UNITED NATIONS DEVELOPMENT PROGRAMME
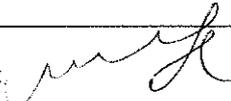
PROJECT DOCUMENT
Fiji, Palau, Vanuatu

Project Title: The Project for Strengthening Border Control Capacity for the COVID-19 Crisis
Project Number: Project Number 00134671
Implementing Partner: United Nations Development Programme Fiji Office
Start Date: November 2021   **End Date**: November 2024   **PAC Meeting date:**

Brief Description
The World Health Organisation (WHO) declared a COVID-19 pandemic on March 11, 2020. More than 18 months later, the world is slowly accepting that the COVID-19 virus will be endemic – meaning that the virus will be permanently circulating. With regional vaccination rates climbing, considerations around travel corridors and risk-management to enable cross-border movements within the region have resumed and countries are now considering options for easing border restrictions to restore related social and economic benefits and supply-chain security which have been severely affected.
Often small border agencies have been tasked with managing COVID-19 and related policies at the border. Budgetary, infrastructure and capability constraints have limited the ability to respond, develop policies and procedures, and to adopt and implement regional and international arrangements and standards which streamline processes, identify and manage risk, and maximise the health and safety of agency staff, travellers, and the public.
UNDP proposes, with the assistance of key partners IOM and UNCTAD, to deliver capability and support over the 3-year span of this project to participating border management agencies, along with key airport and port authorities, assisting them to adopt and implement the practices and standards, and acquire the systems, equipment and infrastructure and capacity to effectively implement COVID-19 public health protocols.
Measures to support standards-based health documentation and paperless border management documentation for travellers and cargo will be supported, further strengthening the drive among participating countries for the expansion of e-Government services and the access and equity this facilitates.
Regional collaboration and knowledge sharing among and between participating border agencies will be facilitated to encourage the adoption of regional across-border standards, agreements and governance mechanisms to reduce red-tape and maximise the benefits of cross-border trade and travel whilst managing risk and addressing community concern around border management and the transmission of COVID-19.

Contributing Outcomes: **UNDP Signature solution 2:** Strengthen effective, inclusive and accountable governance **Signature solution 3**: Enhance national prevention and recovery capacities for resilient societies. **SRPD Outcome 3** - Sustainable and Inclusive Economic Empowerment **SRPD - Outcome 5** – Effective Governance for Service Delivery **Indicative Outcome:** Border Agencies have the systems, infrastructure and capacity to effectively implement public health protocols while maintaining border services and otherwise supporting implementation of COVID-19 measures	

Total resources required:	USD 4,238,306	
Total resources allocated:	**UNDP TRAC:**	
	Donor: Japan	USD 4,238,306
	Government:	
	In-Kind:	
Unfunded:		

Agreed by: UNDP-Regional Project with governments endorsements

UNDP
Signature: ~~~~~
Print Name: Levan Bouadze – Resident Representative.
Date: 26 August 2021

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I. DEVELOPMENT CHALLENGE

The World Health Organisation (WHO) declared a COVID-19 pandemic on March 11, 2020. More than 18 months later, the world is slowly accepting that the COVID-19 virus will be endemic – meaning that the virus will be permanently circulating. This has resulted in recent discussions as to how governments globally adjust their public health measures to manage the virus, as compared to pursuing policies of suppression or elimination.[1]

To contain COVID 19, a number of measures were introduced by Pacific Governments ranging from broader closures, lockdowns, travel restrictions along with other national policy and fiscal measures to address the socio-economic impacts of the COVID-19 response. While the impacts of COVID 19 in the Pacific have not been through direct health effects[2], the impacts instead have been caused by measures put in place to mitigate (health effects of) COVID-19 and through impacts on the economies of major trade partners. Generally, the main pathways of impact[3] experienced by the Pacific from the COVID-19 pandemic have been:

1. Border closures, which have affected tourism industry-related activities in particular;
2. Shift in demand for commodity exports;
3. Supply chain disruptions and
4. Disruptions to remittances, especially where lockdowns and restrictions have affected employment in countries where migrants are located.

While the Pacific Island Countries and Territories (PICTs)[4] have overall been praised for their efforts to suppress the spread of the COVID-19 virus within their jurisdictions[5] there is also clear evidence that the economic impact of such measures will have a long-term impact on government revenue, economic growth, businesses, jobs, employment and income, all of which have had a severe social and political impact.

COVID 19 and its impact on Tourism in the Pacific Islands
Tourism is a key pillar of economic development for many Pacific Island Countries and Territories. In 2018, 3.16 million tourists arrived in the Pacific islands, of which 2.14 million arrived by air (a 1.6 per cent increase from 2017) and 1.02 million by sea (predominantly on cruise ships). Across the region, US$3.8 billion or 11.1 per cent of Gross Domestic Product and more than 130,000 jobs were generated by the tourism sector. These figures firmly place the sector as a core economic activity and creator of employment for the region.

This tourism activity is however not evenly distributed across the region—Fiji (33.1 per cent) and New Caledonia (18.1 per cent) account for more than 50 per cent of all (air and sea) visitor arrivals. Other major destinations, all accounting for at least 5 per cent of air arrivals include Vanuatu (5.4 per cent) and Palau (5.0 per cent) and others.[6] In terms of economic activity, Palau and Fiji are the most affected. For Fiji and Palau, nearly 40 per cent of GDP was generated through tourism pre the onset of the pandemic. Compounding these issues is the financial difficulty faced by national airlines. Despite large investments made in new aircraft, fuelled by pre-pandemic growth projections for visitor arrivals, national airlines throughout the Pacific are now financially vulnerable as many planes

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[1] See: https://theconversation.com/COVID-19-will-probably-become-endemic-heres-what-that-means-146435 & https://www.ctvnews.ca/health/coronavirus/what-if-the-novel-coronavirus-can-never-be-eradicated-1.5305285
[2] So far there have been a very limited number of cases of COVID-19 recorded in Vanuatu and Solomon Islands at quarantine facilities. Fiji has had community transmission. Other Pacific Countries have remained COVID 19 free.
[3] Rapid Policy Appraisal Assessments undertaken by UNDP for 10 Pacific Island Countries: Internal Document.
[4] The term does not include Australia and New Zealand
[5] https://www.dlprog.org/opinions/pacific-islands-leadership-responses-and-lessons-from-the-COVID-19-pandemic
[6] PTO, Regional tourism sector achieves 3.16 million visitor arrivals in 2018, https://corporate.southpacificislands.travel/regional-tourism-sector-achieves-3-16-million-visitor-arrivals-2018/

remain on the ground. In May 2020, Fiji Airways, the national carrier for Fiji terminated contracts for 758 employees.

COVID 19 and its impact on maritime connectivity in the Pacific

For the Pacific, shipping represents the doorway to the global economy and for some, shipping is a lifeline linking local communities to regional and global markets and sustaining local social and economic development. The Pacific already struggles from low level of maritime connectivity and the COVID 19 pandemic further amplified the instability of shipping services in the Pacific due to strict quarantine procedures and other COVID 19 measures in place[7]. The shipping services in the Pacific plays a key role in the global supply chain, transporting all goods, quarantine supplies, daily necessities and industrial products. In addition, based on 2018 tourism data by SPTO, 1.02 million tourists arrived by sea predominantly through cruise liners and others arrived by other passenger ships, leisure boats and yachts. The measures in place to restrict travel brought maritime tourism to a halt in the pacific.

