

**IRMU Clearance Slip**

**Title:** Governance for Resilient Development Project (GRDP)

**Date:** 18 December 2019

<b>UNDP CORPORATE STANDARD</b>	<b>IRMU Comment</b>	<b>Clearance Status</b>
Use of correct UNDP standard template	Correct standard UNDP Project document template has been used. ✓	Cleared
Results Based Management	<ul style="list-style-type: none"> <li>- Results Resources Framework incorporated ✓</li> <li>- Monitoring and Evaluation Plan incorporated</li> </ul>	Cleared.
Gender Marker	- Assigned GEN 2 ✓	Cleared
PREPAC	- Conducted internally & all actions incorporated and addressed before LPAC ✓	Cleared
Budget and Multiyear workplan	- Multiyear work plan included in prodoc ✓	Cleared
ATLAS Entry and Quality Assurance	✓	Cleared
Attachments	<ol style="list-style-type: none"> <li>1. QA (Design and Appraisal)</li> <li>2. SESP ✓</li> <li>3. Risk Log</li> <li>4. HACT</li> <li>5. Project Board Terms of Reference</li> <li>6. Endorsed LPAC minute</li> </ol>	<ol style="list-style-type: none"> <li>1. Approved in CPS</li> <li>2. Attached for DRR's signature</li> <li>3. Cleared</li> <li>4. No HACT</li> <li>5. Cleared</li> <li>6. Attached for DRR's signature</li> </ol>

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18/12/2019

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**PROJECT DOCUMENT**

UNDP Pacific Office



Empowered lives.  
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**Project Title:** Governance for Resilient Development in the Pacific  
**Project Number:** 00120330  
**Implementing Partner:** United Nations Development Programme  
**Start Date:** 29 March 2019  
**End Date:** 30 December 2024  
**PAC Meeting date:** 20 November 2019

**Brief Description**

The Pacific region is facing considerable economic and social development challenges due to the increasing impact of climate change and geo-hazards. At the same time, development in these countries is potentially increasing this vulnerability to climate change and disasters. The Framework for Resilient Development in the Pacific (FRDP), endorsed in 2016 by Pacific leaders, demonstrates a clear recognition that managing climate change and disaster related risk must be undertaken in the context of economic development and the achievement of the Sustainable Development Goals (SDGs). The Governance for Resilient Development in the Pacific project has three outcomes areas to work with countries across the region to address these risks by development: 1) government planning and financing systems enable gender and socially inclusive risk-informed development; 2) country oversight and accountability systems require gender and socially inclusive risk-informed development; and 3) regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development. UNDP is partnering with a range of partners to deliver this project across the Pacific including Australian Department of Foreign Affairs and Trade (DFAT), the New Zealand Ministry of Foreign Affairs and Trade (MFAT), Korea International Cooperation Agency (KOICA) and Swedish International Development Cooperation Agency (SIDA).

<b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b> UNDP 2018-2021 Outcome 2: Accelerate structural transformations for sustainable development UNDP SRPD Outcome 1: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened <b>Indicative Output(s) with gender marker</b> UNDP 2018-2021 Output 2.4: Solutions developed financed and applied at scale to reduce disaster risks and promote climate change adaptation promote the sustainable use of natural resources and green commodity chains and transform to clean energy and zero-carbon development UNDP SRPD Output 1.2: Effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels <b>Gender Marker:</b> GEN2 (gender equality is a significant objective)	Total resources required (US\$):	<b>\$19,087,936</b>
	Total resources allocated <sup>1</sup> :	
	UNDP TRAC:	-
	Donor-DFAT:	\$7,258,000
	Donor-KOICA:	\$7,425,743
	Donor-MFAT:	\$3,752,000
	Donor-SIDA:	\$652,193
Unfunded:	-	

Agreed by (signatures):

**UNDP**



Print Name: Levan Bouadze  
 Resident Representative  
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Date: 18/12/2019

K1.

<sup>1</sup> Total resources allocated will fluctuate based on exchange rates between USD and AUD, SEK and NZD

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## LIST OF ACRONYMS

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<b>ADB</b>	Asian Development Bank	<b>MFAT</b>	[New Zealand] Ministry of Foreign Affairs and Trade
<b>APCP</b>	Australian Pacific Climate Partnership	<b>MEL</b>	Monitoring, Evaluation and Learning
<b>CCA</b>	Climate Change Adaptation	<b>MWCPA</b>	[Fiji] Ministry of Women, Children and Poverty Alleviation
<b>CCB</b>	Climate Change Budget Integration Index	<b>NGO</b>	Non-governmental Organisation
<b>CCDRM</b>	Climate Change and Disaster Risk Management	<b>ODE</b>	[DFAT] Office of Development Effectiveness
<b>CFN</b>	Climate Finance Network	<b>PASAI</b>	Pacific Association of Supreme Audit Institutions
<b>CROP</b>	Council of Regional Organisations in the Pacific	<b>PEA</b>	Political Economy Analysis
<b>CSO</b>	Civil Society Organisation	<b>PFM</b>	Public Financial Management
<b>DFAT</b>	[Australian] Department of Foreign Affairs and Trade	<b>PFTAC</b>	Pacific Financial Technical Assistance Centre
<b>DIM</b>	Direct Implementation Modality	<b>PIC</b>	Pacific Island Country
<b>DPC</b>	Direct Project Costing	<b>PIFS</b>	Pacific Island Forum Secretariat
<b>DPO</b>	Disabled People's Organisation	<b>PIPSO</b>	Pacific Islands Private Sector Organisation
<b>DRR</b>	Disaster Risk Reduction	<b>PPEI</b>	Pacific Parliamentary Effectiveness Initiative
<b>EU</b>	European Union	<b>ProPa</b>	Protection in the Pacific network
<b>FAQC</b>	[DFAT] Final Aid Quality Check	<b>PRP</b>	Pacific Resilience Partnership
<b>FRDP</b>	Framework for Resilient Development in the Pacific	<b>PRRP</b>	Pacific Risk Resilience Programme
<b>GCCF</b>	Governance for Climate Change Finance	<b>RID</b>	Risk Informed Development
<b>GEN2</b>	UNDP Gender Rating 2 (significant contributions to gender equality)	<b>SBAA</b>	Standard Basic Assistance Agreement
<b>GSI</b>	Gender and Social Inclusion	<b>SDG</b>	Sustainable Development Goals
<b>IFC</b>	International Finance Corporation	<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>IRMU</b>	Integrated Results & Monitoring Unit	<b>UNDP</b>	United Nations Development Programme
<b>KM</b>	Knowledge Management	<b>UNSMS</b>	United Nations Security Management System
<b>KOICA</b>	Korea International Cooperation Agency	<b>WB</b>	World Bank
<b>KPI</b>	Key Performance Indicator		

# 1. DEVELOPMENT CHALLENGE

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The Pacific region is facing considerable economic and social development challenges due to the increasing impact of climate change and geo-hazards.<sup>2</sup> With limited human resources and existing social and economic challenges, Pacific Island Countries (PICs) are struggling to manage these impacts and are likely to see reversals in development gains made to date.<sup>3</sup> Australian Government research undertaken by DFAT's Office of Development Effectiveness (ODE), has identified this as a major risk for Pacific social and economic development. Similarly, when disasters do occur losses can sometimes amount to as much as half of gross domestic product<sup>4</sup>.

At the same time, development in these countries is potentially increasing this vulnerability to climate change and disasters. For instance, severe overcrowding, proliferation of informal housing and unplanned settlement, inadequate water supply, poor sanitation and solid waste disposal can increase vulnerability<sup>5</sup>. Central to this increasing vulnerability are gender and social inclusion dimensions. Women and marginal groups are not only more likely to be disproportionately affected by the impacts of climate change and disasters, but they can also be powerful agents of change to reduce these vulnerabilities. In general, action for climate change has given limited attention to the different experience of men and women and the need for policy and programme development which addresses these different needs<sup>6</sup>.

The Framework for Resilient Development in the Pacific (FRDP), endorsed in 2016 by Pacific leaders, demonstrates a clear recognition that managing climate change and disaster related risk must be undertaken in the context of economic development. The FRDP treats climate and disaster risks as fundamental development issue and as a first principle it calls for countries to 'mainstream [them] into development planning including policy making, planning, financing, programming and implementation, to build resilience'<sup>7</sup>. It also places gender and protection as key principles that are central to the implementation of the FRDP<sup>8</sup>.

Measures taken to address climate change and disaster risk tend to bypass development planning, budgeting and programme implementation at national and subnational levels of government. These 'risk-first' approaches treat climate and disaster risks as an add on to development work requiring new or parallel sets of processes rather than embedding risk management into the fundamentals of development<sup>9</sup>. As a result, such approaches tend to target specific locations or sectors (termed as 'narrow adaptation'), rather than focusing on strengthening the resilience of whole systems of governance.

Countries in the Pacific have been able to access significant levels of funding to address goals relating to the FRDP<sup>10</sup>, but questions still remain around effectiveness. For instance, over the last ten years US\$1.1 billion has been accessed by PICs to address climate change adaptation and mitigation. Whilst the focus has historically been on gaining 'access', more questions are being raised around the 'effectiveness' of this financing. This has shown that a large portion (about 86%) of this funding is project-focused, outside of budget allocation systems and generally targeted at 'narrow' adaptation measures instead of transforming

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<sup>2</sup> See a summary of these in SPC, SPREP, PIFS, UNDP, UNISDR, USP (2016) 'Framework for Resilient Development in the Pacific. An integrated approach to address climate change and disaster risk management. 2017- 2030'.

<sup>3</sup> Department of Foreign Affairs and Trade (2017) 'Australia Pacific Climate Change Action Program 2018-2022', Design document.

<sup>4</sup> Hay et al (2016) 'Climate Change and Disaster Risk Reduction: Research Synthesis Report' submitted to New Zealand MFAT

<sup>5</sup> Hay et al (2016) 'Climate Change and Disaster Risk Reduction: Research Synthesis Report' submitted to New Zealand MFAT

<sup>6</sup> Webb, J. (2017) 'Gender and Climate Change in the Pacific: A Situational Analysis', DFAT, February.

<sup>7</sup> FRDP (2016), first Guiding Principle, p.13

<sup>8</sup> FRDP (2016), third Guiding Principle, p.13

<sup>9</sup> UNDP 2016 Risk Governance Building Blocks for Resilient Development in the Pacific. Policy Brief

<sup>10</sup> Atteridge, A. & Canales, N. (2017) 'Climate Finance in the Pacific: an overview of flows to the region's Small Island Developing States', Stockholm Environment Institute, Working Paper 2017-04).

planning and budgeting systems<sup>11</sup>. These trends again highlight the need for more programmatic approaches embedded within development programming and systems.

Climate change investments in the Pacific often fall outside of domestic development planning, budgeting and implementation processes and are conventionally delivered through stand-alone investments. Further, planning, budgeting and implementation processes for development are not adequately risk informed. This poses fundamental challenges for sustainable development and dealing with climate change as a development issue, given that vulnerability in the region to climate change is largely rooted in ‘unchecked’ development and gender and social disparities. Even when priorities have been identified, they tend to have been lost when mainstreamed into national development planning and budgetary processes. Consequently, risk management interventions often do not emerge as a priority and receive relatively low budget allocations across PICs i.e. between 4% and 10% of total development budget allocations<sup>12</sup>.

In response to such concerns, there is growing demand for the treatment of risk as an integral part of development; a ‘development first’ approach to managing risk is gaining traction<sup>13</sup>. Current development planning, processes and tools generally do not take into account climate change and gender risk management. This can be partly attributed to the fact that public financial management processes are mostly built around sectors, posing challenges for mainstreaming of cross-cutting issues such as climate change and gender and social inclusive development into the planning and budgeting processes.

In addition, development decision makers and practitioners are generally not engaged or adequately equipped to manage climate and disaster risks. People are at the root of more sustainable development outcomes, however in the Pacific there is often a lack of space, time and capacity within planning and budgeting functions and leadership to promote climate change and disaster risk management. Similarly, technical climate change and disaster risk management functions often have little or no access to support planning and finance officers in government or private sector to risk inform their development activities. To drive sustainable development, it is critical that development decision makers and practitioners have the awareness and fit-for-purpose knowledge of risk management to drive and sustain risk informed development from within development practice.

Finally, previous efforts to mainstream CCA and DRR often assumed that the underlying development planning and financing systems are robust. Increasing effort is now being made to strengthen these development planning, prioritisation, decision-making and budgetary processes and integration of risk has to happen in cooperation with these systems strengthening efforts.

TABLE 1 PROBLEM DEFINITION

Development Challenge	Climate change and disasters severely hamper achievement of SDGs in the Pacific.
Immediate Causes	Exposure to hazards and specific context of Pacific island countries make them more vulnerable to these hazards.
Underlying Causes	Development is largely planned, financed and implemented in a way that is not sensitive to the risks of climate change and disasters. Furthermore, there is a lack of the human dimensions to understanding and managing these risks Current approaches to mainstreaming and CCDRM are not yet leading to systems change.
Structural Causes	Governance for development, is not genuinely integrating risk into planning, financing and implementation. Risk needs to be integrated into the people, mechanisms and processes of governance, in order for this transformation to occur.
Problem Definition	1. Development systems for planning, financing and accountability are not risk-informed. 2. The narrative across PICs is mainly focused on accessing climate finances and less so on the management of all financing for development that is risk-informed.

<sup>11</sup> PIFS & PC (2019) Regional Synthesis Report of the Pacific Climate Change and Disaster Risk Finance Assessments

<sup>12</sup> PIFS & PC (2019) Regional Synthesis Report of the Pacific Climate Change and Disaster Risk Finance Assessments

<sup>13</sup> USAID 2014, Hay & Pratt 2013, UNDP 2016

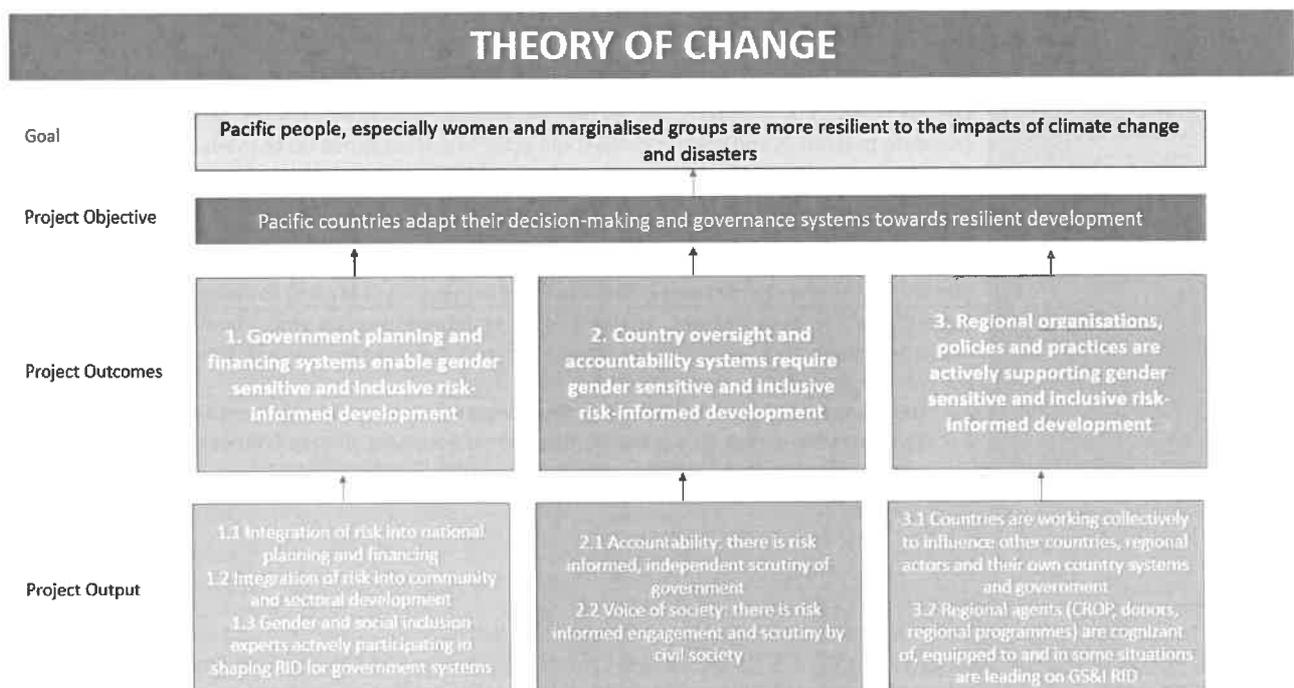
## 2. STRATEGY

### THEORY OF CHANGE

The Governance for Resilient Development in the Pacific (Governance for Resilience) project theory of change rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach. The project further assumes that this will happen through locally led change, with different approaches emerging in each country context, and based around **change** along the following dimensions:

- Core among these is that changes in the *government systems* responsible for planning, financing and development oversight will contribute to more resilient development for people. While the Governance for Resilience project will not work directly with communities, except as part of local government or sector programs to influence their integration with central government agencies, it is assumed that over time, people in communities in each country will experience increased resilience because of the introduction of risk informed development (RID).
- The project also assumes that the formal and informal *accountability systems* in country are influential in shaping national and local government systems especially those systems responsible for finance and development implementation. While this will take different forms in each country, it is a core assumption that the Governance for Resilience project will be able to work with these groups to have them in turn hold government systems accountable and thus enhance the likelihood of sustained change in those government systems.
- Finally, a further core assumption for this project is that *regional agents* are open to engaging with a RID approach and that they are sufficiently influential in Pacific Island countries to leverage further change towards RID. This is the most unexplored assumption for the Governance for Resilience project and is critical for achieving scale and sustainability across the region. Influencing regional agents to drive the risk informed development agenda will enable the project to expand its impact beyond the scope and life of its delivery. Given the breadth and number of Pacific regional actors and agents, it will require careful attention through monitoring and evaluation to ensure that project activity in this work area is contributing to change.

