise in Fiji after the elections in September 2014. The results of this exercise will be shared with national counterparts and used to help support the UNDP country office in the design of a new governance programme in Fiji.

In Papua New Guinea, CPAD will provide technical support and capacity building, on request, to the UNDP country office and national counterparts for the implementation of the Bougainville Peace-building Priority Plan, which is being funded by the UN Peace-building Fund.

Outcome 4: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

This outcome contains 3 outputs. Output 4.1 focuses on support to national development plans that address poverty and inequality (including achievement of the MDGs), and support to strengthening national statistical systems. Output 4.2 focuses on helping countries access development financing, particularly climate finance. Output 4.3 focuses on south-south and triangular cooperation. Outputs and key results areas will be implemented in partnership with UNDP Country Offices, various UN agencies, and with regional and sub-regional organizations including PIFS, SPC, ADB and UNESCAP. The output on south-south and triangular cooperation will be implemented in partnership with development partners, including UNDP Strategic Partnership countries, and select PICs.

Output 4.1 National development plans, to address poverty and inequality, are sustainable and risk resilient

The main focus of this output is to promote policies and plans that address poverty and inequality, at regional and country levels. These plans will contribute to the achievement of national and international development goals. UNDP will also work to improve national statistical systems by increasing the availability of disaggregated data for monitoring progress toward national and international development goals.

Result 4.1.A: Comparative regional data analysis and research enhanced to better track and report on MDGs and post-2015 progress, and guide development debates and advocacy action

UNDP with UNESCAP and ADB will continue to produce regional MDG Reports for the Asia-Pacific region through sub-regional, multi-stakeholder consultations, thereby stimulating policy debates and generating regional consensus on some of the most pressing development issues facing the region. After 2015, the partners will need to decide on what form this work will take. The Pacific Centre will also continue to provide technical support to PIFS for the annual Pacific Regional MDG Tracking Report but as with the Asia-Pacific work a decision will need to be made on what form the report should take post-2015. As nations reach agreement on the post-2015 development agenda (including SDGs), UNDP's support will change to reflect the new consensus; UNDP then will help countries to establish plans and systems that are aligned with the new development framework.

Result 4.1.B: More coherent social policies include measures to cope with socioeconomic risks and vulnerabilities, particularly for poor and vulnerable populations

The Centre, together with other regional partners (e.g. PIFS, SPC, ADB, and UNESCAP) will continue to conduct research and analysis on poverty and inclusive growth issues in the Pacific region. The findings will inform the Centre's technical inputs into national development plans. The Centre produced a report on vulnerability and exclusion in the Pacific which was launched at the SIDS Conference in Samoa in September 2014. An update of this

report will be produced by 2017. The Centre will undertake applied research and analysis on various topics, on request, and will also provide inputs into relevant UNDP Regional Human Development Reports produced by the APRC in Bangkok. At country level the Centre will continue to provide technical support to CO-led MDG-related projects, including MDG Acceleration Projects (MAF).

Output 4.2 Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing

Result 4.2.A: Enhanced coordination, dialogue and advocacy on climate and disaster resilient development for poor and vulnerable populations in the Pacific

A growing number of development partners are active in the Pacific on climate change and disaster management issues and this requires greater cooperation and coordination. The Pacific Centre will continue to support, with other partners (e.g. SPC, SPREP, UNISDR, PIFS and USP), the development and implementation of the Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP). Implementation includes both policy, programme and project support services to countries, regional agencies and UNDP country offices.

The Centre will also continue to support the Development Partners for Climate Change (DPCC) meeting as a forum for development partner discussions and for promoting coherence and coordination amongst partners on Disaster Risk Management, Energy, Environment and Climate Change work in the Pacific. A key milestone is the 2015 UNFCCC meeting that targets an agreement amongst all parties. The Centre will offer technical support to PICs in the lead up to COP21 and subsequent UNFCCC meetings.

Result 4.2.B: Strengthened governance of climate change finance at regional, national and local levels, including through exchange of experiences regionally and globally, results in better incorporation of climate change policy objectives in national budgets

In the past few years there has been an unprecedented increase in investments targeting climate change interventions in the Pacific. These significant increases in funding have created challenges for PICs in terms of planning, accessing, delivering and monitoring and evaluation of climate change policy, programmes and projects. Further, it is expected that the funds available for climate change will continue to increase with new funds such as the Green Climate Fund coming online. The institutions attempting to deliver these funds are under-capacitated and in many cases not efficiently structured, with inadequate policy and plans to deliver these funds to the most vulnerable.

Over the past few years, UNDP has established a niche area of support for climate finance in the Asia-Pacific region through Climate Public Expenditure and Institutional Reviews (CPEIRs), National Implementing Entity Accreditation capacity assessments for international climate funds, National Climate Fund knowledge products and climate finance readiness programmes and projects. The first CPEIR was developed in Nepal in 2011 and now there are over a dozen countries that have either developed or are developing CPEIRs, including in the Pacific (e.g. Samoa, Fiji). The CPEIRs provide a whole of government review of Climate and Disaster Resilient Development analysing the institutions, policies, governance arrangements, expenditures, gender dimensions and funding sources. Through this diagnostic, key recommendations are outlined in a climate finance readiness plan. This plan can be used both downstream for country-level action and up-stream (e.g. UNFCCC) to inform regional and international processes. UNDP along with partners are supporting the implementation of these recommendations.

The Centre's work on support to CPEIRs will focus on three mutually reinforcing areas – the first looks to strengthen the policies and institutional arrangements which will enable planning and budgeting to effectively prioritize climate change finance; the second output looks at the government modalities which will enable delivery of climate change finance, including the national budget and government-led programmes; and the third output will work to share experience across the region and globally through strengthening key regional institutions. The overall aim is to

improve PICs capacity to access and manage climate finance. UNDP will build on lessons learnt from extensive work already undertaken in the Pacific (e.g. Fiji, Samoa, Nauru and Kiribati) as well as in Asia.

A cornerstone of the Centre's climate finance work is partnership. The Pacific Centre is working closely with CROP agencies, including PIFS, SPREP and SPC along with UNDP country offices in the Pacific to support government initiatives working with the ministries of finance, environment, planning and local development, bringing these ministries together for inter-ministerial dialogue.

Output 4.3 South-South and triangular cooperation partnerships established and/or strengthened for development solutions

The Regional Programme will adopt a twin-track approach to leverage development results from South-South cooperation. First, UNDP will integrate SSC in knowledge management initiatives, and ensure these lead to more effective policies and programs; and second, UNDP will work with strategic partnership countries that represent the largest providers of South-South cooperation in the region, supporting innovations in their management of SSC, including vis-à-vis data management, strategy setting and planning, and monitoring and evaluation approaches. All regional programming in this area will also seek to contribute to global discussions around financing and implementing the post-2015 agenda.