COVID-19 and gender-based impacts

IOM reports that the COVID-19 outbreak has affected women, men, transgender people, people with diverse gender and identity expression, and children differently. Early data indicates higher mortality rates for men, for example, while social and economic consequences may be more severe for women and girls. Women health care workers and support staff are at the frontline in the case of an outbreak, as health care professionals but also cleaners and carers. In the Pacific, overloaded and under resourced health systems will increase the dangers for health care workers if they are exposed to the disease. Given the widespread social consequences of infectious disease, the COVID-19 pandemic has significantly exacerbated pre-existing gender inequalities and stigmas alongside new areas of concern.

The underrepresentation of gender-based needs in border control processes, health care services, public and political decision-making processes, and crisis response serves as an example of the uneven impact of COVID-19. Instances of domestic violence appear to be increasing drastically during periods of national lockdown, while movement restrictions and redistribution of resources to prioritize treatment and responses to COVID-19 further limit access to protection and medical services, including sexual and rep0
roductive health, as well as economic autonomy.[8]

Border Agencies and Border Management Measures

At air and seaports of entry a number of measures were put in place by Border Agencies in response to COVID 19, including: quarantine of travellers for 14 days, compulsory health certificates and proof of COVID 19 tests prior to departures, additional safety measures for seafarers and cabin crew who have travelled from affected countries, prohibitions affecting changes of sea and air crew, strict quarantine measures for sea and air crew where disembarkation is allowed, and opening of exclusive counters and green lanes to ensure fast clearances in the ports for imported supplies.

Face to face and paper-based business processes have been challenged by the pandemic and associated health risks. Pre-travel COVID testing and other related health clearances have, until now, been mainly manual, email-based processes, with clearances often considered and granted on an

[7] Covid-19 and its Impact on Shipping and Port Sector in Asia and the Pacific: https://www.unescap.org/sites/default/d6files/knowledge-products/ShippingPolivBrief-16Oct2020-FINAL.pdf
[8] This section is closely adapted from IOMs **Standard Operating Procedures (SOP) for Front-line Border Officials at the Point of Entry (PoE) in Response to COVID-19 Outbreak**, January 2021, pages 25 & 26, "Mainstreaming gender in COVID-19 responses at points of entry". The IOM document also references UN Women on "COVID-19 and ending violence against women and girls" at https://www.unwomen.org/en/digital-library/publications/2020/04/issue-brief-covid-19-and-ending-violence-against-women-and-girls

individual basis. These processes are unlikely to suit any increase in traveller numbers with border re-opening.

Experience elsewhere indicating that cargo and document handling can facilitate virus transmission across borders and this has resulted in Governments in the Pacific exploring digital services to minimise logistics disruptions, streamline business processes and improve communication with other stakeholders. Development and implementation in this area has, however, been constrained by budgetary, infrastructure, and capability hurdles.

Quarantine rules imposed in most Pacific Countries and Territories and the decline in demand for export from Pacific Countries has led to instability in Pacific shipping routes and a decrease in port calls.[9] Moreover, temporary suspension of some shipping services has affected imports of essential goods such as energy, medical products and food as well as export cargo of raw materials. In Fiji, the total lockdown of Lautoka for more than two weeks, a key transhipment port, affected cargo destined for other pacific Islands. This resulted in one island nation not receiving a ship call for a period of almost 3 months causing shortages in the supply of goods[10]. The introduction of these measures in some instances has also led to delays on customs and port clearances.

Immigration officials have found themselves directly involved in the reception and coordination of pre-travel health clearances, collection of paperwork relevant to contact-tracing, and along with Customs and Biosecurity officials, have also had to manage their traditional mandates including checks of identity and intent of traveller along with their documents at the border, exposing them to risk and imposing new health and safety procedures. Quarantine of travellers has also brought logistical and public health challenges, both in terms of establishing and maintaining the facilities, but also in safely managing the interface between airports and ports, and places of quarantine.

Issues for consideration in the Opening of Borders

As the economic and social impacts of the COVID-19 pandemic have become more acute, and as vaccines are being delivered, governments in the Pacific have been considering options for reopening their borders. As debt levels grow in the region, there are significant pressures to reopen borders quickly particularly for countries with a greater reliance on tourism and whereby governments have provided significant financial support for tourism businesses.

A paper developed by the Word Bank[11] suggests that a phased approach to the opening of Borders would be beneficial for the Pacific. Three distinct phases have specifically been defined: Phase 1. Establishing international travel for cohorts of specific types of travellers; Phase 2. COVID-19 safe travel corridors; Phase 3. A 'new normal' – which could involve some combination of: (i) widely available vaccine(s) or treatment; (ii) accurate, rapid diagnostic and antibody testing; and (iii) fit-for-purpose tracing and health-surveillance capacity.

With regional vaccination rates climbing, discussions around travel corridors to enable cross-border movements within the region have resumed and countries are now considering options for easing travel restrictions. Australia and New Zealand are also moving to implement simplified entry and quarantine arrangements under their Pacific Labour Mobility Schemes for seasonal workers. Some Pacific countries have announced a phased approach to opening of borders, and Fiji has announced plans to begin reopening the border to tourists by November 2021[12].

[9] Ibid.
[10] Ibid.
[11] https://documents.worldbank.org/en/publication/documents-reports/documentdetail/303971611070755211/how-could-the-pacific-restore-international-travel
[12] Fiji: https://www.abc.net.au/news/2021-09-13/fiji-plans-to-open-borders-to-tourists-by-november/100451938 ; Palau: https://www.rnz.co.nz/international/pacific-news/422988/palau-takes-a-step-to-safely-re-open-borders; Vanuatu: https://corporate.southpacificislands.travel/vanuatu-government-begins-implementation-of-tamtam-travel-bubble/

The region is not uniform in its approach, however, and the three countries participating in this project have taken different approaches, partly due to their different experiences. These will shape their approach into the future, with key differences being:[13]

- Vaccination rates (Fiji = 80% fully vaccinated, Palau = 91% fully vaccinated, Vanuatu = 29% with at least a 1st vaccination)
- Current active cases (Fiji = 2,864, Palau = 0, Vanuatu = 0)
- Current hospitalised cases (Fiji = 63, Palau = 0, Vanuatu = 0)
- Total prior cases (Fiji = 51,258) Palau = 5, Vanuatu = 3)
- Deaths (Fiji = 647, Palau = 0, Vanuatu = 0)

The prevalence of the virus in the country, deaths thus far, and vaccination rates will drive attitudes among populations and political decision-making with respect to re-opening of borders. The perception across countries will vary depending upon the experience to date with success or otherwise of total suppression and prevention policies which may have hitherto been followed.

The decision to ease international travel restrictions will also need take into consideration a high level of underlying vulnerability of the Pacific to COVID 19; i.e., relatively weak health systems and high rates of pre-existing health conditions among Pacific populations. Plans to reopen could be adjusted to tie closely to health metrics and the expansion of testing, treatment and tracing procedures—both to control the virus and reassure citizens.

"A nation's capacity to perform the 3Ts (Testing, Treatment and Tracing) is critical to decision-making regarding the speed and breadth of opening up to international travel."[14]

To progress these initiatives, Pacific Countries and Territories have established multi-sectoral taskforces that have been leading the thinking and discussions around staged re-opening of the national borders and include representatives from health, trade, sea and airports regulatory bodies, defence including police/military, customs, immigrations, biosecurity and others. These have to varying degrees also been informed by the relevant policy guidance developed by WHO, IATA[15], ICAO[16], ACI[17], IMO, IOM, UNDP & WCO, although implementation across border agencies continues to be affected by resource and capability constraints.

