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PROJECT DOCUMENT

UNDP Pacific Office – Fiji

Project Title: Pacific Regional Inclusive Growth Program **Project Number:**
Implementing Partner: United Nations Development Programme (Direct Implementation)
Start Date: 2019 **End Date:** December 2022 **PAC Meeting date:**

Brief Description

UNDP has established a Sub-Regional Programme Document (SRPD) for the 14 PICTs in the Pacific Region that outlines three key areas of support to national government partners as they strive to achieve the SDGs as part of the Agenda 2030. In addition, the UNDP Papua New Guinea Country Office has a Country Programme Document that is complementary to the Pacific SRPD. Out of the 14 PICTs, majority of the PICs fall under the category of middle- and upper-income countries while four countries (Solomon Islands, Kiribati, Tuvalu and Vanuatu) are rated Least Developed Countries (LDCs). Although, extreme poverty and hunger are rare, hardship and vulnerability are on the rise in the sub region, with one in five Pacific Islanders continuing to live in relative poverty. The multidimensional poverty is high across the countries due to geographic remoteness, climate change, disasters and local of access to basic services. Political, environmental, social and economic factors have increased human mobility, internal migration, urbanization have led to new forms of hardships and scant access to public services leaving most vulnerable populations (rural, women, youth and people with disabilities) feeling trapped, without access to productive resources or opportunity to move. In this context, the focus of development policy is on not only identifying new growth areas but also around how the growth can be made more equitable and more inclusive. This regional program on inclusive growth will fall under the outcome 1 of UNDP’s SRPD, which is focused on achieving growth and development that more inclusive and sustainable while maximizing on the local productive capacities to create employment and livelihoods for the poor and the excluded. The outcome has three main outputs: 1) National and local institutions enabled to put in place evidence based, risk informed and gender-sensitive policies, guiding participatory planning and budgeting processes aligned with SDGs 2) Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women, youth and people with disabilities 3) National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural, low-income women, youth and people with disabilities.

Contributing Outcome (SRPD): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Indicative Output(s):

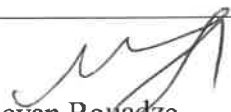
Output 1.1: National and local institutions enabled to put in place evidence based, risk informed and gender-sensitive policies, guiding participatory planning and budgeting processes and aligned with SDGs. GEN 2

Output 1.2: Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women, youth and people with disabilities. GEN 2

Output 1.3: National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural, low-income women, youth and people with disabilities. GEN 2

Total resources required:	8 million USD	
Total resources allocated:	USD 3,549,470	
	UNDP TRAC:	USD 253,221
	Donor: EIF	USD 739,197
	Donor: DFAT	USD 542,052
	Donor: IBSA	USD 315,000
	Donor: UN Women (M4C)	USD 1,200,000
	India	USD 500,000
In-Kind:	USD TBC	
Unfunded:	USD 2,250,000	

Agreed by (signatures):

UNDP/Implementing Partner:		
 Levan Bouadze UNDP Pacific office Fiji Resident Representative	Jorn Sorensen UNDP Samoa MCO Resident Representative	Dirk Wagener UNDP PNG CO Resident Representative
Date:	Date:	Date:

DEVELOPMENT CHALLENGE

The Pacific sub-region is affected by geographic isolation, ecological fragility, limited resources and a narrow economic base. It is vulnerable to climate change and disasters and exposed to external shocks, with some countries having experienced political instability, civil unrest and frequent changes of government. Most rely heavily on Official Development Assistance, overseas remittances and imported goods. These wide-ranging economic, social, environmental and political challenges threaten its development and growth pathways, including achievement of the sustainable development goals. Governments in the sub region often lack the resources and capacity to tackle these challenges.

The long-term average growth rates for most countries are estimated to be between 0.7 and 1 per cent, with only Fiji and the Solomon Islands projected to generate per capita gross domestic product growth of more than 1.5 per cent annually.¹ The economic costs of disasters will continue to detract from growth, with average losses estimated to fall between 0.5 and 6.6 per cent of gross domestic product annually.²

The first Quadrennial Pacific Sustainable Development Report³ identified deepening inequalities in the region, underlining the need for more inclusive growth that ensures that the benefits of progress reach the most marginalized in society. Despite important progress in many areas, large numbers households are not given fair opportunities to participate in the growth process, contributing to continued vulnerability and stress. In this context, the focus of the development policy is shifting towards determining how economic development in the Pacific can be made more equitable and more inclusive.

Although, extreme poverty and hunger are rare, hardship and vulnerability are on the rise in the sub region, with one in five Pacific islanders continuing to live in relative poverty. Environmental, social and economic factors, including limited land access and productive resources, have increased human mobility, including internal migration. Urbanization and the creation of informal settlements has led to new forms of town- and city-based hardship, but yet some of the most vulnerable rural populations are trapped, lacking the resources or opportunity to move.