The Centre will provide technical support and guidance to UNDP Country Offices and their national counterparts that want to lead a South-South initiative, including with UNDP's Strategic Partnership countries (e.g. China, India, Indonesia, Singapore, and South Korea). The Centre will establish models through these initiatives that demonstrate how triangular cooperation can add value to global development cooperation.

The Pacific Centre will work, upon demand, with UNDP Country Offices to identify particular areas of knowledge and expertise that countries wish to share and learn from others. For example, UNDP Solomon Islands and UNDP PNG have agreed to collaborate to allow Solomon Islands to learn from PNG's recent process of producing a new national security policy. Within the framework of the Centre's larger regional programmes, such as PRRP, PFIP, and UN-PRAC, there are many opportunities for south-south and triangular cooperation and learning in the Pacific region. By 2017, the Centre will support at least 3 country-led knowledge exchange initiatives.

At a regional level the Pacific Centre, and UNDP country offices are involved in a joint initiative with UNDP China and with the Chinese and Australian governments. This initiative is looking at options for south-south cooperation between China and the Pacific, which can be facilitated and supported by UNDP.

Result 4.3.A: South-South Cooperation on Climate and Extreme Weather Risk implemented between the Pacific and Caribbean

The Pacific Centre is developing a second phase of an inter-regional south-south cooperation project between the Pacific and the Caribbean focused on Climate and Extreme Weather Risk between Pacific and Caribbean SIDS. The expected impact of Phase 2 is for Pacific SIDS to be more resilient to extreme weather events including floods, droughts, cyclones and sea level rise. Specifically, this will include reduced negative impacts on food security, damages to community infrastructure and loss of lives and livelihoods. The expected outcome of Phase 2 is strengthened capacity for managing climate and extreme weather risks in Pacific SIDS.

Result 4.3.B: Regional and sub-regional intergovernmental organizations will be increasingly engaged with and used as effective platforms for South-South cooperation

The Pacific Centre works closely with the Pacific Islands Forum Secretariat on the implementation of the Forum Compact that has been designed to address measures for strengthening development effectiveness and country-level management of development relationships. As an extension of the successful peer-review process steps are

being taken to introduce South-South and triangular cooperation to help deepen the impact and follow-up to the peer review process, offering scope for joint work between the Centre and PIFS in identifying and facilitating such opportunities.

IV. MANAGEMENT ARRANGEMENTS

UNDP will directly execute the Regional Programme as well as this regional project document, which operationalizes and sets the basic framework for the delivery of the programme in Asia and the Pacific. While overall management oversight and accountability for the Regional Programme for Asia and the Pacific rest with the Regional Bureau for Asia and the Pacific, the Bureau has delegated day-to-day management for its elements, as outlined above, to the Pacific Centre in Suva, with a primary focus on programme countries in the Pacific and in partnerships with other relevant regional and sub-regional organisations such as the Pacific Islands Forum (PIF) and the Secretariat of the Pacific Community (SPC).

Management Committee:

The Pacific Centre is accountable to its Management Committee, which comprises the UNDP Resident Representatives of Fiji, PNG and Samoa and representatives from the Regional Bureau for Asia and the Pacific (RBAP). The Manager of the Pacific Centre acts as the secretariat to the Committee. A principle interest of the Management Committee is to ensure that the Pacific Centre's work programme is based on a comprehensive analysis and assessment of the development priorities in the Pacific, and that it is directed by clearly defined and measurable developments results and impacts that are accurately reported to RBAP and the Centre's development partners.

The Management Committee is responsible for making, by consensus, management decisions for the regional project when guidance is required by the project manager. This includes recommendations for approval of project plans and revisions. Management Committee decisions are made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the Management Committee Chairperson. Project reviews by this Committee are made at designated decision points during the running of a project, or as necessary when raised by the project or centre manager. The Committee is consulted by the project or centre manager for decisions when tolerances, normally in terms of time and budget, have been exceeded. The Management Committee meets at least once a year.

The Pacific Centre Management Committee encompasses the following three roles:

- ✓ Executive: individual representing the project ownership to chair the group
- ✓ Senior Supplier: A group representing the interests of the parties concerned, which provides funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project's initiatives.
- ✓ Senior Beneficiary: A group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the beneficiary's perspective.

Specific responsibilities of the Management Committee will be outlined in its Terms of Reference, which will be approved by and revised by the Committee as needed throughout the duration of the project.

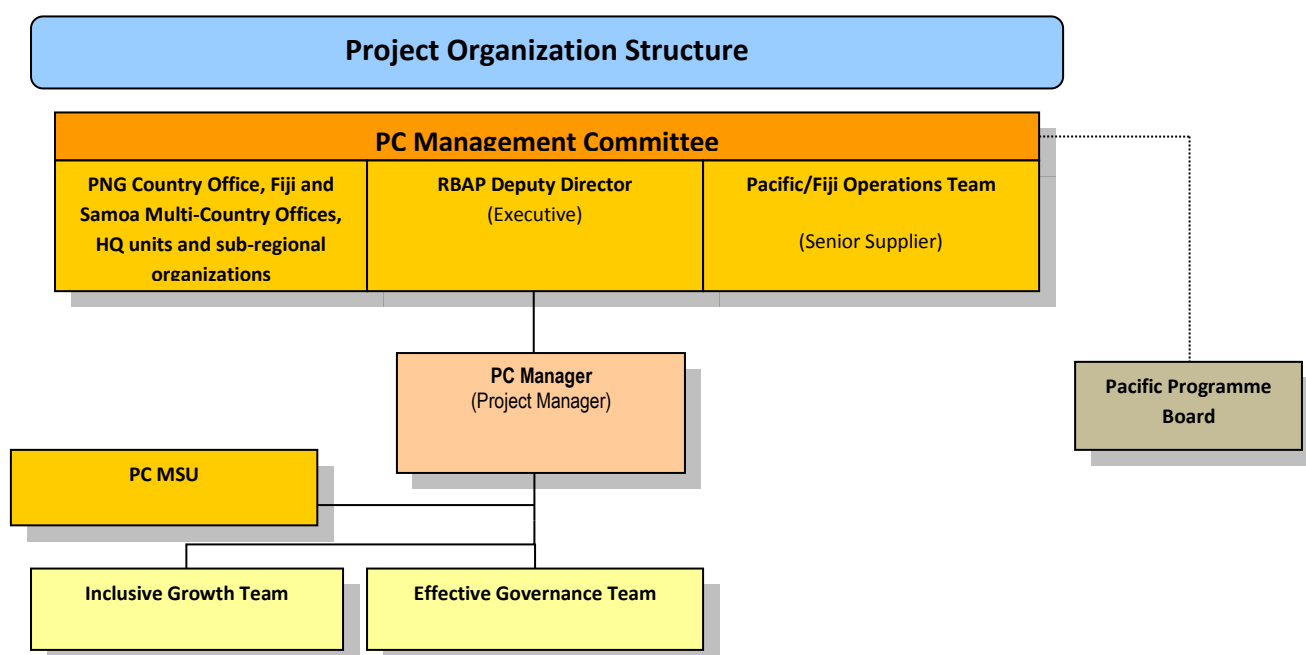
Pacific Programme Board:

Beyond the direction provided by UNDP's global and regional strategies, the Centre's work takes guidance from the Pacific Programme Board comprising representatives from PICs, regional organizations, development partners and civil society representatives who constitute key stakeholders concerned with deliverables under each of the regional project Outcomes. The Programme Board will be used as a key coordination and consultation mechanism to ensure

relevance of key products and services delivered under each regional project Outcome. The Programme Board advises on critical development and political issues in the Pacific. It provides a forum for dialogue between UNDP and other stakeholders on the approach and content of programme activities developed across the key focus areas of the Centre, and shares information about efforts and inroads made in promoting good governance, poverty reduction and inclusive growth, and crisis recovery and prevention in the Pacific. Another function is to facilitate discussion on more effective implementation of the Centre’s outputs and to advise the Centre on innovative approaches, best practice and lessons learned that could be incorporated into the Centre’s activities.

Recommendations of the Programme Board should feed and inform decisions of the Pacific Centre Management Committee.

Specific responsibilities of the Programme Board will be outlined in its Terms of Reference, which will be approved by and revised by the Board as needed throughout the duration of the project.



V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, and with corporate methodological guidance for monitoring of the UNDP Strategic Plan 2014-2017, the Integrated Results and Resources Framework (IRRF) contains the indicators, baselines, and targets that set out the results that UNDP aims to achieve or to which it will contribute. Given that this regional project document spells out UNDP’s contribution to the corporately agreed results from the regional level in Asia and the Pacific, this contribution will be monitored through:

Regional Project Outcome Indicators, Baselines and Targets (see attached RRF)

The regional project has **13 Outcome indicators**, out of which 8 have been selected from the UNDP Strategic Plan 2014-2017 IRRF. A total of 5 indicators have been developed outside of the corporate IRRF to reflect the specific nature of UNDP’s contributions from the Asia-Pacific regional level. One outcome indicator (1.1) is unique to the Pacific region.

For each Outcome indicator, related baselines, milestones and targets were developed, and the periodicity of their monitoring and regular updates was established, based on the periodicity of the related data collection. Internal methodologies for data collection, calculation and aggregation have been developed for every IRRF indicator to ensure that all Country Offices apply the same methodology to setting the baseline, milestone and target (such as how to define and measure “effectiveness” or “quality”). For the regional project Outcome indicators taken over from the IRRF, baselines, milestones and target aggregations for Asia-Pacific were calculated with data provided either corporately from international data sources or collected by Country Offices in the region. For those Outcome indicators developed outside the IRRF, indicator methodologies for data collection were developed similar in structure and content to those for the corporate set of Outcome indicators. These methodologies, and possibly also the indicators themselves, will continue to be refined and improved as lessons are learned from the first round of data collection at corporate and regional levels.

Regional Project Output Indicators, Baselines and Targets (see attached RRF)

At the launch of the regional project, an initial set of output indicators was established, with related baselines, milestones and targets. In this project there are 43 outputs indicators, of which 24 output indicators are taken from the SP IRRF (either verbatim or with slight adjustments). The rationale for adopting these indicators is based on the fact that the changes resulting from the inputs provided through the regional project (products and services) are expected to be demonstrated at country level and directly contribute to changes/results through country programmes and projects. The remaining 24 output indicators are specifically designed for the Pacific context, and measure changes resulting from actions taken in the framework of the regional project document and will complement and/or contribute indirectly to changes and results achieved at country level. It is also assumed that, during regional project implementation, output indicators might be further refined and/or change over time depending on strategies adopted in changing contexts.

Periodicity of monitoring

Quarterly Cycle

- On a quarterly basis, a quality assessment and related narrative shall record and complement progress toward the completion of indicator milestones as set in the Results and Resources Framework and in the related monitoring plan and workplan for the year;
- Regular quarterly updates, especially on progress against output indicator milestones, will be recorded in the corporate monitoring system and complemented by substantive quarterly project progress reports. These will be submitted through the project quality assurance team to the PC Management Committee and Programme Board;
- Based on the initial risk analysis a risk log (see Annex A), will be activated in ATLAS and updated by reviewing internal and external environmental factors that may affect project implementation;
- A project lessons-learned log will be activated and updated to ensure ongoing learning and adaptation in the organization and to facilitate preparation of the lessons-learned report at project end.

Annual Cycle

- An Annual Review Report shall be prepared by the Centre; the PC Manager will share it with the Management Committee and the Programme Board. As a minimum requirement, the Annual Review Report shall consist of a summary of results achieved after completion of the enabling actions and of an update on indicator milestones achieved and overall indicator progress against output targets. An overall analysis of the changes at Outcome level, and how the results achieved by the project are aligned and/or are expected to contribute to the Outcome-level changes, will be taken as part of the annual review process.

- Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and inform the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review will be driven by the Management Committee and Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made toward outputs, and on ensuring that these remain aligned to appropriate Outcomes.

Project Cycle

- At the midpoint of the project, an internal mid-term review of the Regional Programme operationalized by this regional project document will assess progress made toward results outlined in the Regional Programme Document. It will initiate potential revisions and adjustments based on the mid-term review findings;
- An independent evaluation of the Regional Programme framework operationalized by this regional project document will occur before the end of the Regional Programme to inform the formulation of the next programme cycle;
- At least 1 Outcome and 1 thematic evaluation will be undertaken before the end of the Regional Programme to inform the formulation of the next programme cycle.