Importantly, the pandemic has also become an impetus for countries to streamline their border procedures and invest in digital infrastructure to ensure the smooth flow of people and goods and services across the borders.

These considerations include:

- the introduction of standards-based, secure digital vaccination certificates,
- other COVID-status applications such as digital pre-travel PCR test certificates
- single-window, paperless cargo documentation,
- online portals for uploading pre-travel health requirements by travellers to aid in processing travel authorisations and contact-tracing,
- online payment mechanisms, and

[13] Data sourced online from Government websites as at 8 October 2021
[14] World Bank – "How Could the Pacific Restore International Travel?", January 2021 - https://documents.worldbank.org/en/publication/documents-reports/documentdetail/303971611070755211/how-could-the-pacific-restore-international-travel
[15] IATA's resource are at https://www.iata.org/en/programs/covid-19-resources-guidelines/
[16] See ICAO's Council Aviation Recovery Taskforce (CART) https://www.icao.int/covid/cart/Pages/default.aspx
[17] Airports Council International - https://aci.aero/news/2021/09/27/aci-world-launches-sustainable-recovery-guidance-for-airports/

- paperless arrival and departure declarations.

These lead also to consideration as to the extent of eventual integration of these initiatives with existing Immigration and Customs systems.

As borders reopen, specific attention will need to be paid to seaports of entry as in the Pacific, they often lack the infrastructure and resources to effectively carry out screening in a systematic way such as the funnelling of travellers though a controlled pathway to enforce screening compliance.[16]

As Pacific Countries and Territories look towards a phased opening of their borders, the relaxing of certain travel restrictions and the boosting of maritime transport connectivity and maritime tourism, there remains a number of challenges to be addressed: the lack of standardised protocols and operating procedures, the fragmented digital infrastructure, the lack of relevant legal frameworks and lack of streamlined trade and transport facilitation[19] and the lack of shared understanding, mutual recognition, information sharing of each other's public health measures to safeguard travel between two countries.

Similar to approaches taken elsewhere, border agencies along with front line workers have highlighted the need to have dedicated quarantine facilities for arriving symptomatic travellers, and for frontline workers who are at a high risk of exposure to the COVID-19 virus due to the nature of their work to enable them to safely quarantine or self-isolate away from the public and also from their families.

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[16] Covid-19 and its impact on Shipping and Port Sector in Asia and the Pacific. https://www.unescap.org/sites/default/d8files/knowledge-products/ShippingPolicyBrief-16Oct2020-FINAL.pdf
[19] Ibid.

II. STRATEGY

To assist Pacific countries in their development and implementation of border re-opening strategies and safe travel corridors, UNDP, working closely with IOM and UNCTAD, will support Fiji, Palau and Vanuatu, their respective border agencies, and COVID 19 sectoral task forces with:

- measures to support business continuity and front-line border agencies,
- measures to facilitate safe cross-border travel and trade through enhanced use of risk management in the reception and processing of travellers and goods,
- measures to increase internal and external border agency collaboration and
- measures to facilitate regional cooperation and shared understanding of protocols and procedures in coordinating public health measures and smooth operation of global supply chains.

Relationship to SDGs & UNDP Strategic Plan

The project falls directly under the **UNDP Strategic Plan (SP) 2018-2021 and 2022-2025** and responds to:

- **Signature solution 2**: Strengthen effective, inclusive and accountable governance
- **Signature solution 3**: Enhance national prevention and recovery capacities for resilient societies.

The project also falls directly under the **Sub regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022).**

- **Outcome 3**: Sustainable and Inclusive Economic Empowerment
- **Outcome 5** – "Effective Governance for Service Delivery".

Applicable Sustainable Development Goals

- **SDG 8**: Decent Work and Economic Growth,
- **SDG 9**: Industry, Innovation and Infrastructure,
- **SDG 16**: Peace, Justice and Strong Institutions,
- **SDG 17**: Partnerships for the Goals.

Integrated Border Management

Integrated Border Management has been described by the European Commission as the *"National and international coordination and cooperation among all relevant authorities and agencies involved in border security and trade facilitation to establish effective, efficient and coordinated border management at the external … borders, in order to reach the objective of open, but well controlled and secure borders."* [20]

Integrated Border Management (IBM) is a fundamental development in management theory around migration and border management. Emerging from the World Bank and WCO [21], supported by ICAO and IOM, the value proposition lies in the fact that a properly integrated approach shares the systems, resources and skills of agencies, stakeholders, countries and regions to manage ever increasing complexity and volumes more effectively and at reduced cost per traveller.
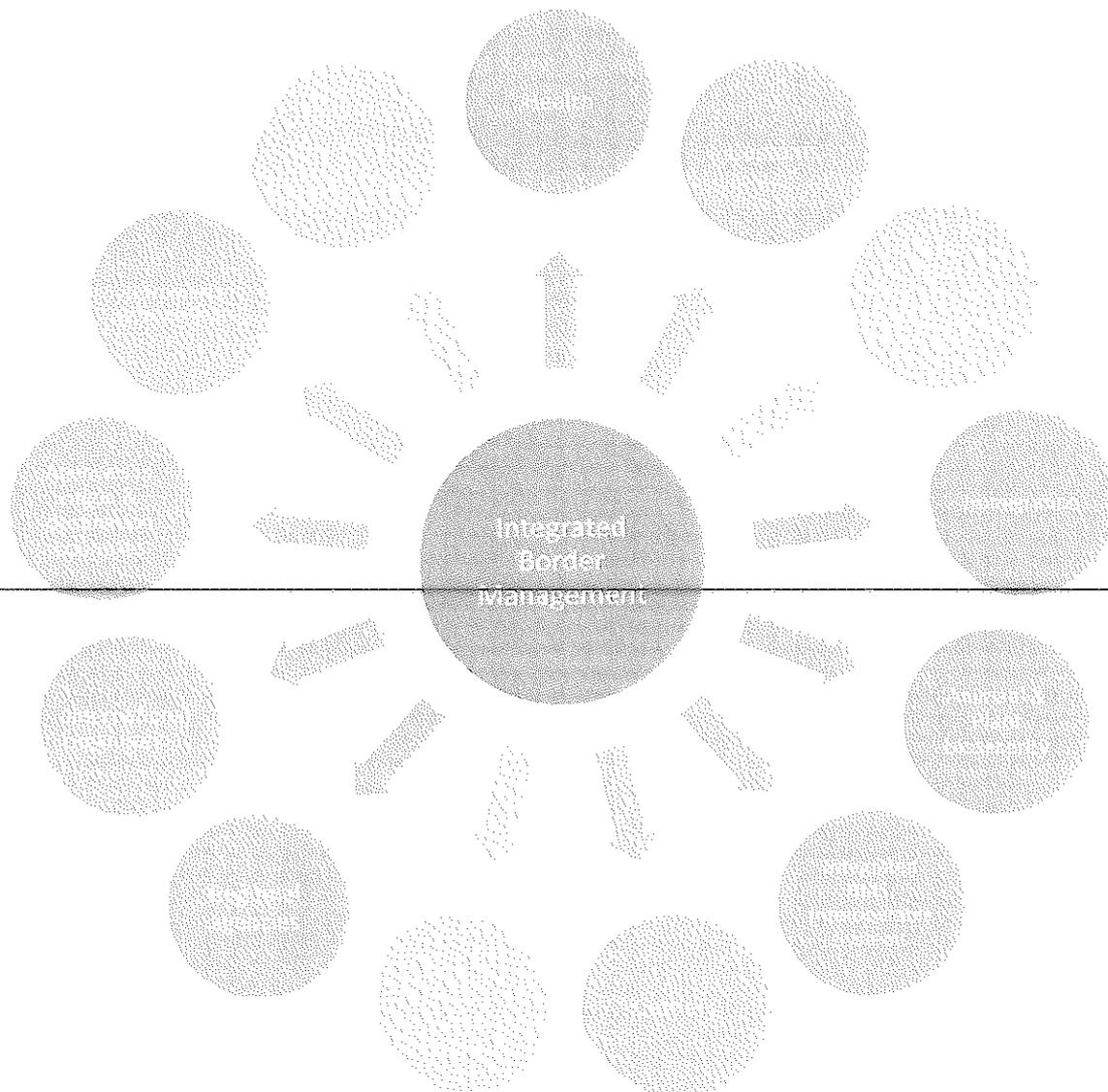
The concept has been described via several different names, including "Coordinated Border Management" (CBM), a term used by the World Customs Organisation (WCO), "Collaborative Border Management" (a term used by the World Bank), and the Organisation for Security and Cooperation in Europe (OSCE)'s term "Comprehensive Border Management". The International Organization for Migration (IOM) also commonly uses the term "Integrated Border Management", which is the term that has been adopted throughout this Project Document.