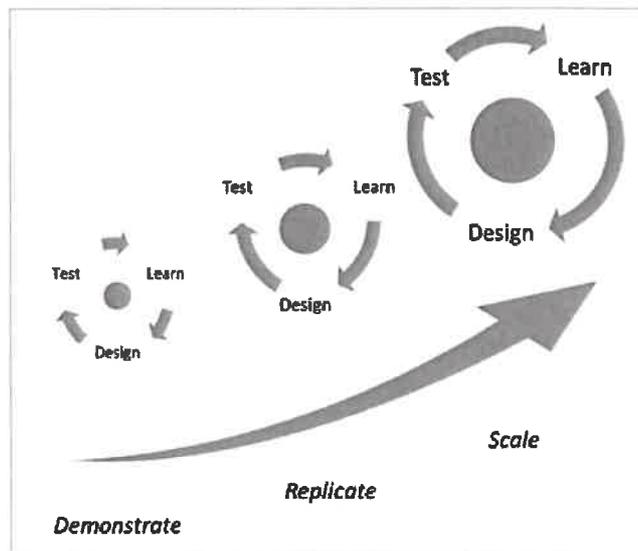
FIGURE 1 PROJECT LOGIC



The core proposition for the Governance for Resilience project is that Pacific Island people will be more resilient to the impacts of climate change and disasters if Pacific countries manage all development through a risk lens. This is consistent with the FRDP which calls for the ‘mainstreaming’ of climate and disaster risk treating risk management as a fundamental development issue. It guides practitioners to ‘*mainstream into development planning including policy making, planning, financing, programming and implementation, to build resilience*’. Traditionally, approaches to managing climate change and disaster risks have been standalone activities outside development policy and practice and yet these risks are largely rooted in ‘unchecked’ development. The Governance for Resilience project’s approach therefore is to better position countries to ‘**risk inform**’ their own development to the threats of climate change and disasters. Specifically, the Governance for Resilience project will focus on **systems change** at national, sectoral, subnational and community levels in order to achieve risk informed development (RID). It will approach the understanding and management of risks from existing development processes – termed the ‘**development-first**’ approach to risk-informing development<sup>14</sup>.

The Governance for Resilience project approach to systems change is drawn from **adaptive approaches** to development management. Like PRRP, the project will start work in each country where there is momentum and interest, adapting specific activities as required. It will focus on listening to and working with Pacific Island governments and people, co-designing the change required in each country context. It will draw from a range of possible activities to best adapt to the needs and opportunities within each context. The project activities are largely drawn from the extensive experience under PRRP. They are designed to be adapted to each country context. They will each contribute to several of the outputs and the project outcomes. Utilising a programme wide action – reflection cycle, the activities will be adapted over time to support progress towards the Governance for Resilience project outputs and outcomes.

FIGURE 2 ACTION-REFLECTION CYCLE



The Governance for Resilience project recognises that it is operating in a complex and diverse system in the Pacific where many actors are seeking to influence the way in which Pacific Island countries and people adapt to the risks of climate change and disasters. Building on the considerable experience of PRRP (see Annex VII), the Governance for Resilience project will seek to align its work with existing and influential ‘**drivers of change**’ in the Pacific and work in partnership with a wide range of other actors. PRRP experience together with the baseline research undertaken for this project has highlighted that the factors that drive or influence the approach of Pacific Island countries approach to managing risks of climate change and disasters are both

<sup>14</sup> UNDP 2016 Risk Governance Building Blocks for Resilient Development in the Pacific. Policy Brief

*technical and political.* The Governance for Resilience project activities will cluster around these drivers, using opportunities in each Pacific Island country to influence change:

- *Technical perspective:* through activities that provide information and evidence in support of RID, develop capacity and support the utilisation of appropriate tools for risk screening and other tasks. The Governance for Resilience project understands the importance of development and climate financing and the ways in which financial flows shape country responses to climate change and disaster risks. It will look for opportunities to help shape systems that manage finance and support countries to understand the value and the challenges, in particular, financing arrangements.
- *Political perspective:* alongside this, the Governance for Resilience project will also seek to influence and align with important political drivers of change in the Pacific. This includes working with and seeking to influence leaders, both formal and informal leaders in-country and regionally. It includes attention to the narrative around climate change and disaster risk financing in particular, aiming to support a narrative which positions Pacific Island countries to lead and determine their response to the risks of climate change and disasters.

## INTERVENTION LOGIC

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**PATHWAYS OF INFLUENCE:** Lessons from PRRP indicate that sustained and comprehensive change for risk-informed development is best achieved through multiple development pathways. The Governance for Resilience project will work to influence change through the following:

- *Central development planning, financing and oversight systems:* based on this learning, the Governance for Resilience project will aim to introduce a risk informed approach to central government agency systems, in particular those responsible for planning, finance and oversight of development in Pacific Island countries, in order to support a sustained and consistent take up of RID throughout each country. It will particularly target those government systems responsible for planning and finance, introducing tools and supporting the capacity of those systems to fully encompass a risk informed approach to development planning and implementation.
- *Vertical pathways:* the Governance for Resilience project recognises that this focus on central agencies and government should be fully integrated with other levels of development, ultimately connecting with community needs and activity. It will continue to utilise and develop partnerships with local government, sector programs, and the private sector to ensure their planning and budget submissions are risk informed. It will take up opportunities to work with these actors to demonstrate the value of RID and therefore further influence and build the case for change in central government systems.
- *Accountability mechanisms:* alongside this work to shape the 'supply' side of government agencies, the Governance for Resilience project will work to support increased accountability for RID. This is a new work area from those under the Governance for Resilience project. Baseline research undertaken for this project has shown that to motivate and support change in government systems there should also be accompanying changes in the interests and focus of formal accountability mechanism. To this end, the Governance for Resilience project will work to support formal audit and parliamentary systems to better understand RID and to require its integration into government systems. The Governance for Resilience project will also work with informal accountability mechanisms such as media, women's organisations, youth and churches as well as the private sector, to build their interest in demanding integration of climate change and disaster risk in development. This latter work is likely to work through other initiatives and networks within and across countries to share information and evidence about the value of RID.

**DEMONSTRATION:** under the previous program, PRRP, there was considerable demonstration of the benefits for communities and governments for risk-informing development. PRRP also demonstrated that sustaining risk informed development and ensuring that it influenced country development, required integration through multiple development pathways. While community, private sector and sectoral projects can demonstrate the value of RID and provide immediate benefits for people, without integration into the core

development systems of that country, usually managed by government, these good examples are unlikely to be sustained.

**NARRATIVE:** finally, while the Governance for Resilience project is focused on working with Pacific Island countries, it recognises that the Pacific is a unique context where countries are influenced by each other and are impacted by a range of regional actors. These include Pacific regional organisations alongside a range of donors and multilateral organisations. These agents control resources for development in the region. They also influence the ‘narrative’ around climate change and disaster. That is the common wisdom about what is required to best mitigate and adapt to the impacts of climate change and disaster in the Pacific.

**LEADERSHIP:** much of the funding and technical capacity for climate change and disaster risk response is controlled by these regional agents. Responding to these agents consumes much of the time and focus of Pacific Island governments and people. The Governance for Resilience project will therefore also seek to influence these regional agents, specifically to utilise their wider influence to increase opportunities to champion and further advocate for a RID approach to addressing climate change and disaster. Activities in this work area will include participation in regional resilience programs and activities, information and evidence sharing through Pacific networks and collaborative partnerships with specific regional agents to leverage influence through their programs and expertise. The intention will be to utilise the unique significance of regional agents in the Pacific to support the development of RID within Pacific Island countries. This includes countries which are not the direct focus for the Governance for Resilience project, enabling a wider dissemination of a risk informed approach across the region.

#### BOX 1. PACIFIC RISK RESILIENCE PROGRAMME (PHASE I 2012-2019)

The Pacific Risk Resilience Programme (PRRP) was a five year Australian and Swedish Government funded programme which operated in four countries from 2012-2019. The programme worked with countries to ensure that managing the risks to climate change and disasters were central to development decision making. It did this by improving the core components of their risk governance structures: the people, mechanisms and processes, referred to as the risk governance building blocks. These constituted the main instruments of the programme and are delivered through development pathways from national, sub-national to community level. The main objective of this work is to risk-inform development in a gender and socially inclusive manner as defined by the core principle of the Framework for Resilient Development in the Pacific (FRDP) for achieving resilient development. The successes and learning from this programme are central to informing the second phase of the PRRP. Annex V provides a summary of the key lessons learned from this first phase, which are reflected throughout the design and theory of change for the Governance for Resilience project.

## GENDER AND SOCIAL INCLUSION

The Governance for Resilience project proposes that effective attention to climate change and disaster risks requires understanding those risks from the experience of people most likely to be vulnerable to impacts of climate change and disasters. This includes women, people with disabilities and other marginalised groups. The Governance for Resilience project will utilise the learning from PRRP to partner with ministries of women in each of its focus countries as part of its work with central government agencies. Utilising existing experience and knowledge of the women’s machinery of government within those government systems is an efficient way to draw on contextually relevant knowledge of the risks for women around climate change and disaster. It is also more likely to lead to a sustained focus on women in the government management of and ongoing attention to those risks.

Where there are existing government departments of social welfare or community development with responsibility for people with disability and other vulnerable groups such as the elderly or children, the Governance for Resilience project proposes to also collaborate with these ministries to utilise the existing understanding of risk and have this integrated into a risk informed development approach within central government agencies. As required, some collaboration will also be undertaken with external representative groups such as Disabled People’s Organisations (DPO) to ensure their experience and information is utilised. The aim for the Governance for Resilience project will be to facilitate the interaction of these government

departments and non-government organisations with the central systems of government, as appropriate, to ensure that their information, knowledge and experience informs the risk understanding and integration within the systems. In addition, as part of the second work area of the program, the Governance for Resilience project will work with a range of partners and civil society, including groups representing women and people living with disability. Under this work area the intention is to support these groups' active engagement to hold government accountable for RID. That includes an understanding of risk developed with comprehensive attention to the risks of climate change and disasters for women and vulnerable groups. The level and quality of this interaction will be measured as part of the baseline and on-going monitoring and evaluation (see Annex VI for more detail).

The Governance for Resilience project will utilise the experience of PRRP to foster networks across the region as appropriate to build momentum for climate change and disaster risk that is gender and socially inclusive. This will build on the experience of the highly effective Protection in the Pacific (ProPa) network (see Box 2), which demonstrated the value of cross regional networks as a vehicle to increase the voice of women in climate change and disaster risk integration.

#### BOX 2. THE PROPA NETWORK

The ProPa network includes government officials from relevant Ministries of Women in the four PRRP pilot countries. This group came together to advocate for common regional approaches to integrating gender concerns into climate change and disaster risk planning and financing. Funded as part of the PRRP, with assistance from the DFAT Gender Equity Fund, the network has been an effective advocate for gender and social inclusion. It helps stakeholders address the root causes of risk by unpacking gender and social dimensions of vulnerability (including land rights, migration and deep-rooted inequalities). It advocates for the protection of human rights as central to all climate change and disaster risk management actions. Its focus on social inclusion has seen increased inclusion of minority groups, and persons with disabilities (PWD), through integration of disability as a key factor contributing to risk and supporting ministries with responsibility for disabilities to engage in climate change and disaster risk management dialogue in Fiji and Vanuatu. As a result of the network activity the core principles of protection and gender and social inclusion were embedded within the FRDP.

#### COUNTRY AND ENTRY POINT SELECTION CRITERIA

The Governance for Resilience project will develop a systematic methodology for determining programming countries and entry points. The project anticipates working in 7 or 8 countries at any one point in time. Consistent with the wider programming approach, the entry point/country analysis will be undertaken on an ongoing basis and will be adjusted according to the state of affairs in country at any point in time. This agile approach will allow the project to be responsive to country needs and to take advantage of opportunities as and when they arise. The selection criteria for entry points will include a combination of political economy analyses and technical assessments (as has been undertaken to inform project baseline assessments). For each country, the team will assess: i) the current state of affairs e.g. ongoing reform, existing policy/practice; ) opportunities; and i) risks. More specifically, the criteria will include:

- Propensity for change and prospect for scale in country
- Country risk profile
- Activities being undertaken by other donor partners (giving attention to complementing other interventions)
- Engagement and interest from gender machinery with planning and financing
- Donor requirements (e.g. KOICA and MFAT have particular programming countries)
- Established relationships through DFAT, KOICA, MFAT and UNDP programming
- Significance of the particular country within regional mechanisms and decision-making bodies.

### 3. RESULTS AND PARTNERSHIPS

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#### EXPECTED RESULTS

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This Section outlines the expected results of the project, the resources and partnerships required to achieve and sustain these results, the risks to their achievement and how the project proposes to manage these. A summary of the outcomes, outputs, activities and deliverables is shown in Table 2 summary of outcomes, deliverables and beneficiaries .

#### OUTCOME 1: GOVERNMENT PLANNING AND FINANCING SYSTEMS

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The first intended outcome of the project is that government planning and financing systems enable gender and socially inclusive risk-informed development. The proposed outputs to accomplish Outcome 1 will be delivered through complementary sides of financing and planning systems: integration of risk into national level planning, budgeting and monitoring and evaluation processes (Output 1.1); and integration of risk into community development, including through sectors and sub-national government, to influence the way in which these actors seek funding for risk informed project and programmes design and implementation (Output 1.2). Output 1.2 will focus on achieving change by working with those responsible for development implementation in communities (e.g. the infrastructure sector), whereas Output 1.1 will work to achieve scale through aggregation of risk informed development activities in national planning and financing. To achieve Output 1.2 the team will work with stakeholders who are bidding for financing for development, and through Output 1.1 with the stakeholders who allocate financing and give planning approval. As climate change and disaster risk cannot be understood without an understanding of the experience of people most likely to be vulnerable to impacts from these events, the project will explicitly focus on ensuring that representatives from gender and socially inclusive development agencies actively participating in shaping risk informed development for government systems (Output 1.3).

For Output 1.1, the project team will work with stakeholders at national level to identify opportunities for embedding risk considerations within existing planning and financing systems, particularly looking for ongoing or proposed governance reforms (e.g. revision of a Financial Management Information System). Once entry points are determined, the team will work with the government to identify a suite of risk integration prospects, such as implementation of climate budget tagging to track climate related expenditure, or revision of a public sector investment application and appraisal process, that will allow central ministries to ensure that risks are integrated by sectoral planners through the initial project design and planning through to budgeting and implementation, whilst also allowing this data to be aggregated centrally.

Work in Output 1.2 will focus on reform from the “bottom up” through implementation and reform at community and sectoral level. During the PRRP, it was established that an effective advocacy tool for inspiring risk informing of development is examples of successful implementation and targeted reform (for instance reform of capacity, policies and processes in the agriculture sector in Tonga), particularly where those examples can be shared between peers, trusted leaders or informants. The project will work with governments to identify and support targeted implementation of gender and socially inclusive risk-informed projects and associated sectoral reform. Once implemented, these “demonstrations” will then be showcased through briefs, media, site visits, lessons learned workshops, presentations and position papers.

To achieve Output 1.3, the project will work with the machinery of government responsible for gender and social welfare to draw on contextually relevant knowledge of the risks associated with climate change and disasters for people of all genders and abilities (see Section 2). Where there are existing government departments of social welfare or community development with responsibility for people with disability and other vulnerable groups such as the elderly or children, the Governance for Resilience project will collaborate with these ministries. This will allow the project to utilise the existing knowledge and support integration of this into the development activities of central government agencies. As required, some collaboration will also

be undertaken with external representative groups such as Disabled People's Organisations (DPO) to ensure their experience and information is utilised. In addition, as part of the second work area of the program, the Governance for Resilience project will work with a range of partners and civil society, including groups representing women and people living with disability.

A suite of activities will be undertaken to achieve both Output 1.1, Output 1.2 and Output 1.3, such as but not limited to: establishment of new government posts, development of guidelines or toolkits, revision of policies or plans, technical advisory support, coaching of new and existing staff, training e.g. tailored for budgeting and finance, sectors, M&E and planning staff and targeted research and analysis to undertake these reforms. The project will also support research into the impact of climate change and disasters on development investments in the region. This research will provide evidence to feed into the design of public investments and budget submissions.

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## OUTCOME 2: OVERSIGHT AND ACCOUNTABILITY SYSTEMS

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Outcome 2 is centered on integration of gender and socially inclusive risk-informed development into country oversight and accountability systems. The proposed outputs to achieve this outcome fall into two broad categories: independent scrutiny of government (Output 2.1) and engagement and scrutiny by advocacy groups (Output 2.2).

Through Output 2.1, the project will work with accountability actors such as parliaments and State Audit Institutions to ensure public debates on budget reflect concerns relating to climate change and disasters and gender and socially inclusive development. In respect to parliament, activities will be targeted at relevant parliamentary committees, such as the budget, SDG or climate change committees, and will engage with elected representatives, and Secretariat staff as appropriate. These activities will be undertaken in partnership with the ongoing UNDP Pacific Parliamentary Effectiveness Initiative, who have strong working relationships with Pacific parliaments. Output 2.2 will be achieved through the development of partnerships with civil society organisations, women's groups, youth groups, and other relevant advocacy groups. The project will work with Advocacy Groups to increase dialogue in the public space on CCDRM and GSi. This can help trigger more concerted actions from policy-makers, thereby reinforcing the likelihood of more informed, and responsive planning and investment decisions. There may also be opportunities to work with parliamentarians for them to have access to this type of information to use during the budget debates.

The proposed activities that will be undertaken to achieve Output 2.1 and 2.2 will include: establishment of new government posts, development of guidelines or toolkits, technical advisory support, coaching of new and existing staff, training (e.g. tailored for parliamentarians, auditors or CSOs) and targeted research and analysis to undertake these reforms.