VI. Results and Resources Framework

<p>Intended Outcome as stated in the Regional Program Results and Resource Framework:</p> <p><i>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</i></p>
<p>Outcome 1 Estimated Budget²⁹ for 2014-2017: USD9.4 m (of which USD6.7m has been secured). Unfunded: USD 2.7m</p>
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> 1. Number of un-served and under-served Pacific poor, women, youth, rural people and micro entrepreneurs with UNDP's assistance achieving access to responsive and sustainable financial services; Baseline: 0, Target: 500,000 2. Coverage of cost-efficient and sustainable energy, disaggregated by rural/urban (IRRF 1.4) 3. Hectares of land that are managed sustainably under an in-situ conservation regime, a sustainable use regime and an access and benefits sharing (ABS) regime (IRRF 1.5) 4. Number of countries where implementation of comprehensive measures – plans, strategies, policies, programmes and budgets –to achieve low-emission and climate-resilient development objectives have improved. (IRRF 1.4.2)
<p>Applicable Strategic Program Outcome (from 2014-17 Strategic Plan): <i>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</i></p>
<p>Partnership Strategy: Outcome 1 will be implemented in partnership with UNDP country offices and their national counterparts, various UN agencies, CSOs and with regional and sub-regional organisations, including PIFS, SPC, PIPSO, UNESCAP and ADB. Output 1.4 on financial inclusion will be directly implemented by the joint UNDP-UNCDF Pacific Financial Inclusion Programme (PFIP) in collaboration with national central banks, the private sector and a range of other partners.</p>
<p>Project title and ID (ATLAS Award ID): TBD</p>

²⁹ Recurring operational and management expenditures or core are estimated to be USD4.2m over the period of four years. This amount is not included in the RP budget calculation per outcome.

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 1.1. National systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment-and livelihood-intensive.</p>		<p>Result 1.1.A: UNDP will advocate for and support countries to design growth strategies that generate decent employment and sustainable livelihood opportunities for the poor, particularly women and youth</p> <p>Result 1.1.B: A comprehensive review of poverty, vulnerability and social exclusion and identification of policy and programme recommendations to address key drivers of hardship and exclusion</p> <p>Result 1.1.C: Micro, small and medium enterprises are better able to access local and regional markets to increase incomes and promote MSME employment</p> <p>Result 1.1.D: Innovative models are developed to support women and young entrepreneurs and social enterprise solutions to development challenges</p>	<p>UNDP PC, COs, ILO, UN Women, PIPSO, ESCAP, ADB UN Agencies</p>
<p>Indicators:</p> <p>1.1.1 Number of Pacific countries in which development investments are informed by HIES and poverty reports to maximize social, environmental and economic benefits over the medium to long term.</p> <p>Baseline: 0</p>	<p>Target: 5 Milestone (2015) 3 Milestone (2017) 2</p>		

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>1.1.2. Number of Pacific countries that implement targeted initiatives (policies, programmes) to promote niche products and remove barriers to accessing regional and international markets.</p> <p>Baseline: 1 (Samoa)</p> <p>1.1.3. Number of Pacific countries that implement targeted initiatives to ensure the economic and social participation of women and young people in employment and entrepreneurship.</p> <p>Baseline: 2 (Samoa, Fiji)</p>	<p>Target: 4 Milestone (2015) 1 Milestone (2017) 3</p> <p>Target: 5 Milestone (2015) 2 Milestone (2017) 3</p>		
<p>Output 1.2. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)</p>		<p>Result 1.2.A: 'Energy Plus' approach to energy sources, services and uses in planning and implementation and a toolkit that promotes productive use of energy and informs country capacity development initiatives and programs</p> <p>Result 1.2.B: Pacific countries with household energy surveys are able to more effectively design policy tools as part of evidence-based energy planning</p> <p>Result 1.2.C: Regional partnerships foster the development of common approaches and policy frameworks on energy access and poverty reduction</p>	<p>UNDP PC, UNDP COs, GEF, SE4All Initiative</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>1.2.1. Number of Pacific countries with energy policies or programmes that promote an integrated approach to energy sources, services and uses in planning and implementation.</p> <p>Baseline: 0</p> <p>1.2.2. Number of Pacific countries with established household level baselines of energy use.</p> <p>Baseline: 3</p> <p>1.2.3. Number of regional partnership initiatives promoting common approaches and policy frameworks on energy access and poverty reduction. <i>(adjusted IRRF indicator 1.5.1)</i></p> <p>Baseline: 0</p>	<p>Target: 5 Milestone (2015) 2 Milestone (2017) 3</p> <p>Target: 5 Milestone (2015) 3 Milestone (2017) 2</p> <p>Target: 5 Milestone (2015): 2 Milestone (2017): 3</p>		
<p>Output 1.3. Legal and regulatory frameworks, policies and institutions enabled to ensure sustainable management of natural resources, biodiversity and ecosystems to promote inclusive growth</p>		<p>Result 1.3.A: Regional cooperation and collaborative action on sustainable management of natural resources are strengthened</p> <p>Result 1.3.B: People centred exploration and extraction initiatives are supported to reduce the risk of marginalization and conflict</p>	<p>UNDP PC, UNDP COs, GEF, World Bank, SPC/SOPAC, ARPC, BPPS, PFIP</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>1.3.1. Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems <i>(IRRF 2.5.1)</i></p> <p>Baseline: 0</p> <p>1.3.2. Number of countries which have in place planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, integrate gender equality and reduce the risk of marginalization. <i>(adjusted IRRF & SP output indicator 2.5.4)</i></p> <p>Baseline: 0</p>	<p>Target: 3 Milestone (2016) 2 Milestone (2017) 1</p> <p>Target: 3 Milestone (2016) 2 Milestone (2017) 1</p>		
<p>Output 1.4 Countries have an enabling regulatory and policy environment for increasing access to financial products, services and literacy.</p>		<p>Result 1.4.A: A Policy and enabling environment that is backed by a robust financial inclusion strategy that facilitates expansion of appropriate, innovative and secure financial products and delivery channels for low income people in the Pacific</p> <p>Result 1.4.B: Financial access product/channel innovations that are tailored to meet the needs of Pacific people, particularly women and youth, while at the same time ensure sustainability of service delivery for the service</p>	<p>UNDP PC, UNCDF, UNDP COs, PICs</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>1.4.1. Number of low-income people, with at least 50% women in Pacific countries with access to appropriate and affordable financial services</p> <p>Baseline: 954,000</p> <p>1.4.2 Number of previously unbanked people, with at least 50% women, gain access to a formal savings account</p> <p>Baseline: 688,000</p> <p>1.4.3. Number of Pacific countries that have national financial inclusion strategies that reflect gender differences and which are based on sound and comprehensive diagnostic</p> <p>Baseline: 4</p>	<p>Target: 1,130,000 Milestone (2015) 1,004,000 Milestone (2017) 1,130,000</p> <p>Target: 775,000 Milestone (2015) 713,000 Milestone (2017) 775,000</p> <p>Target: 6 Milestone (2015) 4 Milestone (2017) 6</p>	<p>providers</p> <p>Result 1.4.C: Evaluation studies of demand, supply and impact of financial products, channels and business models to improve understanding of needs of low-income Pacific people</p> <p>Results 1.4.D: Education and training to strengthen financial literacy and competency of Pacific people</p>	

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
1.4.4. Number of countries that have financial literacy strategies and/or offer financial education through core curricula Baseline: 1	Target: 2 Milestone (2015) 1 Milestone (2017) 2		