[21] See "Coordinated border management: from theory to practice" by Mariya Polner, World Customs Journal, 2011, Vol 5, No. 2, pages 49-64, http://www.wcoomd.org/en/topics/facilitation/activities-and-programmes/coordinated-border-management.aspx; World Customs Organisation, Coordinated Border Management Compendium, 2015, available at http://www.wcoomd.org/-/media/wco/public/global/pdf/topics/facilitation/instruments-and-tools/tools/safe-package/cbm-compendium.pdf?la=en; Tom Doyle, "The Future of Border Management", Chapter 2, World Bank – Border Management Modernisation, 2011, available at http://documents.worldbank.org/curated/en/960291468192549495/pdf/588450PUB0Bord101public10BOX353816B.pdf ; McLinden, Gerard, "Collaborative border management: a new approach to an old problem", 2012, World Bank, available at http://documents.worldbank.org/curated/en/693361466331207794/Collaborative-border-management-a-new-approach-to-an-old-problem

Integrated Border Management (IBM) brings change to management structures within agencies, arrangements between agencies and carriers, and IT system or Border Management System design, all based upon principles of interoperability and information and burden-sharing within defined governance mechanisms. It recognises there is a multiplicity of agencies and stakeholders at the border, and instead of regarding this as a problem, treats it as an opportunity.

Properly implemented, IBM enhances the chances of early risk or threat identification, meaning scarce resources can be diverted to areas of need, with the vast majority of legitimate travellers and trade managed as "low risk" and accorded a "light touch" approach at the border or during related processing.

This project will foster the principles of IBM throughout its implementation.

A standards-based approach

The project will encourage the practical implementation of global and regional standards relevant to border re-opening and public health risk management, along with assistance to develop and implement inter-agency, bilateral and regional agreements and governance mechanisms to enhance and support these.

Building upon the work done in this area by ICAO and WHO, this will include technical, infrastructure and equipment support to assist with, taking into account the national context, the implementation of secure standards-based COVID-19 certificates for citizens and residents to better facilitate outbound travel, and capability to receive and verify those issued by other countries.

Current and emerging standards around pre-travel testing and documentation along with online submission modalities will be re-examined and where necessary, assistance provided to implement and harmonize these between participating countries, and/or with major third countries of embarkation and disembarkation.

Support will be provided to implement recommendations of the IMO and WCO around crew changes, and disaster management and supply chain continuity, taking into account agency capabilities and needs, identified supply chain vulnerabilities, and regional arrangements.

Standards and recommendations around the safe implementation and management of travel corridors and cargo facilitation will guide the identification of gaps in provision of critical equipment and infrastructure, as well as in standard operating procedures guiding carriers, ports/airports and border agencies. This cannot take place as a single environmental scan at the outset -- it is recognized that this will be a cyclical process over the life of the project as equipment needs change, and standards and practices emerge or are amended as the approach evolves from pandemic crisis management to management of an endemic public health matter.

Service Delivery

COVID-19 has fundamentally changed the approach to work, travel, and business or administrative interactions. Restrictions on even local movements in some jurisdictions have seen a shift to working from home, virtual meetings, and a shift away from face-to-face and paper-based transactions of all kinds.

This has come at a time where Pacific Island Countries and Territories (PICTs) were already variously considering changes to government administration in general, including border management.

- Fiji is considering replacing its Integrated Border Management System, used to manage the entry and stay of people by Fiji Immigration and Fiji Customs, and replacing it with a system capable of online applications and payments. This is occurring alongside a broader Fiji Government Digital Transformation policy, and Australian Government support to build the electronic document management capability of Fiji Immigration.

- Vanuatu recently introduced the first pilot version of UNCTAD's ASYPX traveler management module at the Port Vila airport.

- Both Fiji and Vanuatu operate the ASYCUDA World Customs software provided by UNCTAD, which is electronic trade single-window capable. Palau operates a Taiwanese system for its Customs and Immigration border management, PC Trade.

Fiji, Palau and Vanuatu may be at different stages in this transformation, but COVID-19 has added impetus to this already identified trajectory.

Whilst the project is not aimed at delivering full digital government and service outcomes for border management (such as online visas, payments, or online cargo documentation), a significant contribution will come from support to streamline pre-travel COVID Health declarations and other related document submission online, and also to assist with implementing paperless arrival and departure declarations.

The current manual processes in place in various forms in each country are unlikely to satisfactorily deliver efficient and effective service should tourist and other traveler numbers increase in any substantial way. Countries will test and pilot the solutions, and learn from the practice, share the lessons with others and adapt to the new challenges.

Online submission, assessment and communication portals which are form-based are relatively straightforward and are expected to be able to be deployed relatively quickly in the format desired by each country. Integration of these processes, and/or their data with mainstream border management systems is also possible in the longer-term and is a consideration for the project if requested by participant countries.

Apart from streamlining border processing and further encouraging digital government services, an expected additional outcome would be that COVID-19 contact tracing of travelers would prove more effective given the relevant information would be available in electronic form.

As part of the strategy, the project will support enhanced regional collaboration to facilitate ease of travel and cargo movement between the countries through standardization of SOPs and protocols.

Gender Considerations

The Project recognises that, when making decisions and developing COVID-19 response plans at borders, it is important to take a comprehensive approach that considers the impact of the pandemic on different genders and the effectiveness of the decisions taken on behalf of or affecting these groups. By including and considering all gender groups in the decision-making process, all action taken at borders will be more representative and result in more effective, inclusive, and sustainable interventions. This approach will guide the project activities and in particular those around engagement with partner agencies and developing and implementing COVID-19 procedures and policies, and client engagement arrangements.