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## OUTCOME 3: REGIONAL ORGANISATIONS, POLICIES AND PRACTICES

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Outcome 3 is targeted towards regional organisations, policies and practices to actively support gender and socially inclusive risk-informed development. The Governance for Resilience project will target both country actors and regional organisations, particularly focusing on positions of leadership, to promote good regional policies and practices for risk informed development (Outcome 3) to shift the regional narrative around climate change and disaster. Influencing regional agents to drive the risk informed development agenda will enable the project to scale up its impact and leverage beyond countries within which it is working at any point in time. To do so, the project will support countries to work collectively to influence regional agencies and other countries, to ultimately shift internal systems and government towards more resilient development across the region (Output 3.1). As was successfully tested in the PRRP, the project will support and contribute to existing Regional Networks that enhance national practitioners ability to risk inform development, as well as facilitation of Peer-to-Peer learning opportunities, for instance an exchange between the Ministry of Economy in Fiji to share Climate Budget Tagging experiences and lessons with the Ministry of Finance and Economic Development in Tuvalu. The networks will coalesce around specialist areas, such as Ministries of

Finance (reinforcing work undertaken Output 1.2), or Supreme Audit Institutions (reinforcing Output 2.1). It is anticipated that these country networks and representatives will then collectively influence the regional space, to start shifting the regional narrative and structures towards prioritising more resilient development.

Correspondingly, the Governance for Resilience project will work with regional actors to enhance their cognizance and preparedness to actively support countries to implement gender and socially inclusive risk-informed development (Output 3.2). This will be achieved, in partnership with the aforementioned country networks (Output 3.1) by: contributing to existing networks and dialogues, including (but not limited to) the Pacific Islands Forum Secretariat's Climate Change Finance Donor Roundtable, the Development Partners for Climate Change network, Technical Working Groups facilitated under the Framework for Resilient Development in the Pacific's (PRP) Pacific Resilience Partnership, conferences and workshops hosted by the Pacific Financial Technical Assistance Centre, Pacific Islands Business Resilience Network, and global networks such as the Asia Pacific Climate Finance Network. Where there is an identified need and it is appropriate, the Governance for Resilience project will also work with CROP agencies to facilitate or co-facilitate new networks, for instance on development financing. These learning networks and diffusion points will benefit directly from targeted research as well as drawing on the learning across the countries obtained during implementation of Outcome 1 and 2.

TABLE 2 SUMMARY OF OUTCOMES, DELIVERABLES AND BENEFICIARIES

Outcomes	Outputs	Activity Description	Sample Deliverables	Target Beneficiaries
1. Government planning and financing systems enable gender and socially inclusive risk-informed development	1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	<ul style="list-style-type: none"> <li>• Revision of templates &amp; guideline development</li> <li>• Capacity building and technical advisory (for Min of Finance, Planning &amp; Sectors)</li> <li>• Training and workshops</li> <li>• Seed funding for implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Climate Budgeting Tagging</li> <li>- Revised Budget Circular</li> </ul>	Ministries of Planning Ministries of Finance Ministries Gender, Youth, Family Planning Ministries responsible for Subnational Government Coordination Subnational Governments (Island/Provincial/Divisional administration) Pilot sectors e.g. National Infrastructure, Agriculture, Education Subnational Governments (Island/Provincial/Divisional administration)
	1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems	<ul style="list-style-type: none"> <li>• TA input into all project activities</li> <li>• Capacity building and technical advisory</li> <li>• Training and workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Risk Screening Toolkit</li> <li>- Revision of tender documents</li> <li>- Government Posts</li> </ul>	
	1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	<ul style="list-style-type: none"> <li>• TA input into all project activities</li> <li>• Capacity building and technical advisory</li> <li>• Training and workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Protection in the Pacific Network (ProPa)</li> <li>- GSI informed toolkits, development policies and plans</li> <li>- Government Posts</li> </ul>	
2. Country oversight and accountability systems require gender and socially inclusive risk-informed development	2.1 Accountability: there is risk informed, independent scrutiny of government	<ul style="list-style-type: none"> <li>• Capacity building and technical advisory (for MPs, auditors and advocacy networks)</li> <li>• Training and workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Climate Change Financing Framework</li> <li>- SDG Guidelines for Auditors</li> <li>- Government Posts</li> </ul>	Parliamentary Staff Supreme Audit Institutions Advocacy groups: women's groups, DPOs, youth groups National Private Sector Organisations and Local Chambers of Commerce
	2.2 Voice of society: there is risk informed engagement and scrutiny by civil society	<ul style="list-style-type: none"> <li>• Guidelines and templates for budget scrutiny</li> <li>• Research and development of knowledge products</li> </ul>	<ul style="list-style-type: none"> <li>- Risk Informed Development Policy Brief</li> <li>- Analysis of Regional Climate Change Finance impact</li> </ul>	
3. Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development	3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	<ul style="list-style-type: none"> <li>• Facilitation of networks</li> <li>• Capacity building and technical advisory (for government CDRM representatives &amp; RID networks)</li> <li>• Training and workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Risk Informed Development Technical Working Group (input and facilitation)</li> <li>- Pacific representation on Asia Pacific Climate Finance Network</li> </ul>	Country government representatives (for networks) Regional Agencies and Working Groups (e.g. PIFS, PASAI, PFTAC, PIPSO, PRP Technical Working Groups) Multilateral Organisations (e.g. ADB, WB and IFC, UN agencies) Donor coordination forums (e.g. PIFS Climate Change Finance Donor Roundtable, Development Partners for Climate Change network)
	3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	<ul style="list-style-type: none"> <li>• Research and development of knowledge products</li> <li>• Technical Advisory</li> </ul>	<ul style="list-style-type: none"> <li>- Development Effectiveness Analysis</li> <li>- Input into regional conferences and workshops</li> </ul>	

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## RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

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The UNDP Pacific Office in Fiji has mobilised approximately US\$19.2 million<sup>15</sup> to deliver this project over a period of four years. Resources have been mobilised from multiple donor partners (DFAT, KOICA, MFAT and SIDA). In order to deliver the expected results, the project will consist of a dynamic and robust core project management team based in UNDP Pacific Office in Fiji. Given the scalable nature of the work, the team will be structured to accommodate a growing and changing volume of work overtime. The project will be implemented via a UNDP Direct Implementation Modality (DIM) where capacity on finance, administration, communications and monitoring and evaluation at the project level will be part of the core project management team. In addition, services of an internal general management support team at the corporate level includes the Integrated Results & Monitoring Unit (IRMU), Procurement, Finance, Administration, Human resources and Communications teams.

In the context of the country-led interventions, the project will embed capacity within national level planning and budgeting, oversight and accountability and sectors with traction to demonstrate results. The project will continue its evolutionary approach to capacity building, and this will be defined further in the Annual Work Plans during the project implementation. Additional technical resources will be leveraged through partnerships with DFAT's Australian Pacific Climate Partnership (herein the Climate Partnership), UNDP Pacific Office in Fiji's, Strengthening Public Finance Management project and Pacific Parliamentary Effectiveness Initiative (PPEI) and UNDP's Asia-Pacific programme, Governance for Climate Change Finance (GCCF), and will also be sought as expert resources in ensuring that project results are based on innovative and international best practices. More detail on these partnerships is provided in the section below.

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## PARTNERSHIPS

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The project will intersect with a wide range of technical expertise, government ministries and regional and global agencies in order to leverage change across development pathways in the Pacific. Accordingly, the Governance for Resilience project will forge a number of partnerships across four dimensions: (1) joint-programming through the Climate Partnership and UNDP Asia-Pacific programmes; (2) strategic partnerships with its donor partners including Australia, Korea, New Zealand and Sweden; (3) country-level engagement and partnerships with governments, private sector and civil society; and (4) regional mechanisms and partnerships.

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## JOINT-PROGRAMMING PARTNERSHIPS

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**Australia Pacific Climate Partnership (the Climate Partnership):** the Australian Government committed AUD75 million over four years to climate change action, delivered through the Climate Partnership. The Governance for Resilience project represents the climate governance component of the Climate Partnership, which also brings together climate science and information and technical support to the Australian Department of Foreign Affairs and Trades (DFAT) regional and bilateral posts. As part of the Climate Partnership, the Governance for Resilience project will contribute directly to the objectives of the Climate Partnership, coordinated through the Climate Partnership Support Unit. This partnership will also include agreed annual work plans identifying the DFAT sectors and programs where the three programme areas of climate information, technical expertise and climate governance will cooperate and coordinate their activities. The Governance for Resilience project will be able to use the opportunities available through the Climate Partnership to achieve increased scale within available resources. This will increase the reach and impact of this and other initiatives, for instance the scientific investments under the Climate Partnership.

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<sup>15</sup> Subject to exchange rate fluctuations

**UNDP:** the delivery of the Governance for Resilience project allows the project to leverage off its strong regional and global networks of technical expertise and stakeholder partnerships. For its second phase, the project will jointly project with two existing projects within UNDP's governance portfolio in the Asia-Pacific region:

- *Strengthening the Governance of Climate Change Finance to Enhance Gender Equality Project (GCCF)* is a climate financing and budgeting project funded by the Swedish International Development Cooperation Agency (SIDA) (USD9.9 million), delivered by the UNDP Regional Bureau for Asia and the Pacific from 2017-2022. The Governance for Resilience project is currently implementing the Pacific portion of this project in Tonga and Fiji, which is intended to model and advocate for effective inclusion of gender impact considerations in climate change budgeting and planning throughout the region. Beyond the specific work in these two countries, this project includes activities that promote gender mainstreaming in regional policy and planning for climate change financing. Operating alongside the Governance for Resilience project, this work will complement, inform and further extend attention to gender and socially inclusive development. For instance, through providing access to the Asia Pacific Climate Finance Network (to contribute to Output 3.2), and a wealth of technical expertise and country experiences on Climate Budget Tagging (to contribute to Output 1.2). Working with the existing two (and potentially additional) countries, and regional agencies such as the Pacific Financial Technical Assistance Centre (PFTAC), the Governance for Resilience project will also contribute to three of the four GCCF key output areas: budget processes increasingly formulate gender responsive climate change related investments that will have a positive impact on poverty and human rights (output 1); accountability for gender-responsive climate change related investments that have impacts on poverty and human rights is enhanced (output 2); and regional institutions increasingly play a role in the integrated approach to gender-responsive climate change budgeting that have impacts on poverty and human rights (output 3).
- *Strengthening Pacific Public Financial Management and Governance (UNDP-EU-PFM)* is the second phase of a highly successful PFM oversight project for the Pacific region. It is a USD3.4 million European Union funded project, being delivered by the UNDP Pacific Office Effective Governance team. The project contains a capacity development element on climate change, in recognition of the crucial importance of climate change in the Pacific, and the necessity of building strong and accountable national systems for managing climate change funds. Thus, the project recognises that parliaments and supreme audit institutions (SAI) (engaged with citizens and civil society) will need to be ready to play important oversight roles in this area. A partnership between the Governance for Resilience project and the UNDP-EU-PFM will be mutually beneficial. The Governance for Resilience project will benefit from the access through existing relationships in country and regional with parliaments and supreme audit institutions (to achieve Output 2.1); whilst UNDP-EU-PFM will benefit from the Governance for Resilience project's technical expertise in enhancing parliamentary and SAI capacity for climate change budget assessments (SPFMG Output 1a).

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## STRATEGIC PARTNERSHIPS

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**Australian Government:** the PRRP was primarily funded by the Australian Government. In order to fully realise the goals and objectives of a second phase, the Australian Government will be funding a proportion of ongoing work, primarily related to scaling up of the risk informed development initiatives (that were undertaken in Phase 1) at national and regional levels. The Governance for Resilience project will work as one of the major components of the Climate Partnership and thereby work closely with Australian Department of Foreign Affairs and Trade's (DFAT) bilateral programs and Posts. In 2018, Australian Government research undertaken by DFAT's Office of Development Effectiveness (ODE), identified economic and social development challenges due to the increasing impact of climate change and geo-hazards as a major risk for Pacific social and economic development. This research concluded that there is a particular need to help Pacific governments and citizens understand, manage and resource their responses to the challenges of climate change and geo-hazards. Additionally, the Australian Foreign Policy White Paper (2017) committed to working with Pacific governments to respond to climate change, particularly to support the capacity of governments and regional organisations

to manage and lead this response. The Governance for Resilience project will directly contribute to realising these commitments.

**KOICA:** the intended outcomes of the Governance for Resilience project are clearly aligned to the three Strategic Objectives for Climate Change Response from KOICA's Mid-term Sectoral Strategy. The Governance for Resilience project Outcome 1: Government planning and financing systems enable gender and socially inclusive risk-informed development will support achievement of KOICA Strategy: 9.1.2 - Improvement in climate adaptive capacity; 9.1.3 - Mainstreaming of climate projects; 9.2.1 - Increase in capacity building for climate change; and 9.3.1 - Improvement in access to climate funds. All three Governance for Resilience project Outcomes will also support the achievement of the Gender Equality and Governance components of KOICA's Mid-term Sectoral Strategy. Additionally, the Project will support achievement in each of the countries of SDG 5, SDG 13 and SDG 17.

**New Zealand Government:** there is a clear alignment between the New Zealand Government's strategic positions on climate change, engagement with the Pacific and Overseas Development Assistance goals, and the objectives of the Governance for Resilience project. On 15 August 2019, Prime Minister, Rt Hon Jacinda Aderon stated "whenever I meet with those who live on Pacific Islands, climate change is top of their agenda"<sup>16</sup>. Improving climate change resilience and strengthening governance and public sector performance are priority medium-term outcomes for New Zealand's Pacific Regional Four-Year Plan and eight of twelve Pacific Island Country Four Year Plans. The MFAT Mainstreaming Climate Change Governance Business Case articulates that there is broad alignment between the Objectives of the Governance for Resilience project and MFAT's strategic goals, 20 year strategies and four-year plans, as well as 10 year outcomes and key results.

**Swedish International Development Cooperation Agency (SIDA):** over the last few years SIDA and UNDP Asia-Pacific Regional Hub have pioneered an approach with countries to strengthen their national systems and capacities to finance development in ways that are climate sensitive and gender responsive. This has led to substantive learning across the Asia and increasingly the Pacific region. SIDA, with other development partners, is now working with UNDP to launch a Climate Finance Network (CFN) for the Asia Pacific region to further diffuse and substantiate this learning. The Governance for Resilience project will support the Pacific portion of this initiative to facilitate regional learning across Asia and the Pacific but also to harness more substantive approaches to climate sensitive and gender responsive budgeting in the Pacific based on this learning.

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## COUNTRY LEVEL PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

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Shifting decision making and governance systems towards resilient development requires an in-depth understanding of the overall context for development, and if done effectively, should benefit all recipients of government services and development activities across each country. The Governance for Resilience project will build off the PRRP approach of creating and strengthening human capacity for climate change response from within existing governance systems at country level. Some of these will be through new 'government posts', and some existing government positions in a range of development sectors, including gender and social inclusion. These government posts and existing positions will be the target groups for the majority of the project's interventions. These positions will provide dedicated capacity within organisations to ensure both that development is sustainable and that there is sustainability of the project interventions. Partnerships will also be established with civil society and private sector, particularly in relation to oversight and accountability activities.

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<sup>16</sup> <https://www.beehive.govt.nz/release/nz-boosts-support-climate-action-across-pacific>

The beneficiaries of the project within each of the target countries will be determined based on the appetite for adoption of, or progress to risk informed development, the existing development priorities of the government and private sector and the existing leadership within the pathway/sector. These stakeholders will be determined through a thorough consultation process. The outcomes of these consultations are being used to inform the project baselines, which in turn will allow the Project team to determine in more detail the number of beneficiaries within each sector, and the likely indirect beneficiaries.

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## PARTNERSHIPS ACROSS THE REGION: PEER-TO-PEER AND TRIANGULAR COOPERATION

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Recognising the value of jointly advocating, sharing knowledge, developing capacity and supporting more informed decision making, the Governance for Resilience project will contribute to regional and global networks and facilitate regional networks if and where it is appropriate. To fulfil Output 3.1, this will involve supporting countries to work collectively to influence other countries and regional agencies. Existing examples of these networks established during the PRRP include: Protection in the Pacific (ProPa), whose members represent ministries of gender and protection; the Pacific Business Resilience Network, situated within the Pacific Islands Private Sector Organisation (PIPSO); and a community of practice for Local Level Risk-informed Development.

To fulfil Output 3.2, the Governance for Resilience project will work with actors to enhance their cognisance and preparedness to actively support countries to implement gender and socially inclusive risk-informed development. This will be achieved by contributing to existing regional networks and dialogues, such as the: Pacific Islands Forum Secretariat’s Climate Change Finance Donor Roundtable; Development Partners for Climate Change network; Pacific Resilience Partnership Technical Working Groups; Pacific Financial Technical Assistance Centre (PFTAC) conferences and workshops; Pacific Association of Supreme Audit Institutions (PASAI); and Asia Pacific Climate Finance Network (CFN).

If successful, it is anticipated that these regional and global networks and agencies will help the following: i) improve the knowledge that is generated by countries and for countries, and ensure this is made available to and utilised by regional actors; ) technical capacity of government staff is improved and commitments are made by central agencies to take forward the climate change agenda; and i) there is enhanced south-south cooperation and technical assistance to increase the capacity to risk inform development.

## SUSTAINABILITY AND SCALE

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“Risk informed development forms the building blocks for self-reliance”, former CEO, Ministry of Internal Affairs, Anna Bing Fonua (Tonga)

The sustainability of project outcomes is part of the core intention and strategy of the Governance for Resilience project. All project activities will be delivered by government and ‘advocacy’ partners from within local systems, thereby helping to create an enabling environment to deliver more resilient development and ensure sustainability of the initiatives. The core objective of the project is to strengthen the sustainability of development through systemic changes and reforms. Once the reforms are implemented, tools are embedded in the planning and budgeting processes for continued use by local and national governments and the private sector after the project ends.

Similarly, capacity building will not end with the project but will continue through on-going training from regional agencies who are already partners in project implementation. All guidelines and resources will be shared with regional and national stakeholders for scaling up. The strong advocacy approach will result in

improved understanding of climate change, disasters and GSI among partners and local and national governments and will result in explicit inclusion of these considerations in future projects and projects.

This model has been tested through the PRRP, and analysis showed that partners displayed strong commitment to this approach across the project countries<sup>17</sup>. Evidence of the sustainability of the PRRP model was demonstrated by government's committing their recurrent budget to take on the initiatives. The strategies underlying this successful shift to sustainable change will be taken forward in the Governance for Resilience project. These elements will also be articulated in the monitoring and evaluation plan. Factors that could impede further project sustainability include limited resourcing and capacity at national government level. These factors will be carefully assessed as part of engagement with each new location and strategies will be adapted to the resource and capacity context for that location.