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p><i>Outcome 2: Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance</i></p>
<p>Outcome 2 Estimated Budget for 2014-2017: USD 8.2m (includes secured funding of USD 4.6m). Unfunded USD3.6m</p>
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> 1. Number of people who have access to justice, disaggregated by sex (IRRF 3.4.1) 2. Measures in place to increase women’s participation in decision-making (IRRF 4.4) 3. Number of legal and administrative frameworks adopted to promote efficiency in the utilization of public resources with UNDP assistance; Baseline: 5, Target: 14 4. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public (IRRF 3.2)
<p>Applicable Strategic Program Outcome (from 2014-17 Strategic Plan): <i>Outcome 2: Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance</i></p>
<p>Partnership Strategy: Outcome 2 will be implemented in partnership with the UNDP Country Offices and national counterparts, regional and sub-regional organizations such PIFS, SPC, Asia Pacific Forum of Human Rights Institutions and national human rights bodies, UNAIDS, UNODC, UN Women, and WHO. Output 2.3 will be implemented through the joint UNDP-UNODC regional programme on anti-corruption (UN-PRAC).</p>
<p>Project title and ID (ATLAS Award ID):</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions</p> <p>Indicators: 2.1.1. No of constitutional body secretariats that are capacitated to support constitutional body Baseline: 1 (Solomon Islands) <i>(IRRF indicator component 2.1.1.A.1.3)</i></p>	<p>Target: 6 Milestone (2015) 4 Milestone (2017) 2</p>	<p>Result 2.1.A: Members of parliament are supported more effectively by the parliamentary secretariat through the provision of induction training for first time members, research and briefing materials</p> <p>Result 2.1.B: Cross-cutting development issues mainstreamed in Pacific parliaments</p> <p>Result 2.1.C: Development of a participatory and transparent National planning and budget process</p> <p>Result 2.1.D: Electoral institutions strengthened and capacity of political parties increased in selected Pacific countries</p>	<p>UNDP PC, COs, National Parliaments, PPP, CPA, IPU</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>2.1.2. No of parliaments in which the capacity of members are enhanced to debate and amend draft laws on key sustainable development issues (climate change, peace-building, gender equality, SDG, post-2015)</p> <p>Baseline: 2 (Solomon Islands and Samoa) <i>(Adjusted IRRF indicator component 2.1.1.B.1.3)</i></p>	<p>Target: 5 Milestone (2015) 2 Milestone (2017) 3</p>		
<p>2.1.3. No of parliaments in which there is effective budget oversight</p> <p>Baseline: 2 (Solomon Islands and Samoa) <i>(IRRF indicator component 2.1.1.B.1.5)</i></p> <p>2.1.4. No of countries where parliamentary communication and outreach has improved resulting in greater opportunities for citizens to interact with their representatives</p> <p>Baseline: 3 (Solomon Islands, Tonga and Samoa) <i>(IRRF indicator component 2.1.1.B.1.7)</i></p>	<p>Target: 7 Milestone (2015) 4 Milestone (2017) 3</p> <p>Target: 7 Milestone (2015) 4 Milestone (2017) 3</p>		

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>2.1.5. Number of electoral institutions with increased capacity in planning, preparing and conducting elections and referenda</p> <p>Baseline: 0 <i>(IRRF indicator component 2.1.1.C.1.2)</i></p>	<p>Target: 3 Milestone (2015) 1 Milestone (2017) 2</p>		
<p>Output 2.2. Rule of law institutions strengthened to promote access to justice and legal reform to fight discrimination and address emerging issues</p> <p>Indicators: 2.2.1. Number of assessments/reviews of national human rights institutions and regional mechanisms that implement initiatives promoting human rights.</p> <p>Baseline: 1 <i>(IRRF indicator 2.3.1 adjusted)</i></p> <p>2.2.2. Number of civil society organisations supported to effectively</p>	<p>Target: 2 Milestone (2017) 2</p> <p>Target: 4 Milestone (2015) 2</p>	<p>Result 2.2.A: Regional, sub-regional and/or national institutions benefit from technical and advisory support in the areas of human rights and access to justice</p> <p>Result 2.2.B: Regional policy dialogue and South-South exchange on human rights issues, role of civil society and practical application of Regional Human Security Framework and Regional Action Plan for Women Peace and Security</p>	<p>UNDP PC and COs, National Institutions, PIFS and CSOs</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>monitor and advocate on human rights and issues in Pacific countries</p> <p>Baseline: 3</p> <p><i>(IRRF indicator 2.4.2 adjusted)</i></p>	<p>Milestone (2017) 2</p>		
<p>2.2.3. Degree to which the Regional Action Plan for Women Peace and Security is integrated into national plans and strategic security and development frameworks</p> <p>Baseline: 0</p> <p>2.2.4. Degree to which the regional human security framework is utilized as a guide for security and development interventions by Pacific countries</p> <p>Baseline: 0</p>	<p>Target: 3</p> <p>Milestone (2015) 1</p> <p>Milestone (2017) 2</p> <p>Target: 1</p> <p>Milestone (2017) 1</p>		

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 2.3. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders</p>		<p>Result 2.3.A: Countries use the methodological guidance and good practices to design, implement and monitor the effectiveness of their anti-corruption strategies</p> <p>Result 2.3.B: Regional tools and methodological guidance informs participatory approaches for developing legislation, policy and planning frameworks for transparent and accountable governance</p> <p>Result 2.3.C: South-South and regional information exchanges support the effective implementation of anti-corruption reforms</p>	<p>UNDP PC, COs, UNODC, national authorities, PIFS</p>
<p>Indicators:</p> <p>2.3.1. Number of countries that have undertaken institutional strengthening to address corruption risks Baseline: 1</p> <p>2.3.2. Number of countries that adopt proposals to mitigate corruption risks Baseline: 5 <i>(IRRF indicator 2.2.2 adjusted)</i></p> <p>2.3.3. Number of countries that have acceded to UNCAC and have undergone the UNCAC review process Baseline: 3</p>	<p>Target: 3 Milestone (2015) 1 Milestone (2017) 2</p> <p>Target: 5 Milestone (2015) 2 Milestone (2017) 3</p> <p>Target: 10 Milestone (2015) 10</p>		

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 2.4. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of basic services to excluded groups, with a particular focus on health and HIV</p>		<p>Result 2.4.A: Community-based organizations are taking action to improve delivery of quality HIV/STI services to excluded groups at the local level and participate in efforts for HIV related law reform to improve access to services.</p> <p>Result 2.4.B: Evidence- based policy tools for intersectoral planning and action (costing and taxation tools) leading to inclusion of NCD targets in national development plans</p>	<p>UNDP PC, COs, UNAIDS, WHO, SPC</p>
<p>Indicators:</p> <p>2.4.1. Number of countries with human rights compliant legislation and policies to address HIV</p> <p>Baseline: 5</p> <p><i>(IRRF 3.3.3 adjusted)</i></p> <p>2.4.2. Number of Pacific countries that integrate the voluntary targets on NCDs into their national plans, strategies and budgets, and the number of Pacific countries that have an effective intersectoral coordination mechanism for NCDs in place</p> <p>Baseline: 0</p>	<p>Target: 5 Milestone (2015) 3 Milestone (2017) 2</p> <p>Target: 8 Milestone (2015) 4 Milestone (2017) 4</p>		