This section follows IOMs Standard Operating Procedures (SOP) for Front-line Border Officials at the Point of

Theory of Change

The theory of change underpinning the project and addressing the development challenge in 3 target countries of the region (Fiji, Palau and Vanuatu) proposes:

- Border agencies are able to develop and implement standards-based policies and practices for the management of COVID-19 risk and its impacts on officials, travelers, cargo and trade at the border, and

- Border agencies are able to share experiences and standards to develop an integrated cross-border collaborative approach consistent with global standards, and

- Border agencies and stakeholders have sufficient applicable equipment and PPE, and

- Border agencies have the relevant infrastructure and capability to transition to paperless and contractless travel and cargo documentation and declarations, and

- Border agency staff are sufficiently capacitated in these policies, processes, equipment and PPE, and

- Border agency staff are well supported with dedicated quarantine, health and counselling services;

- Formal oversight bodies such as Auditors and Parliaments are assisted to ensure the accountable, effective and efficient delivery of the COVID-19 response and related risk management arrangements, and

- Civil society is capacitated to monitor and report on implementation of COVID-19 public health and border protocols;

- Independent institutions and civil society will be able to effectively monitor the implementation of COVID-19 public health and border protocols to ensure efficiency, transparency and accountability, strengthening public confidence in the measures, and

Then

Border Agencies will have the systems, infrastructure and capacity to effectively implement public health protocols while maintaining border services and supporting implementation of COVID-19 measures ensuring business continuity as borders gradually reopen

Stakeholder engagement, detailed in Section III below, has confirmed the related gaps, with national variances as may be expected, along with a recognition that the interventions proposed will materially assist in national and regional policy coordination and management as borders transition towards reopening.

The theory of change foresees implementation of an identified range of capability, cross-border and regional collaboration and knowledge sharing, policy, equipment and client service improvements which *then* ensures border management is properly calibrated to identified risk and delivered efficiently to facilitate greater ease of travel.

The approach recognizes that project activities need to be cognizant of the varying scale and capabilities of recipient agencies within each participating country, as well as the risk appetite among the governments and public of each. This will entail a rapid validation of capabilities, needs, and sustainability of projected outcomes based upon the engagement and observations made in this document, with interventions calibrated for each participating country accordingly.

The approach will include:

- A standards-based approach to change
- A human rights and gender rights-based approach incorporated into changes, including standard operating procedures
- Deliberate assessment and assurance of the financial sustainability of project legacy services and infrastructure
- Train-the-trainer approach to embedding new or changes operating procedures and policies
- Developing sustainable governance mechanisms between agencies, and within the region to foster an integrated border management approach

As detailed in Chapter VIII below, the Project Board governance arrangement will ensure full elaboration and calibration of the annual workplan against evolving national requirements through a regular review process.

III. RESULTS AND PARTNERSHIPS

Expected Results

The intended outcome of the project is that border control with respect to COVID-19 will be strengthened and streamlined in the three recipient countries as they gradually reopen international borders. The expected results will be delivered according to the Results Framework shown in Chapter V. The change we expect to see that will be attributable to the project is identified in the outputs with specified targets aligned to the identified indicators. The achievements of these outputs will contribute towards the achievement of the outcomes.

Emerging from the theory of change, the overall project outcome has been identified as follows:

Border Agencies will have the systems, infrastructure and capacity to effectively implement public health protocols while maintaining border services and supporting implementation of COVID-19 measures ensuring business continuity as borders gradually reopen

This outcome will be delivered through three outputs:

- **Establish and strengthen Border agencies services with the capacity to develop and implement standard practices and policies that reflect global standards for managing COVID-19 cases and the roll-out of a vaccine in a transparent, accountable and effective manner.**

- Activity 1.1: Share knowledge and provide technical advice to border agencies on international standards and best practices for border control and management that reflect COVID-19 protocols, related risk-based travel and supply-chain facilitation, and considerations around managing gender impacts.

- Activity 1.2: Provide technical advice and coordination support to border agencies in the development of national & regional standard practices, policies and protocols for ensuring public health is maintained while effectively managing border services, delivering services in a way which ensures access to services takes into account gender considerations and vulnerable groups.

- Activity 1.3: Convene a regional network and cooperation of border agencies to standardise procedures, share experiences, gather lessons learned and consider longer-term reforms to effectively manage the national borders

- Procurement, installation and maintenance of critical equipment and infrastructure is supported to implement COVID-19 public health protocols and standards while managing border services.

- Activity 2.1: Identify, procure and deliver the equipment, systems and infrastructure, including that required for paperless travel processing and online pre-travel health declarations, trade and cargo documentation, PPE for agency staff, and support services including dedicated quarantine, medical and counselling service support required by each participating border agency/airport, including considerations around gender impacts.
- Activity 2.2: Procure and deliver personal protective equipment (PPE) effective to manage COVID-19 for Border agencies services/Airports.
- Activity 2.3: Procure and install critical infrastructure to enable border security services/airports to ensure staff are able to manage border services and community exposure to COVID-19
- Activity 2.4: Support and train Border agencies/airports personnel in maintaining critical equipment and infrastructure to ensure COVID-19 public health protocols are maintained while managing a COVID-19 endemic within their respective country

- Establish support services for national border agencies implementing COVID-19 public health protocols.

- Activity 3.1: Provide support for dedicated quarantine facilities for border agencies/airports in the 3 focus countries.

- Establish capacity within independent institutions and civil society to monitor the implementation of COVID-19 public health and border protocols to ensure efficiency, transparency and accountability.

- Activity 4.1: Provide technical advice and support to independent oversight commissions, including Auditors-General and parliaments, to routinely conduct monitoring of national health and border agencies and their implementation of COVID-19 public health protocols, including considerations around treatment of vulnerable groups and gender considerations.

- Activity 4.2: Build capacity of civil society to monitor and report on implementation of COVID-19 public health and border protocols, including considerations around treatment of vulnerable groups and gender considerations.

Partnerships

UNDP has a clear advantage to implement this project based on global expertise in the area of inclusive and effective democratic governance, combined with an existing presence in the partner countries and an existing relationship with them in the implementation of a range of activities and projects that contribute towards effective governance. In addition, UNDP has experience of implementing and supporting integrated border management projects in Eastern Europe and Africa

The project also involves key partnerships with IOM & UNCTAD, both of which have a presence in Fiji. IOM also has a presence in Palau and Vanuatu.

These agencies bring, among other things:

IOM	UNCTAD
- UN Lead agency on Migration and Sustainable Development - Key agency in development and implementation of the Global Compact on Migration - Expertise in Integrated Border Management policy, standards, and implementation, including COVID-19 Standard Operating Procedures for Border officials, and inclusion of women and girls in migration management outcomes - Migration and Border Management Systems (MIDAS) and online service delivery - Integration of Health Declarations into border management processes and systems	- UN Lead agency on Trade and Development - Key partner agency in international trade policy, standards, and implementation, including key customs systems (ASYCUDA World) - Expertise in Trade and Cargo facilitation policy - Implementation of single-window trade facilitation portals and online service delivery (e-Government) - Expertise in the impact and management of COVID-19 on trade and ports

UNDP will engage the expertise of IOM and UNCTAD in the implementation and monitoring and evaluation processes, along with other areas on the UN including WHO and ICAO as necessary.

In order to achieve its expected outcomes and results, the Project will benefit from the existing and long-term partnerships, established by UNDP at the **national levels**. The Project will maintain partnerships with:

- National Immigration Agencies/Departments
- National Revenue and Customs Services
- National Health Ministry/Agencies/Departments
- National Ministries and Agencies on Tourism, Trade and Commerce
- National Ministries of Defence, National Security (and Biosecurity) and Policing
- National Ministries and Agencies on Communications
- National Agencies on Maritime
- National Parliaments
- National Airports and Ports (Fiji Airports and Ports, Vanuatu Airports and Ports and Palau Airport and Ports)
- Carriers, Shipping agents

UNDP will engage the above-mentioned Ministries, Agencies, Departments, Airports and Ports as the project implementing partners and/or responsible parties for certain activities when required and appropriate.

UNDP will also coordinate with regional organisations where appropriate, including the Pacific Islands Forum (PIF), Pacific Immigration Development Community (PIDC), and the Oceania Customs Organisation (OCO).