While countries in the sub-region have made progress towards gender equality and the empowerment of women through legal and policy reform, gender discrimination, exclusion and gender-based violence remain a serious concern. Women comprise only 7.5 per cent of national legislators.⁴ Only Samoa has introduced electoral measures to increase women's national-level representation. Women have lower participation rates in non-agricultural labour despite near gender parity in completion rates of primary and secondary schooling. Consequently, women are overrepresented in the informal sector, where most work is low-paid, part-time and unregulated; labour rights are unprotected; and job security is vulnerable. Populations in many Pacific countries are fast growing, with young labour market entrants typically outstripping the generation of productive formal employment opportunities. The average unemployment rate of young men and women in the Pacific is 23 per cent,⁵ compared with the global average of 12.6 per cent. This compounds gender inequalities- young women are even less likely to be formally employed than young men.⁶ Women's participation in the labour market is less than a third of total share of employment in Fiji, the Marshall Islands, Samoa and the Solomon Islands. Most of the employed youth are in the informal sector, with limited opportunities for socio-economic advancement.

Located on the Ring of Fire, the sub region is among the most vulnerable in the world to climate change, extreme weather and disasters. Over 75 per cent of all reported disasters in the Pacific are climate related.⁷ Frequent cyclones, earthquakes and tsunamis have reversed gains in development progress in the sub region, with many Pacific islanders living in a constant state of recovery. Although women, youth and vulnerable groups are more severely affected by disasters, gender-sensitive and socially inclusive investments in risk reduction and recovery have been limited. Since most inhabitants reside on the coast, they are highly

¹ Pacific Possible: Long term Economic Opportunities and Challenges for Small Pacific Island Countries, World Bank, 2017

² Ibid.

³ Quadrennial Pacific Sustainable Development Report, Pacific Islands Forum Secretariat, 2018

⁴ UNDP Pacific SRPD, July 2017

⁵ Secretariat of the Pacific Community employment statistics, 2011

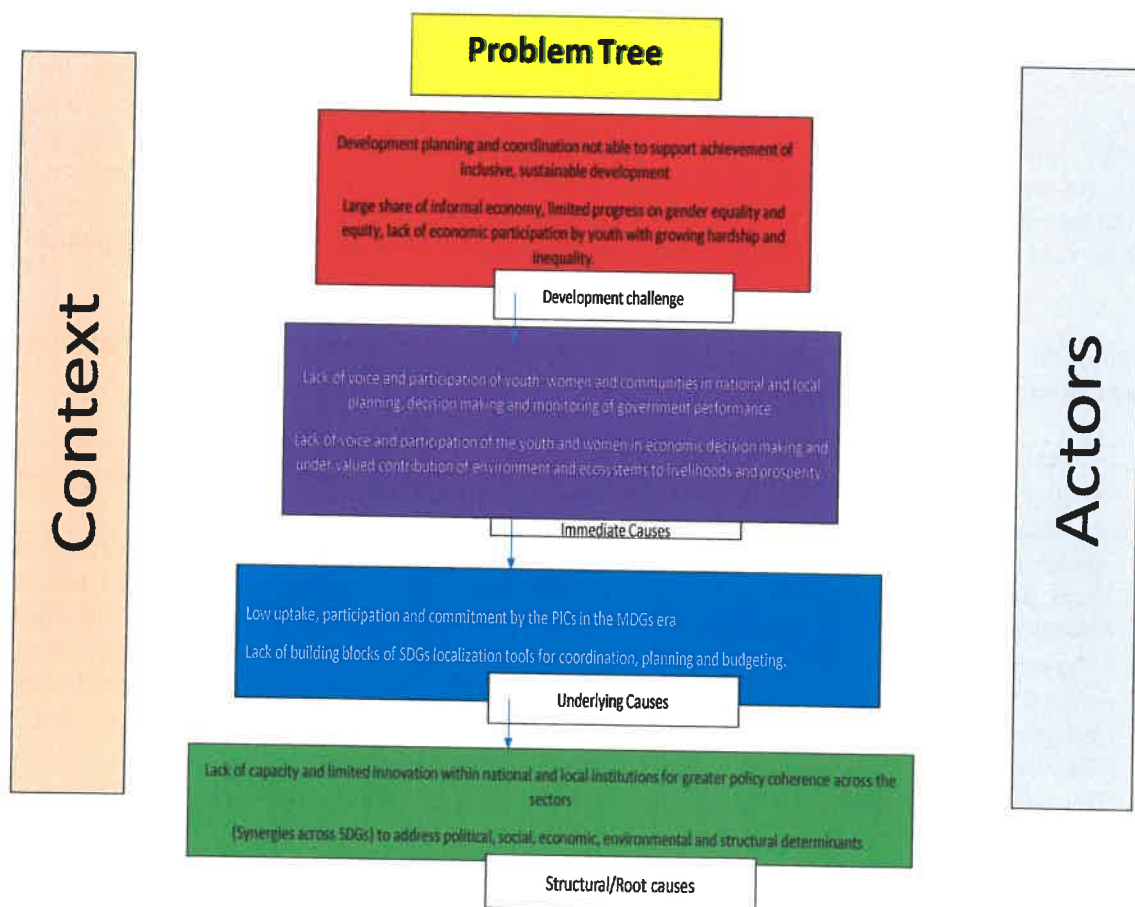
⁶ According to an ADB/ILO report, young women's labour force participation rates in 2012 were 31.3 per cent in Fiji, 32 per cent in Samoa, 41.8 per cent in the Solomon Islands and 50.8 per cent in Vanuatu – lower than that of young men, at 57.7 per cent in Fiji, 53.5 per cent in Samoa, 56.7 per cent in the Solomon Islands and 62.8 per cent in Vanuatu.