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 2.5. Measures in place to increase women’s participation in decision-making</p>		<p>Result 2.5.A: Capacity of potential women candidates increased through provision of training and capacity building activities</p> <p>Result 2.5.B: Increased number of women candidates selected by political parties in selected Pacific countries</p>	<p>UNDP PC, COs, PIFS, UN Women</p>
<p>Indicators:</p> <p>2.5.1. Number of countries that have laws and policies in place to secure women’s participation in decision making (<i>adjusted SP output indicator 4.4.1</i>)</p> <p>Baseline: 1</p> <p>2.5.2. Number of female parliamentary candidates trained through mock/practice parliaments and seeking election</p> <p>Baseline: 10</p> <p>2.5.3. Number of political parties with mechanisms to increase women’s participation</p> <p>Baseline: 0</p>	<p>Target: 3 Milestone (2015) 1 Milestone (2017) 2</p> <p>Target: 200 (6 countries) Milestone (2015) 120 (3 countries) Milestone (2017) 80 (3 countries)</p> <p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p>Outcome 3: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change</p>
<p>Outcome 3 Estimated Budget for 2014-2017: USD16.4 (includes funding secured USD14.3m). Unfunded USD2.1m</p>
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> 1. Number of countries that can systematically assess economic and human development loss from natural hazards (geo-physical and climate-induced hazards); Baseline: 8, Target: 12 (closely related to IRRF 5.1.1) 2. Number of countries where national mechanisms for mediation and consensus building show increased capacities to build consensus on contested issues and resolve disputes (IRRF 5.6.1)
<p>Applicable Strategic Program Outcome (from 2014-17 Strategic Plan): Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change</p>
<p>Partnership Strategy: Outcome 3 will be implemented in close partnership with UNDP Country Offices and their national counterparts, various UN agencies (OCHA, UNISDR, and UN Women) and with international, regional and sub-regional organizations including PIFS and SPC. Output 3.1 will be primarily delivered through the Pacific Risk Resilience Programme (PRRP) that is a partnership funded by the Australian Government and involving the international NGO, Live and Learn Environmental Education.</p>
<p>Project title and ID (ATLAS Award ID):</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 3.1: Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels</p>		<p>Result 3.1.A: Disaster and climate risk is integrated into key decision-making mechanisms at national, sub-national and community levels</p>	<p>UNDP PC, COs, SPC/SOPAC, PIFS, SPREP</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>3.1.1. Number of national/sub national development and key sectoral plans in which disaster and climate risk management are explicitly addressed (<i>IRRF & SP output indicator 5.3.1</i>)</p> <p>Baseline: 0</p> <p>3.1.2. Number of Pacific countries with clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms for disaster and climate risk management at national and sub-national level (<i>IRRF & SP output indicator 5.2.3</i>)</p> <p>Baseline: 0</p>	<p>Target: 6 Milestone (2015) 3 Milestone (2017) 3</p> <p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		
<p>Output 3.2: Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis at all levels of government and community</p>		<p>Result 3.2.A: Strengthened recovery coordination mechanisms and preparedness to manage the consequences of natural hazards (geo-physical and climate related) at all levels of government and community</p>	<p>UNDP PC, COs, CROP Agencies, UNOCHA, UNISDR</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators: 3.2.1.Number of livelihood programmes developed that provide women and men with emergency jobs and other diversified livelihoods opportunities within 6 to 18 months after a crisis (<i>modified SP and IRRF indicator 6.1.1</i>)</p> <p>Baseline: 0</p>	<p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		
<p>3.2.2. Number of national/sub-national authorities in crisis affected countries for which physical and human resources are in place within 18 months of the start of the crisis to enable them to lead and design and implement early recovery efforts (<i>SP and IRRF indicator 6.2.1</i>)</p> <p>Baseline: 0</p>	<p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		
<p>Output 3.3: Mechanisms are enabled for consensus building around contested priorities, and address specific tensions, through inclusive and peaceful process</p>		<p>Result 3.3.A: National policy frameworks that are informed by the Regional Human Security Framework for Conflict Prevention are being implemented</p> <p>Result 3.3.B: Support women’s improved participation and leadership in peace-building processes and decision-making forums</p> <p>Result 3.3.C: Strengthened national capacities of national actors in select PICS to analyse, prevent, manage and transform conflict</p>	<p>UNDP PC, COs, PIFS and regional and national CSOs, UN Women</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators: 3.3.1. Number of countries in which policy frameworks and institutional mechanisms for consensus building and peaceful management of conflict and tensions are informed by women's participation and contributions (<i>IRRF & SP output indicator 5.5.2</i>)</p> <p>Baseline: 0</p> <p>3.3.2. Number of countries that have policies and frameworks in support of the women, peace and security agenda</p> <p>Baseline: 0</p> <p>3.3.3. Number of countries where national mechanisms for mediation and consensus building show increased capacities to build consensus on contested issues and resolve disputes (<i>IRRF & SP output indicator 5.6.2</i>)</p> <p>Baseline: 0</p>	<p>Target: 2 Milestone (2017) 2</p> <p>Target: 2 Milestone (2017) 2</p> <p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p><i>Outcome 4: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles</i></p>
<p>Outcome 4 Estimated Budget for 2014-2017: USD 2.6m (includes secured funding of USD 0.9m). Unfunded USD1.7m</p>
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> 1. Percentage of MDG indicators identified and implemented through MDG Acceleration Framework action plans that have made progress; Baseline: 0, Target: 100% 2. Number of countries prioritizing poverty and inequality reduction in their national development plans, and subsequently include post-2015 poverty eradication commitments and targets; Baseline: 3 countries rated as low; 4 countries rated as moderate; 1 country rated as high, Target: 1 country rated as low; 4 countries rated as moderate; 3 countries rated as high 3. Percentage of official development assistance and climate finance recorded in national budgets disaggregated by country; Baseline: ODA: 79% (median) and climate finance: 0.9%, Target: ODA: 85% (median) and climate finance: 25% (median)
<p>Applicable Strategic Program Outcome (from 2014-17 Strategic Plan): <i>Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles</i></p>
<p>Partnership Strategy: Outcome 4 will be delivered in partnership with UNDP Country offices and their national counterparts, various UN agencies and with regional and sub-regional organisations including PIFS, SPC, ADB and UNESCAP.</p>
<p>Project title and ID (ATLAS Award ID): TBD</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Output 4.1. National development plans to address poverty and inequality are sustainable and risk resilient</p>		<p>Result 4.1.A: Comparative regional data analysis and research enhanced to better track and report on MDGs and post-2015 progress and guide development debates and advocacy action</p> <p>Result 4.1.B: More coherent social policies include measures to cope with socioeconomic risks and vulnerabilities, particularly for poor and vulnerable populations</p>	<p>UNDP PC, COs, ADB, UNESCAP, other UN agencies (under RCM/UNDG AP mechanism), CSOs, PIFS</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>4.1.1 Number of targeted countries implementing MAF action plans to drive progress on lagging MDGs through national and/or sub-national budgets (<i>IRRF output indicator 3.6.1</i>) Baseline: 0</p> <p>4.1.2 Number of countries with mechanisms in place to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis (<i>IRRF output indicator 4.3.2</i>) Baseline: 0</p> <p>4.1.3 Number of countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregating by sex, rural/urban (<i>IRRF output indicator 1.2.1</i>) Baseline: 1</p>	<p>Target: 2 Milestone (2015) 2</p> <p>Target: 1 Milestone (2017) 1</p> <p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p>		
<p>Output 4.2. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing</p>		<p>Result 4.2.A: Enhanced cooperation, dialogue and advocacy on climate and disaster resilient development for poor and vulnerable populations in the Pacific</p> <p>Result 4.2.B: Strengthened governance of climate change finance at regional, national and local levels, including through exchange of experiences regionally and globally, results in better</p>	<p>UNDP PC, UNDP CO, PIFS, SPREP, PFTAC, GIZ, WB, UNEP</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators:</p> <p>4.2.1. Number of activities which demonstrate partnerships amongst development actors in relation to Climate Change</p> <p>Baseline: 1 (Solomon Islands)</p> <p>4.2.2. Number of countries with strengthened systems in place to access, deliver, monitor, report on and verify use of climate finance (<i>IRRF output indicator 1.4.1</i>)</p> <p>Baseline: 0</p>	<p>Target: 4 Milestone (2015) 2 Milestone (2017) 2</p> <p>Target: 4 Milestone (2015) 3 Milestone (2017) 1</p>	<p>incorporation of climate change policy objectives in national budgets</p>	
<p>Output 4.3. South-South and triangular cooperation partnerships established and/or strengthened for development solutions</p>		<p>Result 4.3.A: South-South cooperation on climate and extreme weather risk implemented between the Pacific and Caribbean</p> <p>Result 4.3.B: Regional and sub-regional intergovernmental organizations will be increasingly engaged with and used as effective platforms for south-south cooperation</p>	<p>UNDP PC, COs, PIFS, SPREP, SPC</p>