UNDP has an established relationship with key civil society organisations working in the Pacific Island Countries with the main interlocutor being the Pacific Islands Association of Non-Governmental Organisations (PIANGO). In addition, through other effective governance projects, there are established relationships with parliaments and Supreme audit institutions across the pacific which play a significant role on exercising oversight on executive actions and functions.

Risks and Assumptions
The full risk log is included in Annex III.

Stakeholder Engagement

During the formulation of this project, meetings took place between UNDP and key members of the stakeholder group in each country to consult, inform and update them on the progress of the project development. Additionally, consultations were held with key international organisations (notably IOM, ADB and UNCTAD), as part of the design process as the project seeks to be as inclusive in its design and outreach as possible. Stakeholder engagement will continue during the implementation of the project, with the Project Board providing a more formal process for engagement.

UNDP will coordinate with the three participant Governments to ensure the identification of a lead agency and lead point of contact within that agency, along with points of contact in other national agencies to ensure clarity and coordination throughout the life of the project. It is anticipated that the lead agency in each country will join the Project Board.

The project's target groups include the general population of the three participant countries, with an emphasis on implementing agencies, carriers, the tourism and hospitality sectors, and outbound citizens and residents. A specific focus of gender will be part of all outputs.

During project inception, the project will look to identify the best stakeholder strategy for targeted groups, noting that in particular, details of equipment and infrastructure requirements will need to be confirmed via an initial needs assessment.

Given current travel and border restrictions, it is anticipated that, at least for the initial year of the project, much of the engagement will continue to be virtual, via online meetings, however both UNDP, IOM and UNCTAD resources will be engaged to ensure on-the-ground technical inputs, liaison, communication, and monitoring and evaluation outcomes are progressed effectively.

South-South and Triangular Cooperation (SSC/TrC)

Both UNDP's global strategic plan and sub-regional programme document for the Pacific Island Countries and Territories (2018-2022) call for using SSC/TrC to facilitate knowledge exchange on policy reforms and innovations that have been applied in other contexts and to support peer-to-peer learning. Under the sub-regional program UNDP undertakes regional programming to help countries take collective action or seek shared solutions to common challenges through South-South cooperation and knowledge sharing. By design the project inherently facilitates strong south-south cooperation among the three countries, Fiji, Vanuatu and Palau. This approach will underpin the support provided to the three partner countries, with South-South triangular peer-to-peer learning facilitated at every opportunity, particularly Output 1.1, within the group and among similarly mandated agencies across them, and also with other regional partners wherever possible. There will be regional collaborative activities and learning across the countries will be integral part of implementation of the project. In addition, triangular exchange with the developed integrated boarder management systems in Australia and New Zealand provides opportunity to benchmark the development processes of the three countries and to exchange lessons and best practices.

Knowledge

A considerable number of knowledge products, including manuals, guidance notes and handbooks for border agencies will be produced during the course of implementation of the project. The project will support the production of knowledge products by the primary institutional stakeholders and partners. As the re-opening of border will give rise of best practices, lessons learnt and opportunities for the individual countries and the region as a whole, the documentation and sharing of knowledge will be an integral part of the project.

Research papers and guidance notes will be produced across selected areas of focus in the project. The exact research and policy agenda will remain flexible and responsive, but will be planned annually, under the oversight of the project board.

Various means of dissemination of knowledge and media products will be used to increase visibility and to engage stakeholders, including, policy discussions and coordination forums to facilitate increased interaction between and among border agencies and the countries in the project. Press releases about public events will inform and invite local media. Visibility of the project will be increased further by the communication activities of project partners and donors. The project team will include a Communications Officer who will coordinate the activities related to the visibility of the project.

The project will also use UNDP and partners' global reach to channel learning, case-studies, research papers and innovations generated into global governance practice networks for use by development practitioners in the wider international community.

Sustainability and Scaling Up

UNDP anticipates that the Project Board, which includes lead agencies from the three participant countries, will take ownership of the project design and the activities to be carried out in order to fulfil the outcomes of the project. This high level of ongoing national ownership will be ensured

throughout the implementation of the project during the conduct of activities, coordination meetings and the Project Board.

The project has a focus to strengthen the capacity of stakeholders with a view to enhancing service delivery and public health risk management practices at the borders. In relation to capacity assessments, the development challenge identifies key institutional data to indicate current institutional capacity in relation to service delivery. The Results Framework includes output indicators linked to institutional capacity and also provides for the regular collection of data and monitoring in relation to strengthened national capacity.

National systems will be utilised as much as possible. The project will link closely with participant Government processes of reporting on border management and public health development results and against SDG indicators.

On completion of the project, the Project Board will consider policy and capability sustainment strategy and a plan will be developed with key stakeholders in order to sustain or scale up results.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the United Nations Pacific Strategy (UNPS) in the Pacific Annual Review and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office leverages activities and partnerships among a number of initiatives and projects in the three participant countries.

The project is designed to deliver maximum project results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise externally contracted technical experts, internal experts from UNDP, IOM, UNCTAD, and other UN agencies as required, and in-kind contributions from stakeholders including border agencies of the three participant countries, and Australia, New Zealand.

Through successful project delivery in the region anchored in strong partnerships UNDP and partner UN Agencies have established a solid reputation for being able to establish and effectively deliver large projects in challenging, complex, and politically sensitive environments. UNDP develops and implements 'signature solutions', programming developed based on global evidence for effective democratic governance programming, tailored appropriately to the context.

The Project Board will oversight the project, and all reports will be produced in time to ensure the smooth flow of communications between project partners. The project will contain an effective monitoring and evaluation framework aligned to donor requirements and following evaluations, the results will be shared with project partners to allow for the incorporation of alterations to project activities where required.

Project Management

The Project is expected to be delivered through a Direct Implementation Modality (DIM). Under DIM, UNDP will bear full responsibility and accountability to manage the project, achieve project outputs and ensure the efficient use of funds. UNDP will be accountable to the funding partners for the disbursement of funds and the achievement of the project objective and outcomes, according to the approved work plan. UNDP will be responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outcomes; (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs including technical inputs and delivery of outputs; (iv) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and (vi) reporting to the Project Board on project delivery and impact.

The Project will operate under a Project Board Governance arrangement. Operationally, the project will be based out of the offices of the UNDP Pacific Office in Fiji, and will work closely with stakeholders in Fiji, Palau, and Vanuatu.

Project staff:

- 1 International Programme Manager (full time)
- IOM and UNCTAD technical partnership (partial)
- 1 M&E and Knowledge Management Specialist (partial)
- 1 Communication Officer (partial)
- 1 Procurement Associate (partial)
- 1 Finance Associate (partial)

UNDP works across the Pacific region on diverse projects, retaining a country presence, and therefore footprint, across the Pacific. Additionally, UNDP provides operations support agency for other UN agencies, and operates a regional Joint-Operations Centre in Suva, ensuring full administrative, logistical, procurement, and programming support to UNDP and many other UN agencies operating in the Pacific region. UNDP offers value for money through cooperation and cost-sharing with other UNDP projects and UN agencies, for example cost-sharing of staff, overhead, expenses, and implementation of activities. This not only decreases project implementation costs, but also amplifies the reach and effects of project activities. This approach has already been proven in the UNDP Pacific Office in Fiji. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

Through work on these programmes, UNDP has established a rock-solid reputation across the Pacific for being able to establish and effectively deliver large sectoral project programming in challenging, complex and politically sensitive environments.