⁷ Framework for Resilient Development in the Pacific: An integrated approach to address climate change and disaster management, 2017-2030. 2016

susceptible to sea-level rise, which threatens the very existence of atoll nations such as Kiribati, the Marshall Islands, Tokelau and Tuvalu.

Environmental degradation, pollution and lack of waste management continue to undermine livelihood opportunities and people’s health. Policy coordination, public engagement and legal enforcement to ensure environmental protection and natural resource management are often weak and under-valued. The sub region has the highest fossil fuel dependency of any region. As highlighted in the problem tree below, the growth patterns across the countries are uneven and is not adequate to meet the growing needs of the young population. Even in countries with optimistic growth rates (PNG, Fiji and Samoa) there is lack of capacity in the national institutions to ensure effective development planning and coordination. As a result, there is lack of voice and participation of youth, women, and communities in national and local planning, decision making and monitoring of government performance. At the backdrop of widely varying contextual scenarios across the Pacific, the inclusive Growth Strategy of UNDP aims to work with the groups most at risk of being marginalized from the development process (i.e. youth, women, people with disabilities and people living in outer islands). The strategic focus is on building the innovation ecosystem in the Pacific, to enable development of practical, sustainable models that enable spreading of benefits more broadly. Moreover, it strives to pilot test replicable and scalable innovative solutions engaging the marginalized stakeholders. This will be done by adapting new technology led solutions with century old indigenous knowledge and Pacific know-how, which is focused on resilience building and sustainable development practices.

Figure 1: Problem tree showing the causal links among the various elements that contribute towards the development challenge.



I. STRATEGY

General

This regional project's strategic objectives are structured around the following:

- **Framework for Pacific Regionalism:** *Sustainable development that combines economic, social and cultural development in ways that improve livelihoods and well-being and use the environment sustainably;*
- **United Nations Pacific Strategy Outcome 3:** *By 2022, people in the Pacific, in particular youth, women and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multidimensional poverty and inequalities, and promotes economic empowerment; and*
- **UNDP Sub-Regional Programme Document Outcome 1** *(Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded)*

The regional programme sets out to support the achievement of the 2030 agenda of the sustainable development and the associated 17 Sustainable Development Goals (SDGs). More specifically, UNDP's inclusive growth portfolio sets out to ensure that the communities in the Pacific are resilient, inclusive and prosperous; environment is nurtured and sustained; governance systems are participatory, responsive, enabling realization of rights and human potential through effective delivery of services as envisioned in UNDP's global strategic vision document- reaching the unreached.

In the medium term, that is by 2022, the focus will be on increasing greater voice and economic opportunities for women and youth through strengthened capacities within the local and national institutions for improved delivery of services while also increasing awareness on the environmental protection as a contributor to prosperity. In the immediate term, the strategic focus is on exploring ways to address issues that are hindering overall economic and inclusive growth such as poor planning and policy implementation, narrow economic base and lack of financial resources and prioritization of resources for the achievement of national goals and priorities; ecological fragility; gender inequality and the risk of remote and vulnerable communities being left behind.

The proposed programme will achieve results following UNDP's integrated, cross-thematic development solutions through adoption of the following tools and mechanisms:

- **Convening and policy advice:** UNDP in the region is well respected by the partners and is expected to play a convening role and serves as an integrator and a thought leader in policy advisory services to the national and local governments;
- **Scaling up and supporting SDG innovations engaging government, private sector, women, youth and people with disabilities:** In 2017, UNDP pilot tested multiple private sector led sustainable business models for SDG awareness raising, resource mobilization and entrepreneurship development;
- **Fostering south-south and regional cooperation in the Pacific:** In order to deepen the learning, capacity building and mentoring services, UNDP will continue to foster south-south and regional cooperation exchanges not only between Pacific Island Countries and the global south but also between Australia/New Zealand and the Pacific Island countries;
- **Developing knowledge products:** UNDP will continue to organize national and regional events to develop and disseminate lessons and best practices under the theme of inclusive growth. This will include analysing and deconstructing poverty and hardship issues in the Pacific, developing options for achieving green blue economic growth to benefit the poorest and reach the unreached; and
- **Technical assistance:** The programme will provide access to technical experts to support the stakeholders to accelerate progress on the SDGs via following capacity development services:
 - Support to SDG Voluntary National Reporting (VNR) and SDG progress through various national/regional plans, processes and reports;
 - Integration of SDG's in the national development plans and priorities;
 - Strengthening capacities within local and national institutions for planning and monitoring of the sectoral and the national plans and prioritization of allocation of limited resources to deliver on national plans and priorities. This will include support for Development Finance

- Assessments (DFAs) and capacity development in the implementation of the DFA recommendations;
- Localization of the SDGs through integration of the SDG indicators in various sectoral and national plans;
- Development and pilot testing of innovative financing mechanisms to fill in the SDG financing gap in the Pacific;
- Development of targeted programs for the youth, women and people with disabilities through multi-stakeholder engagement and strengthening of SDG partnerships for the goals; and
- Supporting greater engagement of the private sector in the SDGs i.e. development roll out of various SDG campaigns, corporate and institutional investments to accelerate progress on the SDGs.

Promoting Gender Equality

Through programme interventions, perceptions, interests, needs and priorities of both women and men will be taken into consideration not only as a matter of social justice but because they are necessary for successful development processes. Gender considerations will be incorporated in each stage of the project cycle starting from planning through to M&E using available tools that can assist with delivering against gender sensitive goals. These include;

- **Mainstreaming:** UNDP checklist for gender mainstreaming will be used to review the extent to which gender is mainstreamed into projects. A Gender Expert will be recruited to assist with gender mainstreaming in various projects
- **Gender Marker:** This tool can be applied for tracking expenditure towards gender mainstreaming.
- **Women Empowerment:** A more comprehensive approach to promoting women's inclusion in private sector development is to be developed, capitalizing on opportunities such as;
 - New technologies and services – mobile services; solar power, mobile money, mobile based credit ratings.
 - Enhancing access to markets through making market connections, addressing physical and gender barriers to accessing markets such as i) use of IT to enhance information sharing about prevailing commodity prices and ii) infrastructure development to support market access and address bottle necks such as middlemen activities.
 - Introducing private sector approaches that encourage collaboration and joint ownership such as cooperatives.
 - Enhancing women's knowledge and participation in economic sectors through i) Capacity development and leadership mentoring development identifying champions and ii) Aligning these initiatives to existing national and sub-regional strategies to account for women's empowerment at local, provincial and state/national levels.
- **Monitoring & Evaluation:** UNDP will prioritize the collection and use of gender disaggregated data and analysis for identifying those being left behind and provide technical support to design of targeted interventions to reach them

Theory of Change

UNDP has a global Strategic Plan that runs from 2018-2021 and provides an overarching description of how the organization will work and deliver results for national government partners in the coming years. The Strategic Plan has identified three core objectives: (i) eradicating poverty; (ii) building sustainable development; and (iii) resilient societies.

While the strategic documents noted above have outcomes, outputs and priorities relating to UNDP's global mandate, the UNDP's Pacific Regional programme document (SRPD 2017-2022) builds not only on the global recommendations but is also aligned with both the national and the regional priorities, plans and documents the Pacific Island Countries including the Pacific regional organizations.

The Pacific Regional Inclusive Growth Programme Theory of Change is fully aligned with the UNDP Sub-Regional Programme Document (SRPD) 2018-2022- Outcome 3.

The Theory of Change argues that economic development is limited in the Pacific, and that economic growth is not equitable and inclusive enough to address the concerns of the marginalized (youth, women, people with disabilities, elderly and people living in outer islands) as envisaged in UN's reaching the unreached agenda and the SDGs.

In this context, UNDP will design and develop innovative targeted programs to build technical capacities of the national institutions to achieve SDG 1, 5, 8, 10, and 17.

In response to addressing the inclusive growth development challenges in the Pacific, UNDP's SRPD targets the most vulnerable people in the sub region, defined as those living in hardship, exposed to climatic and disaster risks (primarily coastal communities, people living in remote and isolated areas dependent on ecosystems threatened by climate change), and those marginalized by inadequate economic opportunities and poor public service delivery (especially women, youth and internal migrants living in informal settlements). The underlying vulnerabilities frequently overlap and are intensified by limited socio-political participation in decision-making at all levels. In addressing the vulnerabilities, UNDP will also focus on enlarging space for civic participation and rights awareness, and empowering communities to shape the decisions that affect them.