Scale of the risk informed development approach is central to the Governance for Resilience project's delivery strategy. The project will adopt a two-tiered approach to achieving scale, firstly scale at national level through Output 1.1, and secondly at the regional level through Output 3. At a national level, the project will support countries to aggregate risk informed development activities into national planning and financing to ultimately influence all sectors and delivery partners. Regionally, the project will target both country actors and regional organisations, particularly focusing on positions of leadership, to promote good regional policies and practices for risk informed development to shift the regional narrative around climate change and disaster. Influencing regional agents to drive the risk informed development agenda will enable the project to scale up its impact and leverage beyond countries within which it is working at any point in time.

## RISK MANAGEMENT

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Risk management will be undertaken as a regular part of Project Management, as was practiced during the first phase of the Governance for Resilience project. The new project has been designed based on five years of experience from the Governance for Resilience project and lessons from other projects (e.g. UNDP Strengthening Pacific Public Financial Management and Governance Project), which were demonstrably effective. The programming assumptions that underpin the theory of change, offer a valuable foundation for the risk management strategy outlined below and detailed in Annex III. At the initiation of the project, the detailed risk log (Annex III) will be updated and entered into the project management system. This will then be monitored and updated on a six-monthly basis. Risks to the successful delivery of the project fall into the following broad categories:

- *Crowded climate change programming space*: There are many donors seeking to support climate change and disaster risk management in the Pacific, often from a different technical perspective to the project. In order to manage the risk of duplication and additional burden on governments, the Governance for Resilience project has actively consulted with donors and implementing partners during its design and has identified unique entry points and gaps where it can make a clear additional contribution. The Governance for Resilience project will continue to engage in donor coordinating mechanisms such as the PIFS Climate Change Finance Donor Roundtable, in order to limit overlap or duplication with the work of other donors.
- *Burdening government partners, not getting traction or inappropriate interventions*: The Governance for Resilience project is primarily focused on building the capacity of national government systems to better identify and sustain climate change and disaster risk management initiatives for themselves, not parallel initiatives. The project has and will continue to maintain close relationships with government stakeholders whilst adopting an agile approach to programming, taking direction from counterparts on what support

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<sup>17</sup> University of Technology (UTS)(2016). Pacific Risk Resilience Programme (PRRP) Mid-Term Evaluation.

is required and when. Thus, ensuring interventions are valued, appropriate, timely and sustained, and minimising any risk of burdening partners.

- *Exclusion of women and marginalised groups from climate change and disaster risk management is a significant risk, based on experience in the Pacific to date:* This results in planning and delivery which excludes the needs and likely impacts for the most vulnerable citizens. During the first phase, the project sought to mitigate this risk through collaboration with Ministries of Women, Disabled People's Organisations and relevant ministries for social inclusion. The project also supported an active regional network concerned with greater inclusion of women in climate change and disaster risk management. In order to maintain this focus, the monitoring and evaluation for the project will give significant attention to the inclusion of women and vulnerable groups, the outcomes achieved for them and the ways in which their contributions to risk informed development first planning and implementation have been strengthened.
- *Repercussions for UNDP, donors or advocacy groups resulting from engagement in government and budget oversight:* In order to mitigate any repercussions, the project will undertake political economy analysis (PEA) on an ongoing basis as part of regular programming. This will include providing PEA training to all central and national staff, and regular monitoring of political situations, in an effort to thoroughly understand any political risks and realities and adjust programming accordingly.
- *Displacement and resettlement:* The project will not be directly involved with any displacement or resettlement activities. However, it may be involved in the development of advice or other knowledge products that may be used by country governments or affected communities to manage climate change-induced displacement (rather than development-induced displacement). Stakeholders will be informed during and after the design period that the Governance for Resilience project will not directly support any displacement or resettlement activities.

#### 4. PROJECT MANAGEMENT

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As a regional project, the project will be directly implemented under the UNDP Resilient and Sustainable Development Team at the UNDP Pacific Office in Fiji. Technical experts with the expertise required for the various project activities will be recruited on a need's basis. The project's Multi-Year Work Plan provides all details of associated management expenses to be incurred over the project duration. The project team for the direct implementation of the project will comprise of the personnel needed to effectively deliver the project. The associated Direct Project Costing (DPC) that will be incurred by UNDP in providing project management and technical project implementation support is effectively indicated in the Multi-Year Work Plan.

The project's Multi-Year Work Plan also includes a General Management Support (GMS) charge that covers the costs for UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structure, management and oversight costs of UNDP as per global UNDP practices. The GMS is applied to all projects funded by either member governments at 3% for projects implemented directly in those member countries, and at 8% for contributions from other development partners for all projects that are implemented by UNDP around the world.

This project will ensure efficient and appropriate use of resources to achieve its end of project outputs as demonstrated in achieving 97% delivery against budget allocations in the last phase of the Governance for Resilience project (FAQC, 2019). The institutional arrangements within UNDP will also foster efficient delivery of resources. The project will be supported through the UNDP corporate architecture that ensures that the project keeps abreast with global best practices. The project will also use a portfolio management approach by leveraging joint programming with other initiatives and will continue to learn and adapt its interventions. The PRRP (phase 1) demonstrated gained efficiencies by taking into account Mid-Term Evaluation findings to



focus efforts on activities that resulted in sustained support for risk informed development. The project phased out support to areas where there was less traction and/or ongoing delays as a result of the political economy, allowing resources to be allocated more efficiently and strategically, thus strengthening outputs and outcomes (FAQC, 2019). Given the scalable nature of the work, the project will continue to measure efficiency in approaches and 'value for money' with its team structure, in-country capacity development approach and the ability to **leverage partnerships and resources for efficient implementation, hence:**

- **The team structure** will consist of a central project team based in UNDP Pacific Office in Fiji. Given the scalable nature of the work, the team consisting of management, technical advisors and project support personnel will be structured to accommodate a growing and changing volume of work over time.
- **For country-led interventions,** the project will embed capacity at national, sector and subnational level within government. The project will continue its agile approach to capacity building and will be defined in the Annual Work Plans during the project implementation. As shown in the previous project the in-house capacity development approach, which leveraged change 'from within' country systems for risk informed development has resulted in the formulation of 13 permanent government posts, and seven partner funded positions operating within government (FAQC, 2019).
- **The project will continue to leverage partnership and resources** to increase value for money and cost effectiveness for the project. There is deliberate joint-programming with ongoing complementary initiatives such as DFAT's, *Australian Pacific Climate Partnership*, UNDP Pacific Office in Fiji's, *Strengthening Public Finance Management project and Pacific Parliamentary Effectiveness Initiative (PPEI)* and UNDP's Asia-Pacific programme, *Governance for Climate Change Finance (GCCF)*.

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. As demonstrated in PRRP, tracking progress through applying political economic analysis was vital to strengthen outputs and outcomes (FAQC, 2019). Similarly, the model of working from within to embedded posts to partner governments was effective and sustainable for the project.



## 5. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country (or Global/Regional) Project Results and Resource Framework: UNDP (2018-2021) – Outcome 2: Accelerate structural transformations for sustainable development. UNDP SRPD – Outcome 1: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened											
Outcome indicators as stated in the Country Programme for Global/Regional Results and Resources Framework, including baseline and targets: Outcome Indicator 2.3.1.1: Country has data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation. SDG Target 13.2: Integrate climate change measures into national policies, strategies and planning.											
Applicable Output(s) from the UNDP Strategic Plan: UNDP SRPD - Output 1.2: Effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels											
Project title and Atlas Project Number: Governance for Resilient Development in the Pacific, Project No. 00112069											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2020	Year 2021	Year 2022	Year 2023	FINAL		
<b>Output 1.1</b> GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	1.1.1 Numbers of nationally endorsed tools, guidelines and checklists that integrate or support GS&I CC&D risk management	Country planning documents Country finance documents	Planning tools and guidelines at all levels do not consider RID Baseline = 0	2019	3	5	7	4	Increase in adapted CCB score for government planning and financing systems that enable gender and socially inclusive risk informed development	Document analysis Stakeholder interviews	
	1.1.2 Number of Investment appraisal guidelines and budget circulars which include clear reference to GS&I CC&D risk	Country systems, tools and guidelines to assess development progress	Development budgets do not consider RID Baseline = 0	2019	3	5	7	4	Progress towards sustained political economy change		
	1.1.3 Number of national level M&E assessments, tools and guidelines which include attention to GS&I CC&D risk	Sector submissions Project documentation	M&E assessments do not consider RID Baseline = 0	2019	3	5	7	4			
<b>Output 1.2</b> GS&I RID is embedded into community and sector development in a way that will influence national government systems.	1.2.1 Number of budget submissions which have explicit reference to GS&I CC&D risk	Sector submissions Project documentation	Development budgets submissions do not consider RID Baseline = 0	2019	10	15	15	20		Document analysis Stakeholder interviews	
	1.2.2 Number of sector measures which reference GS&I CC&D risk		Sector measures do not consider RID Baseline = 0	2019	2	3	4	3			
	1.2.3 Number of targeted implementation projects able to demonstrate: <ul style="list-style-type: none"> <li>increased cost efficiencies and savings,</li> <li>leveraging of additional resources,</li> <li>increased wellbeing for people.</li> </ul>		Projects being delivered do not consider RID Baseline = 0	2019	3	6	7	5			

<b>Output 1.3</b> Gender and social inclusion representatives actively participating in shaping RID for government systems	1.3.1 Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions	Meeting minutes Reports from Ministries	Min of planning and finance do not consider input from Min responsible for gender in budget appraisal Baseline = 0	2019	2	3	4	2	Stakeholder interviews
<b>Output 2.1</b> There is risk informed, independent scrutiny of government	2.1.1 Number of Audit reports which give increased attention to GS&I CC&D risk	Audit reports	Audit do not consider RID Baseline = 0	2019	2	5	6	4	Analysis of reports PEA analysis
	2.1.2 Number of Budget analyses and briefs which include mature analysis of GS&I CC&D risk	Budget reports Parliament reports	Budget analysis parliament briefings do not consider RID Baseline = 0	2019	2	5	6	4	
<b>Output 2.2</b> There is risk informed engagement and scrutiny by civil society	2.2.1 Number of times there is public scrutiny of the GS&I CC&D risk inclusion in development investments	Media reports	No public scrutiny of RID in development investments Baseline = 0	2019	2	3	3	4	Media analysis Interviews with CSO
	2.2.2 Number of times CSO are engaged, particularly women's organisations, in scrutiny of development investments	CSO reporting	No engagement of civil society on RID Baseline = 0	2019	2	3	3	2	
<b>Output 3.1</b> Countries are working collectively to influence other countries, regional actors and their own country systems and government	3.1.1 Number of actions and statements related to RID, not initiated by the project, emerge from PI countries	Country policy papers and statements	No actions or statements on RID Baseline = 0	2019	3	4	6	7	Policy analysis Interviews
	3.2.1 Regional agents report that they are promoting GS&I RID	Regional agent reports and statements	Regional partners not promoting RID Baseline = 0	2019	3	5	6	6	
<b>Output 3.2</b> Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	3.2.2 Number of regional resilience initiatives and policies supporting country led GS&I RID		No regional resilience initiative on RID Baseline = 0	2019	2	4	5	5	Climate and development financing increasingly support country led, RID

## 6. MONITORING, EVALUATION AND LEARNING

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### APPROACH AND PURPOSE

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The Governance for Resilience project will utilise an adaptive approach to change, looking to shape activities and strategies in line with changing context and in response to opportunities to work most effectively towards the intended outcomes. For this reason, monitoring (assessment of progress) and evaluative enquiry (checking assumptions and overall project strategy) will be regularly undertaken throughout the life of the program. The approach will be based on an action reflection cycle that will underpin management and improved project delivery. Overall the monitoring and evaluation will serve several purposes:

- Monitoring and evaluation will provide accountability to project stakeholders, that resources have been utilised effectively and efficiently to achieve project outputs and end of project outcomes.
- The assessment will underpin further development of the program.
- Monitoring and evaluation will support project learning, contributing to internal learning and to the demonstration of the value of the RID approach from one location to the next.
- The assessment will identify and report the project contribution to the Climate Partnership objectives, in line with the intentions of both programs. It will also provide specific information for other donors including KOICA and MFAT.
- The monitoring and evaluation will contribute to communication and reporting about the program.

### DATA COLLECTION & ANALYSIS

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Data will be collected and analysed against three levels of project implementation:

**OUTCOME level:** in line with the results frame, data will be collected against project outcomes on an annual basis. Baseline assessment has been undertaken for each of the project outcomes and this assessment will be revisited on an annual basis, in line with annual development of countries policy planning and financing systems. Assessing project progress will be undertaken through the application of two tools: i) the Climate Change Budget Integration Index (CCB), a tool developed by similar project in UNDP and adapted for use in Pacific countries. The version to be utilised by this project will include attention to integration of gender and social inclusion alongside measures of technical progress; ii) Political economy analysis (PEA) to better understand issues around who controls financial flows and narratives, what coalitions and partnerships exist and whether there are significant external influences and what their interests are - this will be used to define programming entry points, as well as accurately report on results (for instance to understand attribution). Core to data collection at this level will be evaluative enquiry to test major project assumptions. It is anticipated that this ongoing evaluative enquiry will be largely undertaken through regular stakeholder interviews. UNDP may choose however, to also commission independent research to further test the validity of its assumptions.

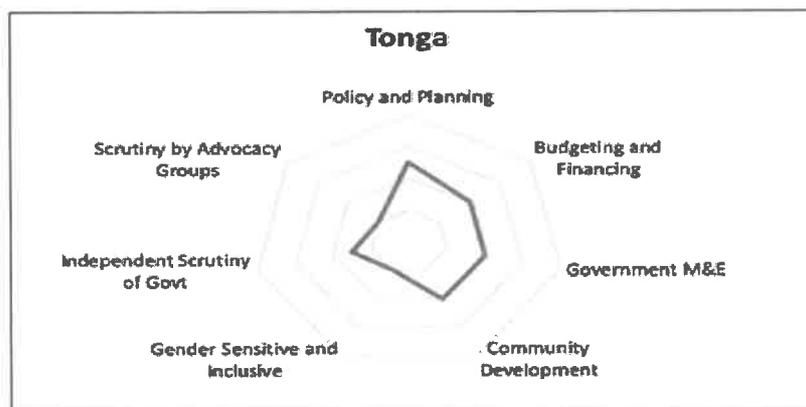
**OUTPUT level:** the project outputs will be assessed on a regular basis. This will include annual assessment for those areas where an annual cycle is the norm. For those outputs related to changes in accountability, as far as possible, assessment will be more frequent (six monthly) to inform this newly developing area of work. Assessing progress against outputs will include the following tools: i) policy and document analysis: several of the outputs relate to specific policies, regulations or documentation produced by government. Tracking change will require reference to these documents; ) media analysis: making use of establishing media tracking tools will enable the project to identify significant announcements, and changes in narrative where contribution from the project can be attributed; i) partner, CSO and regional reporting: the project will make use of publicly available records from major partners including those active in civil society, to identify their

activity to increase accountability for gender and socially inclusive risk informed development. In addition to tracking progress against outputs, some further inquiry will be undertaken in order to understand the value of those outputs towards achieving project objectives through the evaluative questions in the results frame in Section 5.

**ACTIVITY level:** The Governance for Resilience project will utilise a wide range of activities to achieve the outputs identified in the results frame. Given the complexity of the project these activities are expected to contribute to and influence more than one output. The Governance for Resilience project will maintain an activity tracking log, which identifies the nature of the activity, the targets and participants and the immediate results. This log will be critical in providing evidence of the action of the project and thus communications for donors and others about how the project is working in practice. More significantly, this activity log will form the basis of regular project internal review to establish the value of activities in contributing to overall outputs and outcomes. While it is expected that activities will draw significantly from previous strategies developed under PRRP, the Governance for Resilience project will retain the availability to innovate and try out new approaches and ideas over time. The intention will be to continually test these against overall progress, identifying those which ought to be continued and those which should cease because they are not making a useful contribution to change. This flexible or adaptive approach is key to the efficiency and effectiveness of the programme. It allows it to use a range of activities for each country context, in ways which are best suited to that context.

**BASELINE:** in order to determine interventions and identify programming entry points the project has developed design baseline analysis for each project country. It is proposed that these design baselines will be expanded upon within the first year of programming to provide a full information base against which to monitor and assess progress and effectiveness during implementation and at the completion of the project. The design baseline data collection has focused on the following (see Figure 3 for a visual representation):

FIGURE 3 TONGA DESIGN PHASE BASELINE ANALYSIS



- The extent to which risks are integrated into national level planning and financing and monitoring and evaluation, and how these influence the allocation of funding for development (including through reform of national development priorities, budget processes and financing systems and internal monitoring and evaluation processes).
- The extent to which risks are integrated into community development, including sectors, to influence the way in which these actors seek funding through risk informed project and project design and implementation.
- The extent to which the gender and social inclusion machinery inform risk informed budgeting and planning.
- The extent to which country oversight and accountability systems scrutinise for concerns relating to climate change and disaster risks, including by formal audit functions, parliaments, and advocacy groups.

## MONITORING AND REPORTING PLAN

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	43,600
<b>Monitor and Manage Risk</b>	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.	
<b>Learn</b>	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.	
<b>Review and Make Course Corrections</b>	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.	
<b>Project Report</b>	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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		
<b>Project Review (Project Board)</b>	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.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	
<b>Annual Project Quality Assurance</b>	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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	43,100

Evaluation Activity	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Evaluation and learning						150,000

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## REPORTING

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The project will collect and analyse data on an ongoing basis at the Outcome, Output and Activity levels. This will then be reported to the UNDP Pacific Office and donor partners as outlined in Table 3.