The project will be managed effectively and in accordance with UNDP Programme and Operations Policies and Procedures to ensure as far as practicable, progress towards the project outcome. The Project Board will be updated, and all reports produced on time to ensure the smooth flow of communications between project partners. Additionally, a Communications and Visibility Plan will be implemented in line with the new revised UNDP branding, editing, social media and video standard guidelines. The project will contain, an effective monitoring and evaluation framework and following the mid-term evaluation, the results will be shared with project partners so as to allow for the incorporation of alterations to project activities where required.

V. RESULTS FRAMEWORK[23]

Intended Outcome as stated in the United Nations Pacific Strategy (UNPS) 2018-2022:

Outcome 5: Governance and Community Engagement: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.

Outcome 2: Gender Equality: By 2022, gender equality is advanced in the Pacific where more women and girls are empowered and enjoy equal opportunities and treatment in social, economic and political spheres, contribute to and benefit from inclusive development and live a life free from violence and discrimination.

Outcome 3 – By 2022, people in the Pacific in particular youth, women and vulnerable groups benefit from inclusive and sustainable economic development that creates decent jobs, reduces multi-dimensional poverty and inequalities and protects economic empowered.

UNDP SRPD Output 5.1 Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative.

UNDP SRPD Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making bodies.

Applicable Outputs) from the UnDP Strategic Plan (SP) 2018-2021 & 2022-2025:

Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.

Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development. • Outcome 3: Resilience built to respond to systemic uncertainty and risk.

Signature solution 2: Strengthen effective, inclusive and accountable governance

Signature solution 3: Enhance national prevention and recovery capacities for resilient societies.

Signature Solution 6 - Gender Equality

Applicable Sustainable Development Goals

- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth.
- SDG 9: Industry, Innovation and Infrastructure.
- SDG 16: Peace, Justice and Strong Institutions.
- SDG 17: Partnerships for the Goals.

Project title and Atlas Project Number: The Project for Social Justice Under Council Crises and a COVID Impact. Atlas Number 00139479]

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	BASELINE YEAR	TARGETS Y1	TARGETS Y2	TARGETS Y3 (FINAL)	Data collection methods and risks
Output 1: Establish and strengthen border agencies services with the capacity to develop and implement standard practices and policies that collect gather standards for managing COVID-19 cases and the roll-out of a vaccine in a transparent, accountable and effective manner	**Indicator 1.1:** Number of Standard Operating Procedures (SOPs), protocols and policies adopted in each of the focus countries for improved bonder agency implementation, co-ordination and best practices, for border related and multisectoral and related COVID-19 protocols, and related border travel and safety-related difficulties	Border Agencies reports, Administrative data	No Baseline	0	0	1	1 (Final 2)	Stakeholder consultations, Project monitoring missions, Quarterly & Annual Reporting
	Indicator 1.2: Number of border agencies personnel with improved knowledge and capacity development on improved situation of national & regional standard practices, policies and protocols for ensuring public health is maintained while effectively managing border service.	Border Agencies reports, Administrative data and reports, implementing public health reports, Media Reports	No Baseline	0	30	30	30 (Final 90)	Stakeholder consultations, Project monitoring missions, Quarterly & Annual Reporting, pre and post training surveys
	Indicator 1.3: Number of regional convenings held among border agencies to improve regional networking between regional countries, agencies and sharing of information, policies, procedures, standards, governance, mechanisms and lessons learned to ensuring public health is maintained while effectively managing border services.	Border Agencies reports, Administrative data and reports, implementing agencies reports, Media Reports, Workshop meeting opens minutes.	No Baseline	0	2	2	2 (Final 6)	Stakeholder consultations, Project monitoring missions, Quarterly & Annual Reporting.
Output 2: Procurement, installation and maintenance of critical equipment and infrastructure is supported to implement COVID-19 public health	**Indicator 2.1:** Equipment, systems, support and infrastructure to ensure the COVID-19 safe border implementation.	Border Agencies reports, Administrative data and reports	0	0	2	3	1 (Final 6)	Stakeholder consultations, Project monitoring missions, Quarterly & Annual Reporting
	Indicator 2.1: Existing systems, repairs. Administration data and reports	Existing systems and infrastructure	0	2	3	1 (Final 6)	Stakeholder consolidated, Project

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protocols and standards within managing border services.	Indicator tied to at least 6 sites across the 3 focus countries.	implementing partners reports, Media Reports			monitoring missions, Quarterly & Annual Reporting, surveys
Output 2: establish support services for national border agencies implementing COVID-19 public health protocols.	**Indicator 2.2: At least 75 Border Agencies/Airports/Ports personnel** supported and trained in operating, maintaining project equipment and infrastructure to ensure COVID-19 target meeting public health results, which also includes the capability to deliver their installed border services.	Border Agencies reports, Administrative data and reports Media Reports	0	25	25 (final 75)	Stakeholder consultation, Project monitoring missions, Quarterly & Annual Reporting, Participants survey
	Indicator 3.1: 3 Dedicated quarantine facility identified for 3 target countries and context negotiated	Border Agencies reports, Administrative data and reports implementing	0 (0)	1	1 (final 3)	Stakeholder consultations, Project monitoring missions
	Indicator 3.2: At least 3 Performance consistent functioned installed & launched	Border Agencies reports, Administrative data implementing agencies reports	0	1	1 (final 3)	Project monitoring missions
	Indicator 3.2: At least 75 agencies/ports/ports personnel trained in safety protocols and quarantine facilities project and safety implementing agencies reports.	Border Agencies reports, Administrative data and reports implementing agencies reports.	0.0	25	25 (final 75)	Stakeholder consultations, Project monitoring missions
Output 4: Establish capacity within independent institutions and civil society to monitor the implementation of COVID-19 public health and border protocols to ensure adherence, transparency and accountability.	**Project Indicator 4.1: At least 3** oversight and monitoring reports produced by oversight institutions on the implementation, adherence of national health and border protocols and their implementation of COVID-19 public health protocols and related border management policies and procedures.	Independent institutions report monitoring oversight reports, Audit and oversight Reporting	0	0	1 (final 3)	Stakeholder consultations, Project monitoring missions
		0	2	1 (final 3)	Stakeholder consultations, Participants surveys

Project Indicator 4.2: At least 4 CSO associations and sub-bodies on COVID-19 methods implementation pursued	Civil Society Sub-bodies					Stakeholder consolidation, Project monitoring	Stakeholder monitoring, Project monitoring sessions
		0	0	0	2	Pursued 5)	

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or as required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every year	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually (calendar year), and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e. project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually (with option to meet more regularly, as agreed)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Note: Budget figures are inclusive of all three partner countries – 33.3% will be apportioned equally among participating countries within each budget line item unless otherwise agreed by the Project Board

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Total Amount
Output 1 Establish and strengthen Border agencies services with the capacity to develop and implement standard and best practices	**Activity 1.1:** Share knowledge and provide technical advice to border agencies on international standards and best practices for border control and management that reflect COVID-19 protocols, related risk-based travel and supply-chain facilitation, and considerations around managing gender impacts							
	1. Conduct research on international standards and best practices.	15,000	10,000		UNDP	Japan	International and national professional services	25,000
	2. Develop materials for presentation, discussion, sharing and training	5,000	5,000	5,000	UNDP	Japan	Audio Visual & Printing Production Costs	15,000
		5,000	5,000		UNDP	Japan	International and national professional services	10,000
	3. Facilitate consultation workshops and training	10,000	10,000	5,000	UNDP	Japan	International and national professional services	25,000

Gender marker: /

Activity 1.2: Provide technical advice and coordination support to border agencies in the development of national & regional standard practices, policies and protocols for ensuring public health is maintained while effectively managing border services; delivering services in a way which allows access to services takes into account gender considerations and vulnerable groups.