UNDP maintains effective partnerships with governments, civil society, regional organizations the private sector and development partners using a combination of programming modalities that emphasize national ownership and implementation. These are direct national support, multi-country programming to deliver cost-effective policy advice and technical assistance from a regional platform, and regional programming to help countries take collective action or seek shared solutions to common challenges through south-south cooperation and knowledge sharing.

Evidence points toward three broad solutions pathways and priorities for achieving this: 1) Localization of SDGs, integrated planning and policy coherence; 2) Building capacities of local and national institutions to address informal economy issues through provision of inclusive financial, social and business services including development of social enterprises to address community concerns and exclusion issues; and 3) Supporting resource mobilization to scale up traditional and innovative financing tools and instruments for sustainable economic growth and to meet the development financing gaps for the SDGs.

1) Localization of SDGs, integrated planning and policy coherence.

Building on UNDP's unique position and comparative advantage in driving the SDG localization processes, UNDP jointly with other UN agencies and regional organizations will support the government in strengthening national plans, strategies, policies and budget. It supports the government to identify and propose economic diversification opportunities, set realistic sustainable growth targets and develop transparent data driven reporting systems. Support to countries in preparing for and managing LDC graduation (in partnership with other parts of the UN) will also form part of this work

2) Building capacities of local and national institutions to address informal economy issues through provision of inclusive financial, social and business services.

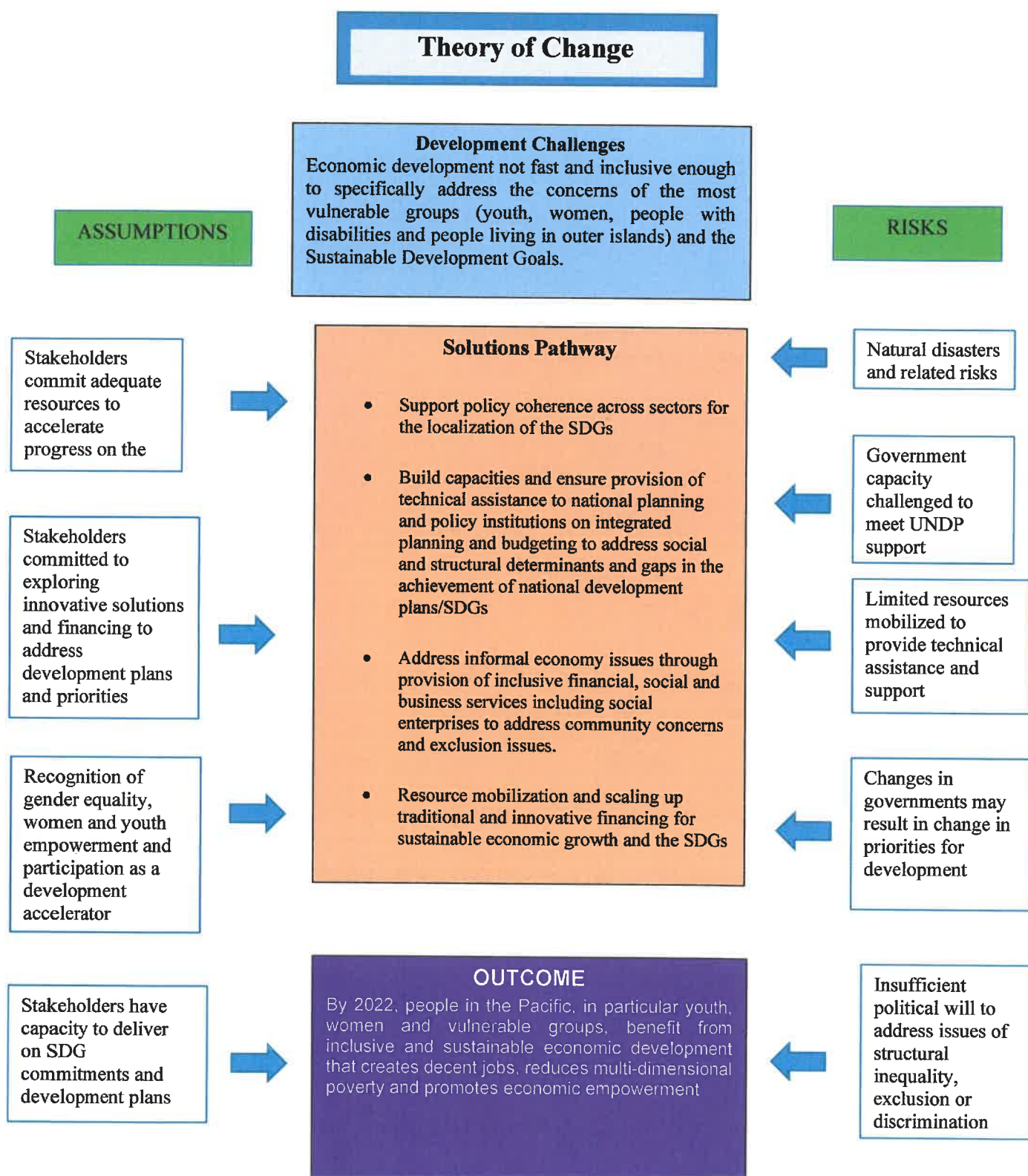
UNDP will prioritize the collection and use of gender disaggregated data and analysis for identifying those being left behind and provide technical support to design of targeted interventions to reach them. It will draw upon UNDP's global experiences across the world and build on successful practices such as establishing inclusive businesses, working on export oriented high-end commodities markets such as organic produce, coco, coffee, virgin coconut oil etc. Work on facilitating creation of enabling environment to foster entrepreneurship and development of social enterprises mainly through establishment of innovation labs. It will also support interventions to improve market access for the artisanal fishers encompassing both coastal and river fishing, pilot test outcome-based financing, bonds and insurances for sustainable ecosystem management. Based on UNDP's global experiences, support south to south exchanges capable of opening new pathways and explore opportunities and introduce innovations in cash transfers in emergencies including conditional and non-conditional cash transfers to the differently abled people, girl child and the old. It will also pilot test micro insurance and micro pension services in support of UNDP's agenda of reaching the unreached.