TABLE 3 PROPOSED REPORTING STRUCTURE

	Timeframe	Format	M&E Level	Data collection and analysis method
1	Quarterly	Activity Log	Activities	Activity tracking log maintained by project team
2	Biannually	Report	Outputs and Activities	Policy and document analysis; media analysis; partner, CSO and regional reporting; country level baselines (spider diagrams); activity log
3	Annually	Report	Outcomes, Outputs and Activities	Political economy analysis; Climate Change Budget Integration Index (CCB) (in addition to 1 + 2)

The annual report will utilise the findings and analysis from the monitoring and evaluation process together with other information as required, to present a comprehensive report. This will include:

- Programme progress against outcomes and outputs,
- Significance and value of project activities for Pacific Island countries and Pacific Regional organisations
- Contribution from the project to the Climate Partnership objectives and KPI.
- Contribution from the project to the objectives of KOICA, MFAT, EU.
- Programme learning
- Recommendations for project improvement and further development
- Selected case studies and other information to be utilised for wider communication.



## KNOWLEDGE SHARING & LEARNING

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“Tell the story of [mainstreaming climate change and disaster risk] success from the perspective of the community and the road that was taken to get there” Dr Josefa Koroivueta, former Permanent Secretary, MWCPA, Fiji, 2018.

Knowledge and learning will be core activities for the project. The project will give attention to management and resourcing for multiple knowledge and learning strategies, which pivot around using research and demonstration to advocate for behaviour change at national and regional levels. Learning from the first phase of programming has demonstrated that in order to shift the regional narrative and scale up the approach, diffusion of the success stories from adoption of a risk informed development approach needs to be targeted and deliberate. As such, the project will undertake:

- Implementation and demonstration (Output 1.2): working with government counterparts to identify and support targeted implementation of gender and socially inclusive risk-informed development. Once implemented, these “demonstrations” will then be showcased through the visibility channels detailed below.
- Research (Output 3.2): undertaking targeted research (for instance on the cost of unchecked development, climate change finance flows, domestic development spending and disaster losses) and development of analytical pieces, briefs and position papers.
- Facilitation of regional networks (Output 3.1 and 3.2): facilitating multi-stakeholder learning through in-country exchanges; establishing learning networks across countries i.e. gender and socially inclusion considerations via the ProPa network; targeting interventions at regional and international events relating to resilience e.g. the FRDP.

Visibility for the knowledge that is being generated by the project will be achieved through multiple activities and avenues, including (but not limited to): publication of analytical pieces, briefs, position papers and success stories via traditional media, social media and on the project website; advocacy at regional and global forums by the project and country driven networks; workshops and training; site visits, and more.



## 7. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Party	PLANNED BUDGET			
		2019	2020	2021	2022	2023		2024	Funding Source	Budget Description	
		Amount (USD)									
<b>Outcome 1: Government planning and financing systems enable gender and socially inclusive risk-informed development</b>											
Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	Activity 1.1.1.1 Integration of RID into planning appraisal, monitoring & evaluation processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning directorate	121,307	216,704	436,114	362,253	215,584	14,852	UNDP	DFAT/ KOICA/ MFAT/ SIDA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	1,366,794
		132,334	236,404	475,761	395,185	235,183	16,181				1,491,048
Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems	Activity 1.2.1 Integration of RID into community and sector planning appraisal processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning and finance at community and sector level.	231,585	413,707	832,581	691,573	411,570	28,317	UNDP	DFAT/ KOICA/ MFAT/ SIDA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts, Technical Assistance and Grants (Targeted Implementation)	2,609,333
		209,529	374,306	753,288	625,709	372,373	25,620				2,360,825
Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	Activity 1.3.1 Integration of GSI informed toolkits into planning and financing processes at central, sector and community level. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity at community and sector level. Participation of Protection in the Pacific (ProPa) network with integration of RID.	33,084	59,101	118,940	98,796	58,796	4,045	UNDP	DFAT/ KOICA/ MFAT/ SIDA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	372,762

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						Responsible Party	PLANNED BUDGET		
		2019	2020	2021	2022	2023	2024		Funding Source	Budget Description	Amount (USD)
		Monitoring costs	36,748	76,630	95,906	127,743	84,712		3,647	UNDP	
<b>Sub-Total for Output 1</b>	<b>764,587</b>	<b>1,376,852</b>	<b>2,712,590</b>	<b>2,301,259</b>	<b>1,378,218</b>	<b>92,642</b>				<b>8,626,148</b>	
<b>Outcome 2: Country oversight and accountability systems require gender and socially inclusive risk-informed development</b>											
Output 2.1 Accountability: there is risk informed, independent scrutiny of government	Activity 2.1.1 Integration of RID into Parliament, Legislative oversight functions, Public Account Committees and Audit functions. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity for oversight functions	167,317	381,315	704,941	634,760	443,059	14,093	UNDP	DFAT/ KOICA/ MFAT/ SIDA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	2,345,485
Output 2.2 Voice of society: there is risk informed engagement and scrutiny by civil society	Activity 2.2.1 Facilitate dialogue with CSO to ensure voice of women, marginalized and youth are accounted. Provision of training on integration of guidelines and tools.	111,545	254,210	469,961	423,173	295,373	9,396	UNDP	DFAT/ KOICA/ MFAT/ SIDA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	1,563,658
Monitoring costs		16,905	35,250	47,117	58,762	38,967	1,678	UNDP			198,679
<b>Sub-Total for Output 2</b>		<b>295,767</b>	<b>670,775</b>	<b>1,222,019</b>	<b>1,116,695</b>	<b>777,399</b>	<b>25,167</b>				<b>4,107,822</b>
<b>Outcome 3: Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development</b>											

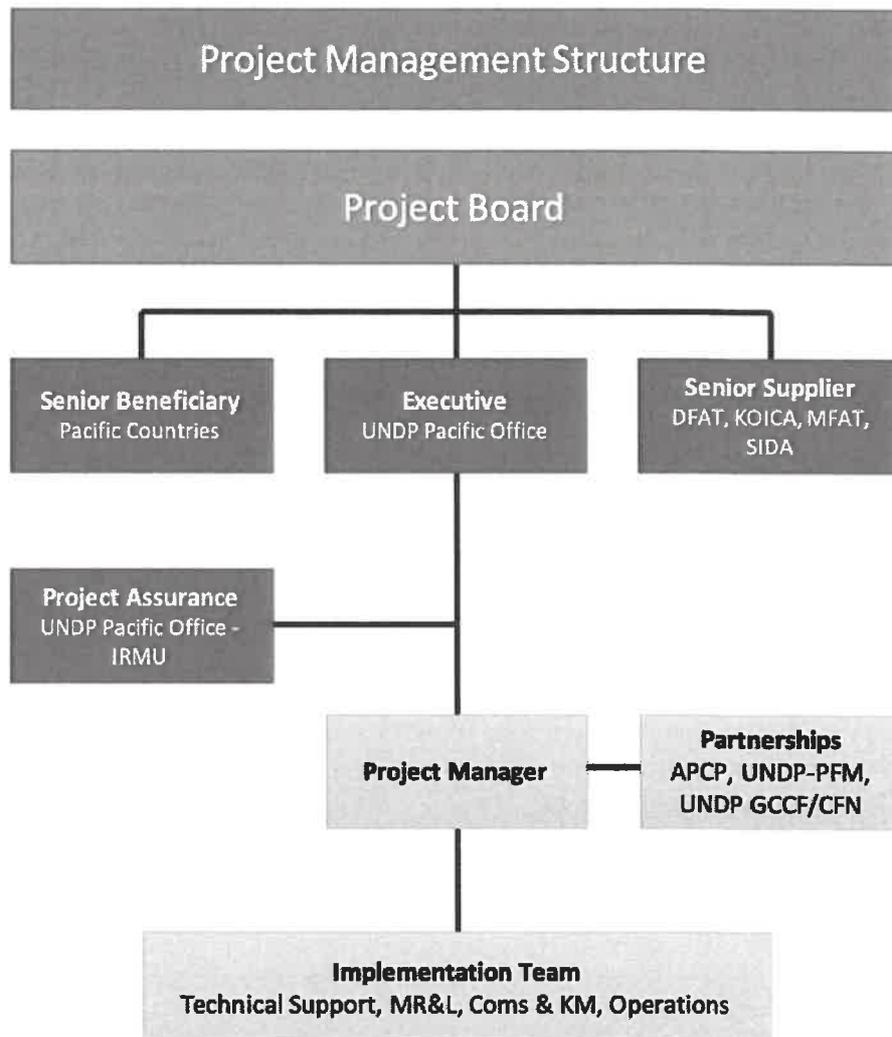
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						Responsible Party	PLANNED BUDGET		
		2019	2020	2021	2022	2023	2024		Funding Source	Budget Description	Amount (USD)
		Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	3.1.1 Facilitate dialogue across Pacific Island Countries on the impact of RID. Enable peer-to-peer learning across the Pacific Island countries. Leverage capacities and knowledge across the region	143,411	380,135	671,041	631,448		474,058	7,951	UNDP
Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on G5&I RID	3.2.1 Conduct research on need for Risk Informed Development in the region. Lead regional dialogue on advocating for Risk Informed Development approach	143,411	380,135	671,041	631,448	474,058	7,951	UNDP	Knowledge Events; Diffusion Products; Knowledge tools & Policies and Technical Assistance	2,308,044	
Monitoring costs		19,844	41,380	58,789	68,981	45,744	1,970	UNDP		236,708	
<b>Sub-Total for Output 3</b>		<b>306,666</b>	<b>801,650</b>	<b>1,400,871</b>	<b>1,331,877</b>	<b>993,860</b>	<b>17,872</b>			<b>4,852,796</b>	
<b>Total programme costs</b>		<b>1,367,020</b>	<b>2,849,277</b>	<b>5,335,480</b>	<b>4,749,831</b>	<b>3,149,477</b>	<b>135,681</b>			<b>17,586,766</b>	
Evaluation	Mid-term Evaluation and Lessons learned	-	-	90,000	-	-	-			90,000	
General Management Support	General Management Service (GMS) Fees 8%	109,362	227,407	433,177	379,125	251,245	10,854			1,411,170	
<b>TOTAL</b>		<b>1,476,382</b>	<b>3,076,684</b>	<b>5,858,657</b>	<b>5,128,956</b>	<b>3,400,722</b>	<b>146,535</b>			<b>19,087,936</b>	



## 8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project falls under the broader UNDP Asia-Pacific Regional Programme: solutions developed financed and applied at scale to reduce disaster risks and promote climate change adaptation (Output 2.4), as well as the UNDP Sub-Regional Programme Document (SRPD) for the Pacific: effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels (Output 1.2). UNDP will execute this regional project through Direct Implementation Modality. While the project falls under the broader Asia-Pacific regional programme, the project board, consisting of project donors, beneficiary Pacific representatives and UNDP Pacific Office will assess the performance of the project and review the multi-year workplans to ensure progress of implementation.

FIGURE 4 PROJECT MANAGEMENT STRUCTURE WITH PROJECT BOARD



### PROJECT BOARD

The project will receive strategic guidance from a Project Board. The Project Board will provide oversight and have overall responsibility for providing high level strategic directions for the project, such as ensuring that the project is focused on achieving its stated objectives throughout its life cycle and delivering quality outputs that will contribute to higher level outcomes. The Board will make management decisions for the project when guidance is required by the Project Manager and if project tolerances have been exceeded.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached

within the Board, the final decision shall rest with the UNDP. The members of the Project Board are identified in Figure 4 above.

- **Executive:** individual representing the project ownership to chair the group. For this project the UNDP Pacific Office will assume this role.
- **Development Partners/Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. For this the Australian Department of Foreign Affairs and Trade (DFAT), the New Zealand Ministry of Foreign Affairs and Trade (MFAT), Korea International Cooperation Agency (KOICA) and Swedish International Development Cooperation Agency (SIDA) will assume this role.
- **Beneficiary Representative:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. Nominated representatives of the beneficiary countries will serve on the Project Board in this capacity.
- **Project Assurance:** This role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Manager, ensuring appropriate project management milestones are managed and completed. UNDP Pacific Office or designate, will provide quality assurance oversight. UNDP Regional Hub may be requested to provide technical, policy advisory or operational support. A Monitoring, Reporting and Learning Officer will be recruited under the project to provide day to day monitoring of project activities and quality assurance sitting under the auspices of the IRMU Unit.

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## PROJECT IMPLEMENTATION TEAM

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### Project Management

The project will be managed by a team based at the UNDP Pacific Office in Fiji, which will be responsible and accountable for day-to-day management of project interventions, achieving project outputs, and for the effective use of resources. Specific functions within the project management team include: project management of workplans, contracts, human resources, partnership and quality assurance; monitoring and reporting as well as facilitating learning; reporting to UNDP, donor and government partners; partnership management; knowledge management; communications; operations and financial management. Specific posts that have and will be recruited as follows:

- Project Manager
- Deputy Project Manager
- Partnership Liaison Specialist
- Monitoring, Reporting and Learning Officer
- Communications Specialist
- Finance Officer
- Project Associate.

### Technical Specialists

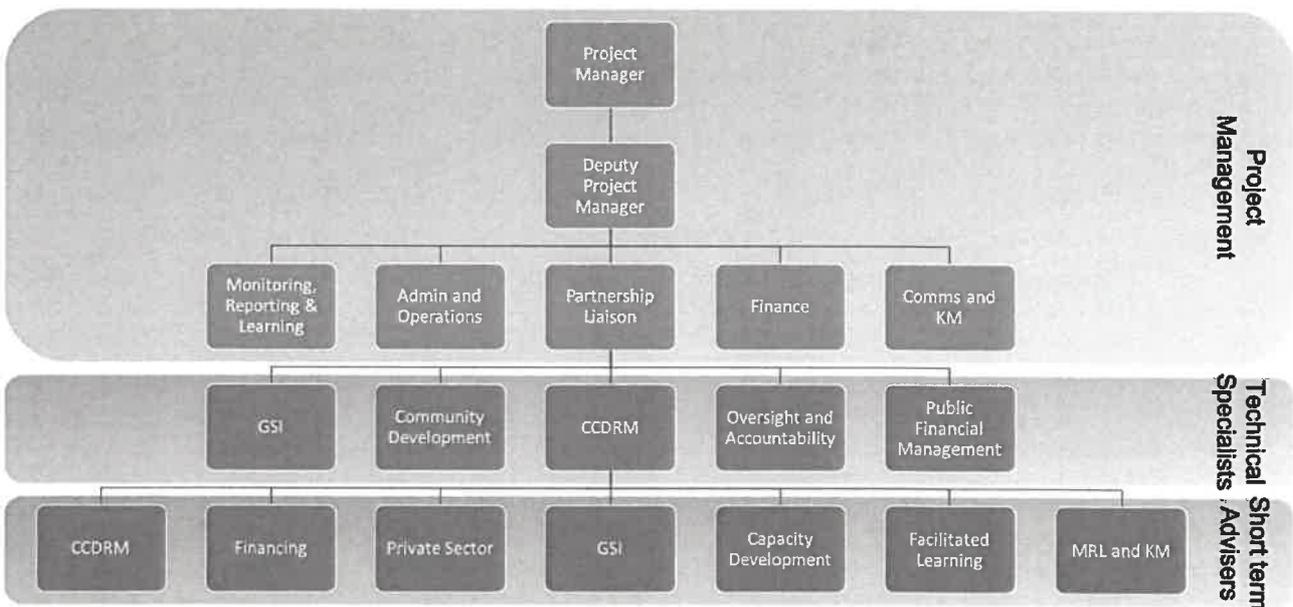
The Suva based team will also consist of a series of technical advisers on a Full-Time Equivalent (FTE) basis. These are based on areas which are deemed to be of high relevance in achieving the project objectives,

outputs and outcomes and will include the following: Climate Change Adaptation (CCA) and Disaster Risk Management (DRM); Community Development; Gender and Social Inclusion; Oversight, accountability and parliamentarians; and Public Financial Management, budgeting and financing particularly focusing on internal domestic budgeting systems but also leveraging other financing instruments and sources.

**Bank of Short-term Advisers**

The project management team will also establish, on a more flexible short-term basis, a bank of technical experts to help deliver in-country and regional work. This will comprise of, but is not limited to, areas CCA and DRM, development and climate financing, private sector engagement, gender and social inclusion, capacity development, facilitated learning, monitoring, learning and reporting for change projects, knowledge management, and specific sectoral expertise. The team will apply UNDP's modalities for hiring experts on a retainer basis but may also leverage off existing partnerships such as the DFAT Climate Partnership as and when this is feasible. Given that the project requires a more sophisticated MRL systems the bank will also include Monitoring, Reporting and Learning experts specialising in designing and implementing systems tailored towards governance reform programming, for instance including expertise around Political Economy Analysis (PEA).

FIGURE 5 PROJECT IMPLEMENTATION CAPACITY STRUCTURE



**Delivery Partnerships**

The project will develop partnerships with a range of government agencies in order to help establish new 'government posts' or establish relationships with existing government positions across project countries and potentially in regional agencies. These government posts and existing positions will be the target groups for the majority of the project's interventions. These positions will provide dedicated capacity within organisations to ensure both that development is sustainable and that there is sustainability of the project interventions. This dedicated capacity may be placed in Ministries responsible for Finance, Gender and Social Inclusion, Planning and Aid Coordination, Sub-national Government or sectors.

The project will also pursue Assisted Implementation and Demonstration opportunities in partnership with civil society organisations, non-government organisations, the private sector and through the Climate Partnership. Through the latter, this may involve utilising APCP's existing bank of technical expertise, or partnering with COSPPac, Geoscience Australia or other scientific organisations.



## 9. LEGAL CONTEXT AND RISK MANAGEMENT

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### LEGAL CONTEXT

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This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (j) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP Pacific Office ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### RISK MANAGEMENT

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UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds<sup>18</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a. Consistent with Article I of the SBA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
  1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  2. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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<sup>18</sup> To be used where UNDP is the Implementing Partner

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.  
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.  
Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## 10. ANNEXES

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### ANNEX I. PROJECT QUALITY ASSURANCE REPORT

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*Project Quality Assurance Report to be updated subsequent to LPAC meeting.*

## Project Information

<b>Project Information</b>	
1. Project Title	GOVERNANCE FOR RESILIENT DEVELOPMENT IN THE PACIFIC
2. Project Number	00112069
3. Location (Global/Region/Country)	REGIONAL

## Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?*****Briefly describe in the space below how the Project mainstreams the human-rights based approach***

The Governance for Resilience project will jointly programme with RBAP's Governance for Climate Change Financing Programme (GCCF) for Asia and the Pacific region. The Governance for Resilience project will contribute to three of the four GCCF key output areas: budget processes increasingly formulate gender responsive climate change related investments that will have a positive impact on poverty and human rights (output 1); accountability for gender-responsive climate change related investments that have impacts on poverty and human rights is enhanced (output 2); and regional institutions increasingly play a role in the integrated approach to gender-responsive climate change budgeting that have impacts on poverty and human rights (output 3).