	10,000	6,000	5,000	UNDP	Japan	Workshops/ Trainings Venue, IEC materials	25,000
					Subtotal Activity 1.1	**100,000**
1. Conduct research into national regulatory frameworks, practices, policies and protocols and provide technical assistance to Border agencies to streamline and simplify processes, procedures and expedited clearances of border services	15,000	15,000	10,000	UNDP	Japan	Technical Assistance; Knowledge Products; Printing & Publications	40,000
2. Provide input and assistance in developing or amending national regulatory frameworks, practices, policies and protocols for business continuity for front-line Borders' agencies	10,000	10,000	10,000	UNDP	Japan	International and national technical assistance services	30,000
3. Develop SOPs and Technical Assistance to enhance the use of risk management, safe processing of at-risk passengers and goods	9,000	6,000	5,000	UNDP	Japan	International and national technical assistance services	20,000
	5,000	2,500	2,500	UNDP	Japan	Audio Visual & Printing Production Costs	10,000

Output 2: Procurement, installation and maintenance of...

Activity						Description	Total
4. Provision of technical assistance to increase internal and external border agency collaboration including including workshops and training	20,000	10,000	10,000	UNDP	Japan	Workshops/ Trainings, Venue, F&B, materials	40,000
	10,000	5,000	5,000	UNDP	Japan	International and national technical assistance services	20,000
Activity 1.3: Convene a regional network and cooperation of border agencies to standardise procedures, share experiences, gather lessons learned and consider longer-term reforms to effectively manage the national borders						**Subtotal Activity 1.2**	**100,000**
1. Convene regional border agencies networks and platforms, facilitate adoption of standard procedures	5,000	5,000	5,000	UNDP	Japan	International and national technical assistance services	15,000
	5,000	5,000	5,000	UNDP	Japan	Workshops/ Trainings Venue, materials	15,000
	10,000	20,000	20,000	UNDP	Japan	Travel and DSA	50,000
2. Conduct regular reviews of regional procedures, experiences, lessons learned, along with policy implications.	2,000	2,000	2,000	UNDP	Japan	International and national technical assistance services	6,000
	1,500	1,500	1,000	UNDP	Japan	Audio Visual & Printing Production Costs	4,000
Sub-Total for Output					Subtotal Activity 1.3		**250,000**

Activity 2.1: Identify, equipment, systems and infrastructure including that required for paperless travel processing and online pre-travel health declarations, trade and cargo documentation, PKI for agency staff and support services including dedicated quarantine, medical and counselling service support required by sick and participate border agency/airport/port including considerations around quarantine suppression/suppression funding and senior impacts.

critical equipment and infrastructure is supported to implement COVID-19 public health protocols and standards while managing border services.						
Gender Marker /						
1. Assessment of equipment needs among border agencies/airports/ports to support business continuity & remote working, streamlining of business processes, contactless interactions to minimize the need for face-to-face contacts. Paper less transactions, digital trade for the 3 country's border agencies. Validation and prioritisation of equipment, systems and infrastructure support.	10,000	0	UNDP	Japan	International and national technical assistance	15,000
2. Validation and prioritisation of equipment, systems and infrastructure support.	10,000	5,000	0	UNDP	Japan	Workshops Travel DSA	15,000
Subtotal Activity 2.1		0				30,000
Activity 2.2: Procure and deliver personal protective equipment (PPE) effective to manage COVID-19 for border agencies services. Airports and Ports.						
Identify and procure personal protective equipment for broader agencies and its personal as part of the front-line services	180,000.00	20,000.00	0	UNDP Border Agencies Airports/Ports		Equipment	300,000

online cargo documentation					
5. Other identified equipment, services and infrastructure procured and delivered	30,000	22,500	UNDP/Border Agencies/Airports/Ports	Japan	International and national technical assistance services
	$12,000	17,500			
	$12,000	300,000	85,000	UNDP/Border Agencies/Airports/Ports	Japan	Equipment
Activity 2.4 Support and train border agencies/airports and ports personnel in maintaining critical equipment and infrastructure to ensure COVID-19 public health protocols are maintained while managing a COVID-19 endemic within their respective country.				Subtotal Activity 2.3		1,200,000	702,000
1. Develop materials for presentation, discussion, sharing and training, including SOPs and policy arrangements for ongoing domestic budget support for maintenance of ongoing infrastructure and equipment needs, with annual review	5,000	5,000	UNDP	Japan	International and national professional services	15,000
2. Facilitate workshops and training	5,000	5,000	UNDP	Japan	International and national professional services	15,000
	10,000	10,000	UNDP	Japan	Workshops/ Trainings, Venue, F&B, materials	30,000
	10,000	10,000	UNDP	Japan	Travel and DSA	30,000
Sub-total for Output 2				Subtotal Activity 2.4		90,000	1,720,000
Activity 3.1: Provide support for dedicated quarantine facilities for border agencies/airports/ports in the 3 focus countries						

Output 3

Support services for national border agencies implementing COVID-19 public health protocols established

Gender Marker 1

Activity						
1. Assessment and identify facilities needs for border management agencies	15,000	10,000	UNDP	Japan	International and national professional services	25,500
2. Procure and install dedicated testing, quarantine and other relevant facilities for border agencies	450,000	200,000	UNDP/Border Agencies/Airports/Ports	Japan	Equipment	650,000
3. Establish and implement dedicated medical services, including counselling, for border agencies, airports and ports personnel	150,000	150,000	UNDP/Border Agencies/Airports/Ports	Japan	International and national professional services	300,000
Subtotal for Output 3						**975,000**

Output 4:

Establish capacity within independent institutions and civil society to monitor the implementation of COVID-19 public health and border protocols to ensure efficiency, transparency and accountability.

Activity 4.1: Provide technical advice and support to independent oversight commissions, including Auditors-General and parliaments, to routinely consider monitoring of national health and border agencies and their implementation of COVID-19 public health protocols, including considerations around treatment of vulnerable groups and gender considerations.

Activity						
1. Develop advisory briefings and advisories	5,000	2,500	UNDP	Japan	International and national professional services	9,500
2.1 Facilitate workshops and briefings	5,000	4,000	UNDP	Japan	International and national professional services	13,000
2. Facilitate workshops and briefings	10,000	10,000	UNDP	Japan	Workshops/Trainings, Venue, F&B, materials	30,000
Subtotal Activity 4.1						**52,500**

Gender Marker 2

Activity 4.2: Build capacity of civil society to monitor and report on implementation of COVID-19 public health and border protocols, including considerations around treatment of vulnerable groups and gender considerations.

1. Identify CSOs in each country to support	0	0	0	UNDP	Japan	International and national professional services	0
2. Facilitate country specific and regional workshops and training	5,000	5,000	5,000	UNDP	Japan	International and national professional services	9,000
					Japan	Workshop/meeting venues, travel, per diem	15,000
3. Civil Society grants	28,500	0	0	UNDP	Japan	Direct Grants	28,500
Sub-Total for Output 4						Subtotal Activity 4.2	103,000
						Direct Grants	52,500
Effective Technical Advisory Services						Programme management, rent, equipment, operational support (procurement, finance, admin, etc.), project comms and visibility, M&E.	735,502
						Total Direct Costs	3,885,502
						General Management Support @ 8%	310,840
						1% RCO Levy	38,855
						Total Funding	4,235,197