3) Mobilizing and scaling up financing for sustainable growth.

As part of supporting SDG localization work, UNDP will provide a substantive offer to help countries finance their development plans. Development Finance Assessments (DFAs) have already been completed or are underway in 5 Pacific countries: (the Solomon Islands, Samoa, Papua New Guinea, RMI and in

Fiji), as part of support to countries in revisiting fiscal policies and domestic resource mobilization opportunities and allocation of scarce resources for development. Additionally, UNDP will share knowledge and experiences on use of innovative financing mechanisms to addressing and meeting some of the key development challenges such as the SDG targets and environmental sustainability.

The diagrammatic picture of Programme’s Theory of Change including risks and assumptions depicted in the picture below.



Moreover, in the next five years (2019-2022), in support of the broad solutions pathways outlined above, UNDP will develop a suite of targeted programs to deliver on outcome 3 of the SRPD. The overview of the UNDP policy support and service offer is depicted in the picture below.

PRODUCT AND SERVICES OFFER	Improving service delivery for decent work/ inequalities	Pilot testing innovative financing options to address key development challenges	SDG localization	Organization of multi-stakeholder forums/dialogues Strengthening partnerships for goals
	Inclusive businesses to enhance export competitiveness of commodity chains • Organic, • Cocoa/coffee • Virgin oil, • Fish • Minerals	Micro insurance services	Capacity building • Planning • Budgeting • Data • Reporting • Innovation	Partnerships for goals (SDG 17) Govt. Regional bodies UN agencies
	Entrepreneurship/youth innovation labs	Micro pensions		Financial institutions
	Market access (M4C) for small-scale artisanal fishers-coastal and river fisheries/road side vendors/'food mamas'.	Cash transfers-disasters, disability, old age, conservation		Impact investors Crowd funding networks
	Innovations To improve delivery of services and creation of jobs	Challenge funds		Foundations/Private sector
	Supporting innovations for financial inclusion	Conservation bonds/Outcome based financing models		Product certifying bodies

The TOC includes several assumptions that cut across all the areas the UNDP Pacific Office works in. They relate to stakeholders committed to allocating time and resources to accelerate progress on the SDGs, stakeholder's willingness to learn and pilot test innovative financing solutions to address SDG financing gaps in line with their national development plans and priorities and recognition of gender equality, women and youth empowerment to accelerate progress on the SDGs. Similarly, working with complex development challenges also comes with risks and they are present across various development settings. They are related to high risks from natural disasters, low institutional, financial and governance capacities amongst the stakeholders to measure, report and commit to SDG goals and targets along with lack of political stability and will to address structural inequality, exclusion and discrimination issues. Lastly, there is lack of technical capacities within the local institutions with limited knowledge and incentive for mobilization of investment capital which is critical for sustainable and inclusive growth in the Pacific Island Countries.