***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

The Governance for Resilience project proposes that effective attention to climate change and disaster risks requires understanding those risks from the experience of people most likely to be vulnerable to impacts of climate change and disasters. This includes women, people with disability and other marginalised groups. The Governance for Resilience project will utilise the learning from the Governance for Resilience project to partner with ministries of women in each of its focus countries as part of its work with central government agencies. Utilising existing experience and knowledge of the women's machinery of government within those government systems is an efficient way to draw on contextually relevant knowledge of the risks for women around climate change and disaster. It is also more likely to lead to a sustained focus on women in the government management of and ongoing attention to those risks.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

The core proposition for the Governance for Resilience project is that Pacific Island people will be more resilient to the impacts of climate change and disasters if Pacific countries manage all development through a risk lens.

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1: The Programme could be negatively impacted by climate change or disasters affecting countries	I = 1 P = 2	Low	Disasters and climate change are a reality all Pacific countries face, and countries need to manage these provide important entry points for the project.	Action will be contextualised to respond to the situation.
[add additional rows as needed]				
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
<b>Select one (see <u>SESP</u> for guidance)</b>			<b>Comments</b>	
<i>Low Risk</i>			<input checked="" type="checkbox"/>	
<i>Moderate Risk</i>			<input type="checkbox"/>	
<i>High Risk</i>			<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
Check all that apply			<b>Comments</b>	
<i>Principle 1: Human Rights</i>			<input checked="" type="checkbox"/>	
<i>Principle 2: Gender Equality and Women’s Empowerment</i>			<input checked="" type="checkbox"/>	
<b>1. Biodiversity Conservation and Natural Resource Management</b>			<input type="checkbox"/>	

	2. <i>Climate Change Mitigation and Adaptation</i>	X	
	3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	4. <i>Cultural Heritage</i>	<input type="checkbox"/>	
	5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>	
	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>	
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor <i>Mehrezadeh Karafi</i> <i>M&amp;E Analyst</i> <i>Mehrezadeh Karafi</i>	<i>18/14/2019</i>	UNDP staff member responsible for the Project, typically a UNDP Project Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver <i>Karafi</i>	<i>18/12/2019</i>	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair <i>Karafi</i>	<i>18/12/2019</i>	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP ATTACHMENT 1. SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No

2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>19</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?  <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No

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<sup>19</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	<p>Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>	No
1.2	<p>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	No
1.3	<p>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>	No
1.4	<p>Would Project activities pose risks to endangered species?</p>	No
1.5	<p>Would the Project pose a risk of introducing invasive alien species?</p>	No
1.6	<p>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	No
1.7	<p>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
1.8	<p>Does the Project involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No
1.9	<p>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>	No
1.10	<p>Would the Project generate potential adverse transboundary or global environmental concerns?</p>	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	No

<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>20</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible	No

<sup>20</sup> In regard to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>21</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No

<sup>21</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No



ANNEX III. RISK LOG

#	Description	Risk Category	Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Project is misunderstood as the approach to climate change is unusual	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>Communication is regular, stakeholders are given clear understanding of project strategy</li> </ul>	UNDP
2	Government partners do not prioritise or see the value of the project	Operational	Likelihood = 3 Impact = 2	<ul style="list-style-type: none"> <li>Maintain close relationships with government partners and work with existing (converted) partners</li> <li>Early research and communications</li> <li>Ongoing communications and advocacy</li> </ul>	UNDP
3	The project won't get traction as it does not have extensive experience in PFM and oversight	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>Work closely with and through existing UNDP governance and parliamentary teams in Pacific Office and Bangkok, who have relationships with key stakeholders</li> </ul>	UNDP
4	Government systems aren't able to influence development	Operational	Likelihood = 1 Impact = 4	<ul style="list-style-type: none"> <li>Risk has been included as a key assumption which the project team will monitor on a 6-monthly basis</li> </ul>	UNDP
5	Risk of duplication as a result of operating in a crowded climate change space	Strategic	Likelihood = Impact =	<ul style="list-style-type: none"> <li>Highlight niche role the Governance for Resilience project and APCP can play in connecting projects and partners</li> <li>Joint missions coordinated with/through CROP agencies</li> <li>Regular communications with wide range government and partner of partners</li> </ul>	UNDP
6	Governments are consumed with other developmental/ political challenges (e.g. coup, disaster)	Social & environmental	Likelihood = 3 Impact = 3	<ul style="list-style-type: none"> <li>Maintain strong partnerships with government, other donors and regional agents</li> <li>Work through Outcome 2 on oversight will assist</li> </ul>	UNDP
7	Fiduciary risk of fraud	Financial	Likelihood = 1 Impact = 4	<ul style="list-style-type: none"> <li>UNDP have strong and appropriate HACT guidelines (all cash transfers are direct to government and implementing partners)</li> <li>UNDP will directly fund most activities</li> </ul>	UNDP
8	Existing budget, planning, policy and oversight systems and process are difficult to modify	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>Project will select entry points where partners are open to change, and systems can absorb change</li> <li>Align interventions with ongoing PFM and Planning reforms</li> <li>Partner with existing reform projects</li> </ul>	UNDP
9	Resettlement and relocation	Safety and Security	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>Project will not be involved directly in any displacement or resettlement activities but will engage the respective Government and/or affected communities to manage CCDRM risks</li> <li>Should resettlement or relocation arise, project will ensure any activity complies with the principles or donor's relevant policies and ensure engagement is at a policy level rather than any direct planning</li> </ul>	UNDP

10	Broader systems reform delayed or poor quality	Operational	Likelihood = 4 Impact = 2	<ul style="list-style-type: none"> <li>Project will adopt and agile approach to work planning and budgeting to be responsive to reform timing</li> </ul>	UNDP
11	Counterparts cannot sustain reforms that have been introduced	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>This is a project intent, and therefore there will be constant monitoring of risk</li> <li>Undertake ongoing training and coaching with counterparts</li> </ul>	UNDP
12	Advocacy stakeholders will not (or cannot) engage constructively with government	Political	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>Maintain as a core programming assumption which will be revised six-monthly</li> <li>Partner with internal UNDP CSO expertise</li> </ul>	UNDP
13	Advocacy stakeholders engage with government or parliament and there are repercussions	Safety and security	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>Undertake regular monitoring of potential repercussions</li> <li>Liaise and work closely with advocacy groups</li> <li>Undertake political economy analysis on an ongoing basis as part of regular programming</li> </ul>	UNDP
14	Advocacy stakeholder's or oversight functions activities cause repercussions which have reputational risks for UNDP and donors	Operational	Likelihood = 3 Impact = 3	<ul style="list-style-type: none"> <li>Undertake regular monitoring of potential repercussions</li> <li>Liaise and work closely with advocacy groups</li> <li>Undertake political economy analysis on an ongoing basis as part of regular programming</li> </ul>	UNDP
15	The rapid decline in the exchange rate has implications for the amount of USD available for programming implementation	Financial	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>All activities, budget and expenditure will be analysed more tightly in terms of 'value for money'</li> <li>Contingency budget will be established</li> <li>Closer alignment of anticipated spending needs to tranches of funding are reflected in future disbursement schedule</li> </ul>	UNDP
16	Regional agents don't have the capacity to influence PICs policies and practices	Operational	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>Identified as a core assumption in the project which will be regularly monitored and programming will be adapted</li> <li>Select regional agents according to the influence</li> </ul>	UNDP
17	Regional agents have motivations and interests that do not align with or shift from the project	Political	Likelihood = 3 Impact = 4	<ul style="list-style-type: none"> <li>Identifying agents that have common interests</li> <li>Undertake ongoing Political Economy Analysis</li> <li>Ongoing monitoring of regional agents and their relative influence in the RID space</li> <li>Team to undertake PEA training</li> </ul>	UNDP
18	Country representatives do not value lessons from other Pacific countries	Strategic	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>Team will work sub-regionally (Micronesia, Melanesia and Polynesia) as well as regionally</li> <li>Bring in global, regional and national expertise, to diversify potential inputs</li> </ul>	UNDP

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## ANNEX IV. CAPACITY ASSESSMENT

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This section is not applicable as the project uses Direct Implementing Modality where the Implementing Partner is UNDP.

## ANNEX V. PROJECT MANAGEMENT: TERMS OF REFERENCE

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### PROJECT MANAGER

#### Management of the project and supervision of the project team:

- Ensure that the main objectives of the project are achieved in the most efficient and effective manner
- Provide strategic oversight of planning, budgeting, implementing and monitoring of the project, tracking use of financial resources in accordance with UNDP rules and regulations
- Design and formulation of the project including the framing, implementation, revision and documentation of an agreed Monitoring and Evaluation Framework
- Lead the preparation of monitoring and progress reports, work plans, budget and expenditure statements for approval by the Project Board
- Supervise and build the professional capacities of the project team
- Ensure that the project enhances government ownership, promotes institutionalisation of DRM initiatives and sustainability
- Ensure the identification of clear and achievable physical and financial targets, a realistic work plan to reach them and an agreed upon monitoring and reporting system for the INGO implementing partner

#### Policy and Project Services

- Ensure that the best technical assistance is provided for project implementation
- Lead the analytical and policy development work of the team and ensure high quality products
- Work with a number of counterparts including governments of the targeted countries and key national and regional institutions towards strengthening DRM capacities
- Encourage cross-practice work in the course of implementing the project including considerations of the environment, gender, human rights and natural resources management
- Ensure the highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs.

#### Strategic partnerships and resource mobilization:

- Work with a number of counterparts including governments of the different island countries in the region and key regional / national institutions towards strengthening DRM capacities
- Coordinate with other agencies at national and regional levels to ensure effective and efficient implementation of the project
- Creation and coordination of partnerships among the various beneficiary entities, implementing partners, donors, other actors in the field of DRM and CCA and the partner governments for a timely, resource-bound and effective implementation of the project activities
- Implementation of resource mobilization strategies to achieve project outcomes

#### Knowledge Management:

- Support knowledge management related to DRM and CCA across the PICs as well as at the regional level
- Ensure that project results are captured and recorded in knowledge products to communicate project results and to promote replication
- Promote a learning environment and systematic information sharing within the project team
- Promote the quality of all knowledge products, reports and services, and ensure effective integration and compatibility with other practice areas
- Sound contributions to knowledge networks and communities of practice at regional and global levels

### DEPUTY PROJECT MANAGER

#### Support Efficient and effective planning, management, coordination, implementation and monitoring of project results and activities

- Provide pro-active follow-up and support on the day-to-day coordination and implementation of the project activities following best practices of project and result-based management;
- Coordinate technical inputs in support to planned project activities in consultation with project technical experts, implementing partners, and other project stakeholders;
- Draft ToRs and other technical documentations for further review by Project Manager;
- Provide secondary supervision with matters relating to finance, logistical, administrative arrangements, and project related procurement and HR procedures;
- Provide technical advice to implementing partners and stakeholders to perform tasks related to project activities efficiently and effectively;
- Support and coordinate the implementation of project activities with implementing partners and relevant stakeholders;
- Participate, collate and provide inputs in preparation project workplans and project evaluations.
- Provide secondary supervision of the activities of various administrative project team members ensuring that administrative tasks are performed accurately and effectively
- Backstops for the Project Manager during his or her absence;
- Undertake other duties as assigned by the Project Manager or as a proactive necessary contribution to the success of the project.

- Follow-up in ensuring the implementation of the recommendations of independent evaluation reviews and/or audits, as approved by UNDP Pacific Office in Fiji Management

#### **Support monitoring and reporting of project activities in close collaboration with project partners and stakeholder**

- Support the Project Manager and managing and monitoring the project team (technical specialists, project officers, support staff, consultants) and ensure timely implementation, results –orientation and accountability for project results that incorporates creativity, innovation and responsiveness to emerging needs
- Prepare or provide, appropriate, technical project management inputs to regular reports (monthly, quarterly, and annually) and propose activities to be implemented in the next reporting period;
- Monitor and report the progress on agreed results framework and performance indicators and take action/decision and/or provide timely support to project staff;
- Implement adequate monitoring procedures and systems throughout project activities in close collaboration with other project teams;
- Provide practical inputs to the development, preparation and implementation of SOPs;
- Oversee the logistical arrangements for project management and quality assurance meetings with implementing partners and relevant stakeholders;
- Draft agendas, correspondence, memos, letters, recommendations, proposals/concept notes, and other project related documentations and correspondences, as appropriate;
- Make field visits, collaborate with local counterparts and/or facilitate arrangements for joint monitoring visits to project sites as per the requirement of the project;
- Monitor project risks and support the development of mitigation measures thereof, relaying information to Project Manager

#### **Support implementation of project visibility and knowledge management activities:**

- Contributes to the systematic capacity building of Implementing Partners and staff and counterparts through introduction of innovation and best practices, access to knowledge and expertise and promotion of their application to project implementation;
- Support the PM in capturing and disseminations of lessons learnt during project implementation;
- Actively engage and promote teamwork, information sharing and collaboration within the project team and between project partners;
- Provide substantive inputs to presentations, visibility activities, advocacy, and other project-related materials, etc.;

### **PROJECT FINANCE OFFICER**

#### **Ensures effective management of all stages of the project cycle and work planning process**

- Oversee all aspects of the project cycle (initiation, project delivery, close-out) in accordance with the relevant project documents and advise teams on necessary steps to remain compliant with UNDP requirements;
- With technical input from the Project Manager provide input to UNDP corporate planning documents and ensure that planned results are taken into account in the processes of monitoring and evaluating at the country and regional levels of UNDP;
- Participate in annual work planning process, ensuring that annual work plans are shared with project partners and that they are entered onto UNDP ATLAS;
- Manage any revisions to the project document as needed with technical input from the team;
- Oversee coordination of mid-term and final evaluations by UNDP and other funding partners and work with teams to secure technical input

#### **Manages efficient, transparent and timely financial reporting and analysis that is regularly monitored and controlled to support project outcomes**

- Ensure full compliance with UNDP rules, regulations, and policies of financial activities, financial recording/reporting system;
- Prepare and manage project budgets, inputting budgets into ATLAS, complete timely budget revisions;
- Identifying and investigating operational and financial bottlenecks and development and implementation of solutions to address them;
- Conduct monthly analysis and monitoring of budget expenditures;
- Identification of financial problems, proposal of solutions;
- Ensure the correct flow and storage of legal documents and binding agreements;
- Review, analyze and clear financial reports from implementing partners;
- Participate in the development of implementing partners work-plans, activity schedules and financial operational plans;
- Liaise and advise the PM on the financial status of the project

#### **Ensures efficient and effective procurement and recruitment processes**

- Provide strategic and operational leadership to team on all procurement and hiring matters;
- Upon receipt of terms of reference, determine appropriate procurement process;
- Assist technical team in conducting shortlisting and final selection of consultants in accordance with UNDP procedures;
- Work with appropriate operations unit to process contracts, follow up on all request for additional information;
- Ensure timely payments to consultants and correct performance reviews of consultants are completed;
- Liaise with appropriate human resource body and technical team to advertise positions, shortlist applicants, and arrange and manage interview and selection process;
- Advise team on procurement of goods and services, facilitate rapid completion of procurement approval and completion;
- Manage purchase and disposal of assets;
- Guide work of the Governance for Resilience project Project Assistants and train team in procurement and human resource issues

## PROJECT ASSOCIATE

- Ensures administration and implementation of project/operations and financial management strategies, adapts processes and procedures focusing on achievement of the following results:
- Full compliance with UN/UNDP rules and regulations and other relevant policies on financial recording/reporting system and follow-up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management system.
- Provision of inputs for implementation of cost-saving and reduction strategies in consultation with the office management.
- Preparation of cost sharing, and trust fund agreements, follow up on contributions within the resource mobilization efforts.

### **Provides effective support to management of the project, administration of budgets and functioning of the optimal cost-recovery system focusing on achievement of the following results:**

- Presentation of information for formulation of project work plans, budgets, proposals on implementation arrangements and execution modalities. Entry of data of into Atlas in the form of Annual Work Plans (AWPs), monitoring of their status.
- Provision of guidance to the executing agencies on routine implementation of projects, tracking use of financial resources.
- Provision of information for the audit of the programe, implementation of audit recommendations.
- Implementation of the control mechanism for through monitoring of budgets preparation and modifications
- Tracking and reporting on mobilized resources.
- Assists in the preparation of cost-recovery bills in Atlas for the services provided by UNDP JOC, elaboration *and implementation of the income tracking system and follow up on cost recovery.*

### **Provides accounting and administrative support to the Joint Operations Centre focusing on achievement of the following results:**

- Proper control of the supporting documents for payments and financial reports for project; preparation of PO and non-PO vouchers for development projects.
- Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared and processed; travel claims, MPOs and other entitlements are duly processed
- Timely corrective actions on erroneous data in Atlas. Preparation of financial reports as required.
- Performance of a Buyer Role in Atlas and preparation of Vendor List
- Support to procurement processes including preparation of RFQs, ITBs receipt of quotations, bids or proposals
- Maintenance of the project manager's calendars, managing government and external partners lists, arrangement of appointments and meetings
- Coordination of travel arrangement and hotel reservations, preparation of travel authorizations, processing requests for visas
- Administrative support to conference, workshops, retreats
- Collection of information for DSA, travel agencies and other administrative surveys; support to organization of common service activities
- Assist in processing staff/workshop travel claims in line with financial procedures
- Custodian for management of office stationery supplies
- Maintenance of e-filing systems ensuring safekeeping of confidential materials
- Presentation of information on the status of financial resources as required
- Assistance with timely disbursement of payments to Travel Agent
- Prepare bank documents as needed
- Follow-up on deadlines, commitment's made, actions taken and coordination of collection and submission of reports
- Assistance in provision of information for audit management

### **Ensures facilitation of knowledge building and knowledge sharing in the CO focusing on achievement of the following results:**

- Systematic gaining and sharing of knowledge and experience related to project management.
- Organization of training for the office staff on project/operations related issues.
- Synthesis of lessons learned and best practices in project finance.
- Sound contributions to knowledge networks and communities of practice.