INTENDED OUTPUTS	OUTPUT INDICATOR TARGETS FOR 2017	KEY RESULT AREAS	RESPONSIBLE PARTIES
<p>Indicators: 4.3.1 Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities) (<i>IRRF output indicator 7.5.1</i>) Baseline: 1</p> <p>4.3.2 Number of South-South and Triangular cooperation partnerships that are facilitated with Pacific regional organizations Baseline: 0</p>	<p>Target: 3 Milestone (2015) 1 Milestone (2017) 2</p> <p>Target: 3 Milestone (2015) 1 Milestone (2017) 2</p>		

VII. INDICATIVE REGIONAL PROGRAMME BUDGET

A) 2014 Budget implemented by Pacific Centre

RPD Outcome	2014 RP Core Budget	2014 RP Non-Core Programme Budget	2014 Other Programme Budget	Total 2014 Budget (core, non-core and other)
Output 1.1		282,761		282,761
Output 1.2		257,331		257,331
Output 1.3		-		-
Output 1.4	65,000	433,831		498,831
Total Outcome 1	65,000	973,923	-	1,038,923
Output 2.1	50,000	1,870,995		1,920,995
Output 2.2		572,476		572,476
Output 2.3		783,586		783,586
Output 2.4		177,577	111,040	288,617
Output 2.6		-		-
Total Outcome 2	50,000	3,404,634	111,040	3,565,674
Output 3.1		2,419,493		2,419,493
Output 3.2		132,873		132,873
Output 3.3		1,627,855		1,627,855
Total Outcome 3	-	4,180,221	-	4,180,221
Output 4.1	345,000	111,827		456,827
Output 4.2			111,040	111,040
Output 4.3			111,040	111,040
Total Outcome 4	345,000	111,827	222,080	678,907
RCSP	390,000	567,082		957,082
TOTAL FOR 4 OUTCOMES	850,000	9,237,687	333,120	10,420,807
UNPROGRAMMED				-
GRAND TOTAL	850,000		9,570,807	10,420,807
TOTAL BUDGET (core, non-core and other)				10,420,807

Note: Total RP ASL: \$8.9mil

B) Indicative Regional Programme Budget for 2014-2017 (\$, millions)

Year	RP ASL Total	RP implemented by PC	RP non-core & other implemented by PC
2014	8.9	0.85	9.5
2015	8.9	0.75	11.5
2016	6	0.75	9.3
2017	6	0.75	7.4
TOTAL	29.8	3.1	37.7

Note: RP non-core budgets implemented by the Pacific Centre for the years 2015/16/17 are estimates.

VIII. ANNEXES

A) Risk Log

Project Title: Regional Project Document for the Pacific, 2014-2017	Award ID: TBC	Date: 17 December 2014
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic Other	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
Output 1.1									
1	Countries are slow to seek HIES analysis and adopt	October 2014	Political	Implementation of workplan delayed or incomplete	The Project would proactively assess these risks and tailor support to these countries in a phased	PC: IG	PC: IG	October 2014	Not critical