### Introduction

The Governance for Resilience project theory of change rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach. The project further assumes that this will happen through **locally led change**, with different approaches emerging in each country context. Thus, the Governance for Resilience project's approach focuses on systems change at national, subnational and sectoral levels, integrating change within and subsequently between countries, to leverage greater momentum for long term transformation. In order to determine interventions and identify programming entry points the project has developed **design baseline** analyses for each project country and thematic areas such as the degree to which development is **gender and socially inclusive**. It is proposed that these design baselines will be expanded upon within the first year of programming to provide a full information base against which to monitor and assess progress and effectiveness during implementation and at the completion of the project.

The design baseline data collection has focused on the following major areas: the extent to which the gender and social inclusion machinery inform risk informed budgeting and planning; and the extent to which risks are integrated into: national level planning and financing and monitoring and evaluation; community development, including sectors; and oversight and accountability systems. An informal political economy analysis (PEA) was also undertaken in each country in an attempt to better understand issues around: who controls financial flows and narratives, what coalitions and partnerships exist and whether there are significant external influences and what their interests are. As part of the monitoring, evaluation and learning for the project, comprehensive PEAs will be undertaken on a regular basis, and used to define programming entry points, as well as for reporting on results (for instance to understand attribution).

### Summary of Gender and Social Inclusion Development Findings

Regional: Climate change and disaster risk cannot be understood without recognising the gender and social dimensions of vulnerability and capacity. However, across the Pacific climate change and disaster projects and projects are often undertaken with a strong emphasis on the risks presented by natural hazards, but little to no consideration given to the differential impacts these hazards might have on different people. Similarly, when planners are making development decisions from within sectors, gender and social inclusion considerations, as well as climate change and disaster risks, are for the most part absent. At the regional level the formation of a country-led knowledge network on GSi issues in relation to climate change and disasters, 'Protection in the Pacific' (ProPa) network has been a positive step towards inclusion of these voices in dialogue and policy, such as the FRDP. There also appears to have been a shift more recently to a greater inclusion of civil society voices representing gender and social inclusion considerations. However, these examples are still ad hoc and not representative of a substantive change in the way regional CCDRM programming is undertaken. The ProPa network, whilst formidable, only represented a small number of countries and has been less active in recent years, and the country voice on GSi is often still noticeably absent.

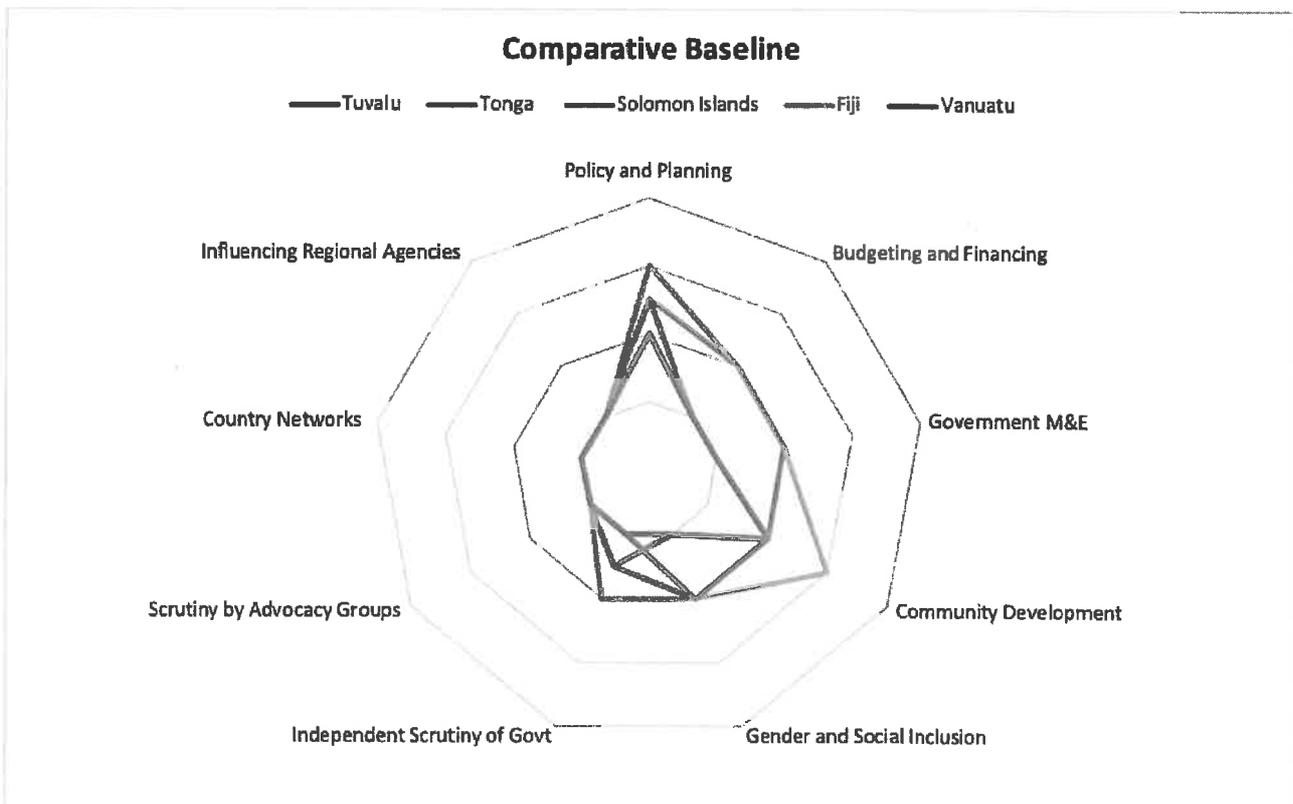
National planning and budgeting: Across most Pacific countries, there is a significant amount of activity in the gender and social inclusion space from government departments responsible for gender and social welfare, civil society organisations and partners to advance equality, inclusion and representation. However, across all countries the vast majority of this work is undertaken independently from government's core development activity and climate change and disaster risk activity. For instance, Department of Women and GSi CSOs are rarely consulted at the national level on substantive policy debates relating to climate change and disaster risks. In contrast, there has been notable progress in the influence of protection clusters, who in a number of countries now have a seat at the decision-making table in for immediate disaster response activities.

Oversight: Across the Pacific there are global, regional, national and local civil society organisations undertaking a vast array of gender, disability, youth, elderly and LGBTIQ+ support activities, in many cases incorporating advocacy on climate change and disaster related considerations. There have been efforts made

to coordinate these efforts across different stakeholders (for instance the Australian Humanitarian Partnership and the Framework for Resilient Development in the Pacific), however for the most part these activities tend to be quite fragmented with inconsistent messaging around the primary issues. Although very active and vocal, GSI CSOs in the Pacific appear to rarely have access to government decision making, or directly influence the way governments undertake their development activities. For instance, GSI CSOs are not invited to participate in budget scrutiny in any substantive way, and rarely participate in monitoring or evaluation at the project or project level. Office of the Auditor General’s in some countries have started undertaking Performance Audits of country’s preparedness to Implement the Sustainable Development Goals, including SDG 5 on Gender Equality (early results have shown that preparedness to implement the 2030 Agenda was limited). Despite this progress, most countries do not yet undertake performance auditing of climate change, disaster or gender mainstreaming through development.

**Country Specific Baselines**

The following is a sample of country specific baseline findings from Tuvalu, Tonga, Solomon Islands, Fiji and Vanuatu. These are illustrative of regional trends reflected in the sections above. The graph below shows the design baseline data that has been collected for a range of indicators.



Fiji: The Ministry of Women, Children and Poverty Alleviation (MWCPA) has been a strong driver ensuring that climate change and disaster risk management, and risk informed development in Fiji adopt a “human centred” approach. This agenda has been driven by the leadership (both the Minister and the Permanent Secretary) and has been supported by a new internal climate change and disaster risk management position which since 2018 has been fully government funded. This position is responsible for leading on gender and social inclusion considerations in disaster response through the Protection Cluster, as well as supporting the risk informed development agenda. On the latter, the Ministry has worked with Divisional Commissioners to develop a risk screening toolkit which has specific gender and social inclusion criteria, that was endorsed for use across all four divisions in Fiji in 2018. The CCDRM position has also been active in working with the Commissioner’s Office to ensure that the gender and social inclusion lens is considered on specific local government projects. Notwithstanding, there is a significant amount of ongoing work undertaken by the Ministry which, whilst irrefutably positive, is largely disconnected from the development sphere. At the regional level, MWCPA has

been an active participant of the Protection in the Pacific (ProPa) Network, however this network hasn't met since 2018.

Tuvalu: There is a significant amount of work being undertaken through the Department of Gender Affairs in Tuvalu (nationally and donor funded) and a number of non-government organisations to advance equality, inclusion and representation for all genders, youth, elderly, sexualities and people with disabilities. However very little of this activity is influencing the climate change and disaster risk informed development space. For instance, there is a National Gender Policy in place, but the implementation of this has not been linked to or informed the climate change and disaster risk management activities, development implementation through sectors or activities of the central agencies. Similarly, a portion of climate change and/or development projects funded by donors require GSI to be considered, however there is no ongoing involvement from specialist actors such as the Department of Gender Affairs in development activities implemented through central agencies.

Tonga: The consideration of gender and social inclusion when risk informing development in Tonga is in its early stages. GSI criteria has been included in the MFNP Risk Screening Toolkit, and there is a clear acknowledgement of the need for GSI considerations, however the systemic link between planning, budgeting and gender machinery is very limited. There is a significant amount of work being undertaken through the Women's Affairs Division (nationally and donor funded) and a number of non-government organisations to advance equality, inclusion and representation of all genders in Tonga. However very little of this activity is influencing the climate change and disaster risk informed development space.

Solomon Islands: There is a significant amount of work being undertaken through the Ministry of Women, Youth, Children and Family Affairs (MWYCFA) and a number of non-government organisations to advance equality, inclusion and representation of all genders in the Solomon Islands. At present, very little of this activity is influencing the climate change and disaster risk informed development space. However, the influence of the MWYCFA on the day to day activities of line ministries is increasing through the establishment of gender focal points across all sectors. The remit of these focal points is initially to focus on fairness and equality of international operations (human resources), but in time is intended to expand to influencing sectoral and central agency development activities to ensure that they are cognisant of the differing needs of men, women, youth and children when making development decisions. The risk screening template developed by the MNPDC explicitly recognises peoples differing needs, however (as discussed previously) this template is not currently being used by line ministries to inform decision making.

Vanuatu: The Vanuatu Department of Women's Affairs (DWA), which is situated in the Ministry of Justice and Community Service, has strong leadership supporting the risk informed development agenda. The Department has a full-time climate change and disaster risk management focal point whose position has been fully government funded since 2018. This position was designed to be a focal point for the Protection Cluster as well as responsible for risk informing development, however when the design baseline assessment was undertaken the post was focused entirely on cluster work. There are also a number of non-government organisations who are actively working to advance equality, inclusion and representation of all genders, youth, elderly, sexualities and people with disabilities. It appears, however, that very little of this activity, from the government or NGOs, is influencing the climate change and disaster risk informed development space. For instance, the National Gender Equality Policy (2015-2019), has not been linked to or informed the climate change and disaster risk management activities, development implementation through sectors or activities of the central agencies. The team understand a new Gender Policy will be launched in 2019, however it is unclear whether this link will be made.

### Risk-Informed Development

- ‘Development-first’ approach to managing risks: climate change adaptation and disaster management initiatives alone will not help to reduce fundamental drivers of risk.
- Gender and social inclusion: mainstreaming of gender is more effective when considered as a fundamental part of mainstreaming climate and disaster risk, and not as a separate initiative.
- Private sector engagement: creating the right governance mechanisms for private sector to engage with government and other partners is proving to be an effective vehicle for nurturing more durable partnerships e.g. the Fiji Business Disaster Resilience Council (FBDR) is spearheading initiatives to help business be more prepared for future disasters events and also to act as more relevant partners within the humanitarian cluster system
- Budget process is key: approaches to risk-informing development are being replicated but need to be taken to scale across all sectors and levels at country level. The budget process provides a good opportunity for all development work to be risk-informed.

### Approaches to Programming risk-informed development

- *Mainstreaming through pathways*: PRRP has found that in order to risk-inform development it is necessary to risk- through multiple development pathways. The rationale for working within a particular pathway is to ensure that the multiple stakeholders (government, private sector, development actors) work collectively towards a common goal of risk informing development. These pathways include: Horizontal (all of government linking central with sector planners across all sectors); Vertical (national through to subnational planning to community levels); and Diagonal (linking actors in specific sectors from national to subnational to community levels).
- *Don't let the perfect be the enemy of the good*: Integration of risk is a process, and it's better that the process of risk informing is locally owned, as opposed to an individual risk assessment being technically robust. There is a need in the region to ensure that risk integration is meaningful to communities in their day to day lives. This can be achieved by starting with development needs and identifying how risks can impact these and identifying risk management measures that are relative to the development invest. Rather than treating CCDRM as a separate entity. For example, as local leaders will inevitably play a key role in ensuring the sustainability of products and processes developed for risk integration, it is critical that these same local leaders are responsible for determination of the process and development of the tools for which they will be responsible.
- *Capacity development*: Human capacity to integrate resilience into development needs to be entrenched within institutions to support the many components of risk informing development. For the capacity development approach to be successful, identification of champions within government to visibly advocate for and implement risk informed development, particularly for support with financing for posts and endorsement of policies and processes, is critical. The Governance for Resilience project has worked strongly behind the scenes to support governments to be the champions of the resilient development agenda.
- *Diffusion and knowledge products*: Experience through the PRRP countries has shown that diffusion of learning from one pathway can be an effective advocacy tool for replicating approaches to risk-informed development in other pathways. This can take several forms including showcasing success stories in the media, site visits, lessons learning workshops, presentations or position papers shared by champions. For instance, in Vanuatu replication of a risk-informed subnational planning process was supported by the advocacy and leadership of the Department of Local Authorities (DLA). As a result, the risk-informed process, whilst initially piloted in one province is now being applied across Vanuatu.
- *Innovation and agile development*: As development is not linear, it is critical that partners adopt an agile approach to risk informing development. The Governance for Resilience project's 'agile development' approach to programming has allowed it to achieve results through a continual process of innovation – through building, measuring and learning from a series of experiments to risk inform development.



## ANNEX VIII. KOICA LOGICAL FRAMEWORK AND WORK PLAN

### LOGICAL FRAMEWORK<sup>22</sup>

<b>Project Name</b>	Governance for Resilient Development in the Pacific		
<b>Goal</b>	Pacific People, especially women and marginalised groups are more resilient to the impacts of climate change and disasters		
<b>Objective</b>	Pacific countries adapt their decision-making and governance systems towards resilient development		
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Government planning and financing systems enable gender and socially inclusive risk-informed development</li> <li>2. Country oversight and accountability systems require gender and socially inclusive risk-informed development</li> <li>3. Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development</li> </ol>		
<b>Applicable Output(s) from the UNDP Strategic Plan</b>	UNDP 2018-2021 Outcome 2: Accelerate structural transformations for sustainable development UNDP SRPD Outcome 1: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened		
<b>Project title and Atlas Project Number</b>	Governance for Resilient Development in the Pacific 00110741		

OUTCOME 1: Government planning and financing systems enable gender and socially inclusive risk-informed development						
Outcome 1	Indicator 1.1	Baseline*	Target**	Source of data	Means of Verification	Frequency of data collection
Government planning and financing systems enable gender and socially inclusive risk-informed development	Increase in (adapted) CCBI++ score Progress towards sustained political economy change	BASIC: government planning and financing systems consistently do not consider GSI RID	INTERMEDIATE: Increase in CCBI++ score	CCBI index (as adapted to include gender and social inclusion) Program rubric representing anticipated stages of political economy progress	Baseline and annual assessments. Rubric baseline and annual assessment Stakeholder interviews	Annually  Activities

<sup>22</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Output 1.1	Indicator 1.1.1	Baseline	Planned Target (2024)	Source of data	Means of Verification	Frequency of data collection	Activity 1.1.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
GSS&I RID is integrated into government systems of policy, planning, budgeting and M&E	Indicator 1.1.1	Numbers of nationally endorsed tools, guidelines and checklists that integrate or support GS&I CC&D risk management	19	Country planning documents Country finance documents Country systems, tools and guidelines to assess development progress	Document analysis Stakeholder interviews	6 monthly	Integration of RID into planning appraisal, monitoring & evaluation processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning directorate	National and subnational resilient development posts, with support from country managers and technical advisors	3	Planning policy, and financing systems have an impact on development implementation and there are implications for RID.	RMI, SOI, KBI, TUV '23
	Indicator 1.1.2	Baseline	Planned Target (2024)				Activity 1.1.2	Responsible Party	Planned Target (2020)		
	Number of investment appraisal guidelines and budget circulars which include clear reference to GS&I CC&D risk	Development budgets do not consider RID Baseline = 0	19				Integration of RID into budget circular, submissions, Financial Management Information Systems processes. Provision of training for guidelines, tools developed.	National resilient development posts, with support from country managers and technical advisors	3	M&E systems have an impact on development implementation and there are implications for RID.	
	Indicator 1.1.3	Baseline	Planned Target (2024)				Frequency of data collection	Frequency of data collection	Planned Target (2020)		
	Number of national level M&E assessments, tools and guidelines which include attention to GS&I CC&D risk	M&E assessments do not consider RID Baseline = 0	19				6 monthly	6 monthly	3	Implementation there are implications for RID.	
	Indicator 1.2.1	Baseline	Planned Target (2024)				Frequency of data collection	Frequency of data collection	Planned Target (2020)		
Output 1.2	Indicator 1.2.1	Baseline	Planned Target (2024)	Source of data	Means of Verification	Frequency of data collection	Activity 1.2.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
GSS&I RID is embedded into community and sector development in a way that will influence national	Indicator 1.2.1	Development budgets submissions do not consider RID Baseline = 0	60	Sector submissions Project documentation	Document analysis Stakeholder interviews	Quarterly	Integration of RID into community and sector planning appraisal processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for budget directorate	National and subnational resilient development posts, with support from technical advisors	10	Decision-makers are influenced by demonstrated GS&I RID	SOI, KBI, TUV
	Indicator 1.2.2	Baseline	Planned Target (2024)				Frequency of data collection	Frequency of data collection	Planned Target (2020)		

government systems.	Number of sector measures which reference GS&I CC&D risk	12	Sector measures do not consider RID Baseline = 0			Quarterly	capacity for planning and finance at community and sector level	Resilient development posts in sectoral and GSI ministries	2		KOICA Int'vention countries (2020)
	Indicator 1.2.3 Number of targeted implementation projects able to demonstrate: • increased cost efficiencies and savings, • leveraging of additional resources, increased wellbeing for people.	Planned Target (2024) 21	Baseline Projects being delivered do not consider RID Baseline = 0			Frequency of data collection Quarterly	Activity 1.2.2 Targeted implementation of RID project at community and sector level	Responsible Party	Planned Target (2020) 3		SOI, KBI, TUV
Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	Indicator 1.3.1 Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions	Planned Target (2024) 11	Baseline Min of planning and finance do not consider input from Min responsible for gender in budget appraisal Baseline = 0	Source of data Meeting minutes Reports from Ministries	Means of Verification Stakeholder interviews	Frequency of data collection Annually	Activity 1.3.1 Integration of GSI informed toolkits into planning and financing processes at central, sector and community level. Provision of training on integration of guidelines and tools.	Resilient development posts in GSI and sector ministries and GSI technical advisor	Planned Target (2020) 2	Assumption Government departments are responsible for women and marginalised groups and are able to shape the attention to CC&D risk in development	Int'vention countries (2020) VAN, SOI, RMI
	Indicator 1.3.2 Number of sectors in which a national Ministry responsible for gender supports to develop planning and budget submissions	Planned Target (2024) 19	Baseline Sector do not consider input from Gender min during development of budget Baseline = 0			Frequency of data collection Annually	Integration of institutionalised capacity at community and sector level. Participation of Pacific (Propa) network with integration of RID	Responsible Party	Planned Target (2020) 3		

**OUTCOME 2: Country oversight and accountability systems require gender and socially inclusive risk-informed development**

Outcome 2	Indicator 2.1 Increase in (adapted) CCBI++ score Progress towards sustained political economy change	Target* INTERMEDIATE: Increase in CCBI++ score for accountability and oversight	Baseline* BASIC: country oversight and accountability systems consistently do not require GSI/RSD	Source of data CCBI index (as adapted to include gender and social inclusion) Program rubric representing anticipated stages of	Means of verification CCBI baseline and annual assessments.	Frequency of data collection Annually	Activities
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risk-informed development	Indicator 2.1.1	Baseline	Planned Target (2024)	political economy progress	Rubric baseline and annual assessment	Frequency of data collection	Activity 2.1.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
Output 2.1	Number of Audit reports which give increased attention to GS&I CC&D risk	Audit do not consider RID Baseline = 0	17	Audit reports	Means of Verification	Annually	Integration of RID into Parliament, Legislative Public Account Committees and Audit functions. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity for oversight functions	Resilient development posts in SAI's and parliament, with support from technical advisors	2	Parliamentarians and other formal leaders are motivated to assess progress towards RID	VAN, SOI
	Indicator 2.1.2	Baseline	Planned Target (2024)	Source of data	Analysis of reports PEA analysis	Frequency of data collection			Planned Target (2020)		
	Number of budget analyses and briefs which include mature analysis of GS&I CC&D risk	Budget analysis parliament briefings do not consider RID Baseline = 0	17	Budget reports Parliament reports		Annually			2		
	Output 2.2	Baseline	Planned Target (2024)	Source of data	Means of Verification	Frequency of data collection	Activity 2.2.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
Voice of Society: there is risk informed engagement and scrutiny by civil society	Number of times there is public scrutiny of the GS&I CC&D risk inclusion in development investments	No public scrutiny of RID in development investments Baseline = 0	12	Media reports		6 monthly	Facilitate dialogue with CSO to ensure voice of women, marginalized and youth are accounted. Provision of training on integration of guidelines and tools	Country project manager and technical advisors, in partnership with CSOs	2	Public scrutiny is a motivation for government and formal decision makers to change their behaviour, including increasing their attention to RID	VAN, SOI
	Indicator 2.2.2	Baseline	Planned Target (2024)	Source of data	Media analysis Interviews with CSO	Frequency of data collection			Planned Target (2020)		
	Number of times CSO are engaged, particularly women's organisations, in scrutiny of development investments	No engagement of civil society on RID Baseline = 0	10	CSO reporting		6 monthly			2		
OUTCOME 3: Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development											
Outcome 3	Indicator 3.1	Baseline	Target*	Source of data	Means of verification	Frequency of data collection	Activities				

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Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development	The narrative between regional agents and PI countries reflects GS&I RID There is increased attention to RID in non-focus countries Climate and development financing increasingly support country led, RID	BASIC: regional mechanisms do not support GSI RID	INTERMEDIATE: countries who are not part of the programme are being supported by regional agencies/countries to give attention to GSI RID	Regional policy documents and strategies CCBII index (as adapted to include gender and social inclusion) Data available from Climate Finance network	CCBII assessment Data analysis Stakeholder interviews	Frequency of data collection Annually	Activity 3.1.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
Output 3.1	Indicator 3.1.1	Baseline	Planned Target (2024)	Source of data	Means of Verification	Frequency of data collection	Activity 3.1.1	Responsible Party	Planned Target (2020)	Assumption	KOICA Int'vention countries (2020)
Countries are working collectively to influence other countries, regional actors and their own country systems and government	Number of actions and statements related to RID, not initiated by the programme, emerge from PI countries	No actions or statements on RID Baseline = 0	20	Country policy papers and statements	Policy analysis Interviews	6 monthly	Facilitate dialogue across Pacific Island Countries on the impact of RID. Enable peer-to-peer learning across the Pacific Island countries. Leverage capacities and knowledge across the region	Project technical advisors and technical working groups (e.g. climate finance, gender)	3	The conditions and strategies are in place that ensure countries collectively advocacy is effective	
Output 3.2	Indicator 3.2.1	Baseline	Planned Target (2024)	Source of data	Means of Verification	Frequency of data collection	Activity 3.2.1	Responsible Party	Planned Target (2020)	Assumption	Regional approach – contribution from all KOICA countries
Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	Regional agents report that they are promoting GS&I RID	Regional partners not promoting RID Baseline = 0	20			6 monthly	Conduct research on need for Risk Informed Development in the region. Lead regional dialogue on advocating for Risk Informed Development approach	Project technical advisors	3	Regional agents are motivated to shift the narrative and activity towards RID. The project can partner with regional agents which are likely to influence changes in practice in PICs.	
	Indicator 3.2.2	Baseline	Planned Target (2024)	Regional agent reports and statements	Policy analysis Stakeholder interviews	Frequency of data collection		Responsible Party	Planned Target (2020)		
	Number of regional resilience initiatives and policies supporting country led GS&I RID	No regional resilience initiative on RID Baseline = 0	16			6 monthly		Project technical advisors	2		

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MULTI-YEAR WORK PLAN AND TIME-TABLE

Work Plan and Time Table (as a whole)*												
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>2019</b>	Initiation period											
<b>2020</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											
<b>2020</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											
<b>2021</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											
<b>2022</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											
<b>2023</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											
<b>2024</b>	Activities 1.1.1, 1.2.1 & 1.3.1 (Integration of risk into budgeting, planning, implementation and GSI)											
	Activities 2.1.1, 2.1.2 & 2.2.1 (Integration of risk into oversight functions)											
	Activities 3.1.1 & 3.2.1 (Regional diffusion)											

\*Please note: All activities will be conducted simultaneously throughout the Project however the work plan above demonstrates when peaks in activity will occur

Outputs/Activities	Quality/Type	Participants	Beneficiaries	Budget (USD)
Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E				
Activity 1.1.1 Integration of RID into planning appraisal, monitoring & evaluation processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning directorate	<i>Quality:</i> Increase in adapted CCBII score for government planning and financing systems that enable gender and socially inclusive risk informed development. Progress towards sustained political economy change <i>Type:</i> Revision of templates & guideline development. Capacity building and technical advisory (for Min of Finance, Planning & Sectors). Training and workshops. Seed funding for implementation	National resilient development posts in planning and finance with support from technical advisors	Ministries of Planning. Ministries of Finance.	751,643
Activity 1.1.2 Integration of RID into budget circular, submissions, Financial Management Information Systems processes. Provision of training for guidelines, tools developed. Integration of institutionalised capacity for budget directorate.				819,975
Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems				
Activity 1.2.1 Integration of RID into community and sector planning appraisal processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning and finance at community and sector level.	<i>Quality:</i> Increase in adapted CCBII score for government planning and financing systems that enable gender and socially inclusive risk informed development. Progress towards sustained political economy change <i>Type:</i> Revision of templates & guideline development. Capacity building and technical advisory (for Min of Finance, Planning & Sectors). Training and workshops. Seed funding for implementation	National and subnational resilient development posts in sectors, with support from technical advisors	Ministries responsible for Subnational Government Coordination. Subnational Governments (Island/Provincial/Divisional administration). Pilot sectors e.g. National Infrastructure, Agriculture, Education. Subnational Governments (Island/Provincial/Divisional administration)	1,434,957
Activity 1.2.2 Targeted implementation of RID project at community and sector level				1,298,293
Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems				
Activity 1.3.1 Integration of GSI informed toolkits into planning and financing processes at central, sector and community level. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity at community and sector level. Participation of Protection in the Pacific (ProPa) network with integration of RID.	<i>Quality:</i> Increase in adapted CCBII score for government planning and financing systems that enable gender and socially inclusive risk informed development. Progress towards sustained political economy change <i>Type:</i> TA input into all project activities. Capacity building and technical advisory. Training and workshops	National GSI resilient development posts, with support from technical advisors	Ministries Gender, Youth, Family Planning.	204,994
Monitoring costs				165,334
Sub-Total for Output 1				<b>4,675,195</b>
Output 2.1 Accountability: there is risk informed, independent scrutiny of government				
Activity 2.1.1 Integration of RID into Parliament, Legislative oversight functions, Public Account Committees and Audit functions. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity for oversight functions	<i>Quality:</i> Increase in adapted CCBII scores for oversight and accountability systems requiring gender and socially inclusive risk informed development. Progress towards sustained political economy change <i>Type:</i> Capacity building and technical advisory (for MPs and auditors). Training and workshops. Guidelines and templates	National resilient development posts in oversight functions, with	Parliamentary Staff Supreme Audit Institutions	714,193

Outputs/Activities	Quality/Type	Participants	Beneficiaries	Budget (USD)
	for budget scrutiny. Research and development of knowledge products	support from technical advisors		
Output 2.2 Voice of society, there is risk informed engagement and scrutiny by civil society				
Activity 2.2.1 Facilitate dialogue with CSO to ensure voice of women, marginalized and youth are accounted. Provision of training on integration of guidelines and tools.	Quality: Increase in adapted CBII scores for oversight and accountability systems requiring gender and socially inclusive risk informed development. Progress towards sustained political economy change Type: Capacity building and technical advisory (for advocacy networks). Training and workshops. Guidelines and templates for budget scrutiny. Research and development of knowledge products	National resilient development posts in CSO functions, with support from technical advisors	Advocacy groups: women's groups, DPOs, youth groups National Private Sector Organisations and Local Chambers of Commerce	476,130
Monitoring costs				77,225
Sub-Total for Output 2				<b>1,267,548</b>
Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government				
Activity 3.1.1 Facilitate dialogue across Pacific Island Countries on the impact of RID. Enable peer-to-peer learning across the Pacific Island countries. Leverage capacities and knowledge across the region	Quality: The narrative between regional agents and PI countries reflects GS&I RID Type: Facilitation of networks. Capacity building and technical advisory (for government CCDRM representatives & RID networks). Training and workshops		Country government representatives (for networks). Regional Agencies and Working Groups (e.g. PIFS, PASAI, PFTAC, PIPSO, PRP Technical Working Groups).	402,918
Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID				
Activity 3.2.1 Conduct research on need for Risk Informed Development in the region. Lead regional dialogue on advocating for Risk Informed Development approach	Quality: There is increased attention to RID in non-focus countries. Climate and development financing increasingly support country led, RID Type: Research and development of knowledge products. Technical Advisory.		Multilateral Organisations (e.g. ADB, WB and IFC, UN agencies). Donor coordination forums (e.g. PIFS Climate Change Finance Donor Roundtable, Development Partners for Climate Change network)	402,918
Monitoring costs				92,010
Sub-Total for Output 3				<b>897,846</b>
Total programme costs				<b>6,840,589</b>

Outputs/Activities	Quality/Type	Participants	Beneficiaries	Budget (USD)
Evaluation				35,100
General Management Support				550,054
<b>Budget Grand Total</b>				<b>7,425,743</b>

### KOICA BUDGET BY YEAR

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Party	PLANNED BUDGET			
		2019	2020	2021	2022	2023		2024	Funding Source	Budget Description	Amount (USD)
		<b>Outcome 1: Government planning and financing systems enable gender sensitive and inclusive risk-informed development</b>									
Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	Activity 1.1.1 Integration of RID into planning appraisal, monitoring & evaluation processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning directorate	90,668	113,636	265,380	191,519	75,608	14,832	UNDP	KOICA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	751,643
	Activity 1.1.2 Integration of RID into budget circular, submissions, Financial Management Information Systems processes. Provision of training for guidelines, tools developed. Integration of institutionalised capacity for budget directorate.	98,911	123,967	289,506	208,929	82,481	16,181			819,975	
Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems	Activity 1.2.1 Integration of RID into community and sector planning appraisal processes. Provision of training for guidelines and tools developed. Integration of institutionalised capacity for planning and finance at community and sector level.	173,094	216,942	506,635	365,627	144,342	28,317	UNDP	KOICA	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts, Technical Assistance and Grants (Targeted Implementation)	1,434,957
	Activity 1.2.2 Targeted implementation of RID project at community and sector level	156,609	196,280	458,384	330,805	130,595	25,620			1,298,293	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Party	PLANNED BUDGET			
		2019	2020	2021	2022	2023		2024	Funding Source	Budget Description	Amount (USD)
		Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	Activity 1.3.1 Integration of GSI informed toolkits into planning and financing processes at central, sector and community level. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity at community and sector level. Participation of Protection in the Pacific (ProPa) network with integration of RID.	24,728	30,992	72,376		52,232	20,620	4,045	UNDP
Monitoring costs		22,035	27,617	47,153	46,548	18,376	3,605	UNDP		165,334	
<b>Sub-Total for Output 1</b>		566,045	709,434	1,639,434	1,195,660	472,022	92,600			<b>4,675,195</b>	
<b>Outcome 2: Country oversight and accountability systems require gender sensitive and inclusive risk-informed development</b>											
Output 2.1 Accountability: there is risk informed, independent scrutiny of government	Activity 2.1.1 Integration of RID into Parliament, Legislative oversight functions, Public Account Committees and Audit functions. Provision of training on integration of guidelines and tools. Integration of institutionalised capacity for oversight functions	86,151	107,974	252,158	181,976	71,841	14,093	UNDP	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	714,193	
Output 2.2 Voice of society: there is risk informed engagement and scrutiny by civil society	Activity 2.2.1 Facilitate dialogue with CSO to ensure voice of women, marginalized and youth are accounted. Provision of training on integration of guidelines and tools.	57,434	71,983	168,105	121,318	47,894	9,396	UNDP	Knowledge Events; Diffusion Products; Knowledge tools & Policies, Government Posts and Technical Assistance	476,130	
Monitoring costs		10,293	12,900	22,024	21,741	8,583	1,684	UNDP		77,225	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Party	PLANNED BUDGET			
		2019	2020	2021	2022	2023		2024	Funding Source	Budget Description	Amount (USD)
		153,878	192,857	442,287	325,035	128,318		25,173			
<b>Outcome 3: Regional organisations, policies and practices are actively supporting gender sensitive and inclusive risk-informed development</b>											
Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	Activity 3.1.1 Facilitate dialogue across Pacific Island Countries on the impact of RID. Enable peer-to-peer learning across the Pacific Island countries. Leverage capacities and knowledge across the region	48,603	60,915	142,257	102,663	40,529	7,951	UNDP	KOICA	Knowledge Events; Diffusion Products; Knowledge tools & Policies and Technical Assistance	402,918
Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	Activity 3.2.1 Conduct research on need for Risk Informed Development in the region. Lead regional dialogue on advocating for Risk Informed Development approach	48,603	60,915	142,257	102,663	40,529	7,951	UNDP	KOICA	Knowledge Events; Diffusion Products; Knowledge tools & Policies and Technical Assistance	402,918
Monitoring costs		12,263	15,370	26,241	25,904	10,226	2,006				92,010
<b>Sub-Total for Output</b> 3		<b>109,469</b>	<b>137,200</b>	<b>310,755</b>	<b>231,230</b>	<b>91,284</b>	<b>17,908</b>				<b>897,846</b>
<b>Total programme costs</b>		<b>829,392</b>	<b>1,039,491</b>	<b>2,392,476</b>	<b>1,751,925</b>	<b>691,624</b>	<b>135,681</b>				<b>6,840,589</b>
Evaluation	Mid-term Evaluation and lessons learned	-	-	35,100	-	-	-				35,100
General Management Support	General Management Service (GMS) Fees 8%	66,351	83,159	194,206	140,154	55,330	10,854				550,054
<b>TOTAL</b>		<b>895,743</b>	<b>1,122,650</b>	<b>2,621,782</b>	<b>1,892,079</b>	<b>746,954</b>	<b>146,535</b>				<b>7,425,743</b>