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	in policy designs to address fully key social, economic and environmental aspects in planning and budgeting			P = 1 I = 3	<p>manner. Also encourage commitment through Forum Compact review process.</p> <p>Continue to collaborate with SPC in providing technical support and follow up on progress of surveys and data production.</p> <p>Ensure utilization of most recent available data and indicators while providing TA to policy formulation and planning processes</p> <p>Enhance dissemination and accessibility of available data, indicators and knowledge products</p> <p>Pro-active advocacy and awareness raising campaigns to enhance the utilization of</p>				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					available data indicators and knowledge products in planning and policy analysis and formulation				
Output 1.2									
2	Countries reluctant to adopt a fully integrated approach to energy planning including policy formulation and implementation	October 2014	Political Strategic Organizational Regulatory	Implementation of workplan delayed or incomplete P=3 I=3	Maintain flexibility in terms of countries supported – working with those seeking support first.	PC: IG	PC:IG	October 2014	Not critical
3	The Global SE4ALL Initiative not making adequate progress	October 2014	Organizational Strategic Financial	Implementation of workplan delayed or incomplete	Beyond PC Control. However work closely with regional and international partners to advocate for the SE4ALL Initiative and	PC: IG	PC:IG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				P = 4 I = 3	its objectives and maintain flexibility in terms of areas, initiatives and countries supported				
Output 1.3									
4	PNG as host for the second regional consultation on extractive industries fails to agree on conference timing, etc.	October 2014	Financial Operational Strategic	Delivery of this key activity delayed P= 3 I=3	Maintain close contact with PNG CO and Government in an effort to resolve issues.	PC: EG	PC:EG	October 2014	No change
Output 1.4									
5	Changes in senior management positions in Central Banks and other key partners	October 2014	Operational	Implementation of workplan delayed or incomplete P=1 I=3	Largely beyond the control of Project but important to work with whole management team not individuals	PC:PFIP	PC:PFIP	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	means loss in momentum and support for PFIP								
Output 2.1									
6	Lack of engagement and commitment of national partners to implement recommendations	October 2013	Political	Implementation of workplan delayed or incomplete P = 3 (depending on country) I = 3	Engage to maximum extent with Parliamentary Secretariats, and with Country Offices, to encourage commitment	PC:EG	PC:EG	October 2014	No change
Output 2.2									
7	Lack of financial resources and staff capacity to ensure progress	October 2014	Financial Operational	Implementation of workplan delayed or incomplete P = 3	Increase resource mobilization efforts with partners and donors. Pursue other partnerships with	PC:EG	PC:EG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	on PC's Rule of Law/Human Rights work (e.g. women's access to justice)			I = 4	OHCHR and APRC				
Output 2.3									
8	Lack of country commitment to take forward the reforms/recommendation of the national UNCAC reviews	October 2014	Political	Implementation of workplan delayed or incomplete P=4 I= 3	Continue to advocate and undertake follow-up with key in-country partners	PC:EG	PC:EG	October 2014	No change
Output 2.4									
9	Countries slow to integrate voluntary targets on	October 2014	Political	Lack of support for NCD initiatives by some stakeholders (could create challenges for	Work closely with regional and international partners to advocate for importance of taking	PC:IG	PC:IG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	NCDs into their national plans and budgets			aspects of UNDP's work) P = 1 I = 2	steps to address NCDs as a social and economic issue.				
Output 2.5									
10	Despite training and advocacy women remain reluctant to enter election process for parliaments	October 2014	Political	Implementation of workplan delayed or incomplete P = 2 I = 4	Continue to conduct training and advocacy recognizing that first steps made by women candidates may be to contest local government rather than national elections	PC:EG	PC:EG	October 2014	No change
Output 3.1									
11	Changes in the financing of current climate	October 2014	Strategic	The proposed efforts build on the need of convergence of disaster risk	The project team is closely engaged in the mobilization of resources and in the implementation and	PC:IG	PC:IG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	change related efforts will directly impact the proposed project interventions			reduction and climate change and bring the two streams to work together to address these regionally. Any significant change in the current financing architecture of climate change related activities will impact the project. P=1 I=4	will be able to adjust should there be a need to do so.				
Output 3.2									
12	Significant changes in the new global disaster risk reduction framework (HFA) will impact the availability	October 2014	Strategic	The HFA (2005-2015) has taken a long time to build capacities in member states for monitoring and reporting on progress. In the event of a significant change, the attention of the	The project team is participating and contributing to the discussions in the region and will integrate any changes in its efforts in the implementation.	PC: IG	PC:IG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	of resources for UNDP's DRR work.			member states may be diverted to meet the monitoring and reporting requirements of the new framework to be endorsed by member states in 2015. P=2 I=4					
13	Any major disaster event in the region could impact the implementation of other parts of the project	October 2014	Operational Organizational	A major disaster significantly affects the implementation in the project countries as the officials and other key stakeholders get directly involved in managing and responding to any large events P=3 I=5	Necessary adjustments and realignment of programme activities may need to be undertaken as per the requirements dictated by the situation.	PC: IG	PC: IG	October 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
Output 3.3									
14	Limited resources to promote mainstreaming of conflict sensitivity in cross cutting issues.	October 2014	Financial Organizational Strategic	Inability to expand the partnerships at regional level to address emerging issues with potential to trigger violence P=3 I=3	Development of new funding proposals, and discussions with donors and partners.	PC:EG	PC:EG	October 2014	No change
Output 4.1									
15	Lack of commitment in countries to apply gender analysis to national and sectoral plans	October 2014	Political	Implementation of workplan delayed or incomplete P=4 I=4	Maintain advocacy efforts in partnership with UN Women and other partners.	PC:IG	PC: IG	October 2014	No change
Output 4.2									

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
16	Continued lack of political and technical support within ministries of finance to integrate climate change within budget policy formulation and budget expenditure reporting.	October	Political Strategic	The project may have to be anchored within another less strategic ministry, affecting the overall impact on the reform desired. P = 4 I = 3	The project is designed to tackle this risk. CPEIRs are conducted with Ministries of Finance to establish how climate change can be considered as part of ministry of Finance business process (in terms of budget formulation and expenditure reporting). Building on evidence established through CPEIRs and drawing from experience in gender budgeting, further work to integrate climate change will be undertaken as part of the on-going business process in the Ministry of Finance – for example as part of particular budget formulation documents and expenditure reporting.	PC: IG	PC: IG	May 2014	Depends on country, but gradually reducing generally

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					Finally the design of a component of the project to deliver policy briefs to senior policy makers has been included to help ensure that technical work is complemented with more communications and advocacy with senior decision makers.				
17	Continued donor and international pressure to establish stand-alone climate change projects leads to poorly coordinated and overlapping international	October 2014	Political Strategic	Continuation of climate finance landscape that is uncoordinated, leading to duplication of results, and reducing country ownership. P = 3 I = 3	The project will invest in strengthening the coordination of climate change finance through support to (i) existing national coordination structures (such as technical and sector working groups); (ii) regional dialogue will also be supported to promote coordination and coherence in development partner approaches based on	PC:IG	PC: IG	October 2014	No change

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	assistance.				learning around country experience; and (ii) globally through contributions to UNFCCC and the Global Busan Partnership.				
Output 4.3									
18	Donor funding is not realized for second phase of Caribbean/Pacific South-South initiative	October 2014	Financial	The initiative may have to be abandoned if funding cannot be secured from Japan P = 3 I = 5	Initiative is now developed and with the South-South Unit with understanding that funding is expected in mid-2015	PC:IG	PC:IG	October 2014	No change

Notes:

IG: Inclusive Growth Team

EG: Effective Governance Team

MG: Management Team