II. RESULTS AND PARTNERSHIPS

Expected Results

All Pacific Island Countries (Fiji, Solomon Islands, Vanuatu, Nauru, Kiribati, Republic of Marshall Islands (RMI), Federated States of Micronesia (FSM), Palau, Tuvalu, Samoa, Niue, Tokelau, the Cook Islands and Tonga) have endorsed the Sustainable Development Goals and are committed to accelerating progress on the SDGs. UNDP, jointly with other UN agencies and Pacific regional organizations (PIFs and SPC), has been assisting the national governments, private sector and the civil society to strengthen the building blocks for the acceleration of the Sustainable Development Goals (SDGs). This regional program on inclusive growth will play a catalytic role in not only achieving the UNDP’s Sub Regional Project Document’s (SRPD) targets and outputs but also directly contribute in accelerating progress on the SDGs 1, 5, 8,10 and 17 which are defined as follows:

SDG 1- End poverty in all its forms everywhere;

SDG 5- Achieve gender equality and empower all women and girls;

SDG 8- Promote sustained, inclusive and sustainable economic growth full and productive employment and decent work for all;

SDG 10- Reduce inequality within and among countries; and

SDG 17- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

SRPD Output ⁸	Pacific Regional SDG, private sector and livelihoods programme focus
Output 3.1: Gender-sensitive and risk-informed participatory planning and budgeting processes aligned with SDGs	<ul style="list-style-type: none"> • Regional SDG localization program • Achieving 2030 agenda for sustainable development • Advancing Inclusive and Sustainable Human Development
Output 3.2: Sustainable ‘green/blue’ economic policies and entrepreneurial opportunities for women and youth	<ul style="list-style-type: none"> • Kiribati Coconut Sector Development Project • Tonga Early Recovery support • Regional Youth Co: Lab and coworking spaces • Kiribati EIF Trade Project • Tuvalu EIF Trade Project
Output 3.3: Financial inclusion strategies targeting rural and low-income women and youth	<ul style="list-style-type: none"> • Markets for Change with UN Women • Pacific Financial Inclusion Program

Result 1: Gender-sensitive and risk-informed participatory planning and budgeting processes aligned with SDGs

UNDP has developed a substantive set of service offerings to support countries in budgeting and financing their development plans. In the Pacific, this has included the rolling out of 5 Development Finance Assessments (DFAs), which build on the logic of the international Addis Ababa Action Agenda, and financing of the country’s development agenda from all sources of funds – public and private, domestic and international. Findings from DFAs help governments make informed investments, policies and partnership decisions including prioritization and best use of the available resources to advance the objectives of the National Development Strategy and Sustainable Development Goals. Going forward, UNDP will continue to provide on-demand support to countries in taking stock of their financing options, but also in taking forward key context-specific recommendations to improve mobilization and utilization of available development finance.

Additionally, UNDP will continue supporting all the Pacific Island Countries (Fiji, Solomon Islands, Vanuatu, Nauru, Kiribati, Republic of Marshall Islands (RMI), Federated States of Micronesia (FSM), Palau Samoa,

⁸ Outcome of 1 of the UNDP PNG CPD provides similar outputs to the SRPD

Niue, Cook Islands, Tokelau, Tuvalu, and Tonga) to integrate SDG's into their national plans and indicators, hence, strengthening development planning, policy coherence and monitoring, reporting mechanisms including VNR reporting process. Moving forward, it will assist in local capacity building in areas such as planning, budgeting, monitoring and evaluation within the national and local institutions.

Result 2: Sustainable 'green/blue' economic policies and entrepreneurial opportunities for women and youth

Under this, UNDP supports the governments of Fiji, Vanuatu, Kiribati and Tuvalu to devise green/blue economic policies to create entrepreneurial opportunities for women and youth through development and implementation of national organic policies, investment policies and trade policies. UNDP also provides support to the governments and the communities in the adoption and implementation of sustainable tourism, marine conservation and sustainable fisheries practices through revival of good traditional and customary practices as well as legislative measures.

Result 3: Financial inclusion strategies targeting rural and low-income women and youth

In addition to the implementation of the Pacific Financial Inclusion Program (PFIP) to ensure greater financial inclusion and provision of financial services in the Pacific, UNDP will continue working closely with PFIP to strengthen the financial and business support services under the Markets for Change (M4C) program with UN Women. UNDP is currently supporting market vendors and farmers in 21 markets in Fiji, Solomon Islands and Vanuatu to improve financial literacy, improve access to financial, business and social services. In the coming years, UNDP will deepen and expand these learnings and services while also entering new countries including more rural and remote markets.

Resources Required to Achieve the Expected Results

Resources required to deliver the programme are laid out in the RRF below.

Partnerships

The programme will work with partners in the Pacific Region to enhance the impact of the programme and to ensure its work is well-coordinated with efforts of other actors at the regional and national levels. Partners will include:

- **National Governments:** Assisting and working closely with the government in building local capacities to accelerate progress on the Sustainable Development Goals;
- **Sub-National Governments:** In addition to national governments, the programme will engage sub-national governments in the implementation of the national/sectoral plans, policies and strategies;
- **Regional Organizations:** UNDP has been working closely with the Pacific Island Forum Secretariat, Pacific Community (SPC), South Pacific Tourism Organization and others to support the implementation of the SDGs;
- **Non-State Actors:** In addition to working with the national and local governments, UNDP also engages non-state actors (i.e. – CSOs; Faith-based Groups; Media; CBOs) that are working at the local, national and regional levels. The main objective is to leverage their knowledge and expertise in the delivery of the programme outputs. Additionally, under this portfolio via UNDP's work in youth (e.g. Youth Co: Lab) UNDP has developed several strong working relationships with several non-state actors and their networks in Australia and New Zealand which will be further deepened during this project document period;
- **Private sector partners and their pedestal organizations:** In line with UNDP's private sector strategy, UNDP works with numerous local and international companies, financial institutions and Business Membership Organizations (BMOs) that are not only based locally but also in the broader Asia-Pacific region, including Australia and New Zealand;
- **Academia:** UNDP also closely works with the University of the South Pacific and several other universities (mainly as ecosystem actors in Australia, New Zealand and Singapore) building on global and regional SDG alliances such as United Nations Sustainable Development Solutions Network (SDSN) Australia/ Pacific, which is being run through Monash University. These linkages are envisaged to deepen South-South knowledge and exchanges to support research and innovations for the SDGs;

- **Donors:** In addition to working with DFAT, inclusive growth portfolio also receives considerable funding from UN's Trust Funds (IBSA, India, SDG-F), EIF (Aid for Trade etc.); and
- **UN Agencies:** UNDP works closely with the UN agencies in the region, including UN Women, ESCAP, ILO, UNICEF, and UNFPA.

Risks and Assumptions

Programme risks are comprehensively identified in the Risk Log attached. The programme assumptions are detailed in the Strategy section of this Project Document.

Stakeholder Engagement

Multi-stakeholder consultation and engagement is the core part of this program. This strategy not only helps create synergies, but also assists in leveraging each other's strengths to enable innovation, cost efficiencies and ensure sustainability in programming.

South-South and Triangular Cooperation (SSC/TrC)

The programme will utilise opportunities for knowledge sharing and capacity development through regional and national project activities by bringing together counterparts and the beneficiaries from various countries in the Pacific region and further afield. This will include interactions between counterparts undertaking similar tasks in different countries in the thematic areas targeted by the portfolio. Where possible, peer-to-peer exchanges will be utilised to allow for mentoring and coaching by counterparts.

Knowledge

The programme will primarily focus on knowledge transfer and capacity development for the national counterparts and partners, including government officials, civil society actors, entrepreneurs, academia and the private sector. The knowledge transfer will be achieved through a number of methods, including knowledge events, knowledge products, peer-to-peer exchanges, mentoring, coaching and pilot testing new approaches for evidence-based policy making.

The projects established under this programme will produce a number of knowledge products (e.g. - manuals; handbooks; e-courses) and organise knowledge events (e.g. – seminars; conferences; workshops).

In order to ensure a results-based approach to the work of the programme, activities and projects established under this programme will be designed in a manner that learns from previous work in the region and in the given sector, to ensure that beneficiaries are receiving up-to-date knowledge from technical experts using cutting-edge tools and methods to deliver key results.

The programme will create visibility through preparing press releases and inviting local media to attend public events. Information about the activities and achievements of the programme will be placed on the UNDP website. Visibility of the programme will be increased further by the communication activities of programme and project partners and donors. Where feasible, projects will have a team that will include a Communications Officer who will coordinate the activities related to the visibility of the project. Lessons learned generated will be included in the Lessons Learned Log and shared with partners globally through the UNDP learning platforms.

Sustainability and Scaling Up

In order to address sustainability and scalability of the interventions, UNDP's will focus on strengthening the technical capacities at the national and the subnational level to plan finance and implement initiatives that help to share the benefits of economic development with the most marginalized (women, youth, people with disabilities and people living in outer islands).

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the programme management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the SRPD, the Pacific Annual Review and the Management Committee. In addition,

there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office in Fiji leverages activities and partnerships among several initiatives and projects in the Pacific Region.

The strategy of this programme is to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The programme aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the programme will utilise outside experts as well as in-house experts from within UNDP and UN sister organisations, and in-kind contributions from stakeholders.

Project Management

The Pacific Regional Inclusive Growth Programme and the related projects will be directly implemented by the Inclusive Growth Team that is based at the UNDP Pacific Office in Fiji and in the Solomon Islands office in close coordination and collaboration with Samoa MCO and PNG offices; where applicable, some activities related to the latter countries may be implemented there directly. Additional technical experts with the expertise required for the various project activities will be recruited on an as-needed basis.

The Inclusive Growth Team leadership in Fiji includes the following posts and depending upon the country context may have similar arrangements in other UNDP offices in the region:

- Inclusive Growth Team Leader (Programme Manager)
- Inclusive Growth Deputy Team Leader (Deputy Programme Manager)

Projects established under this programme will have a designated Project Manager (and other staff, where feasible). Each Project Manager will report to the IG Team Leader and submit annual work plans, quarterly and annual reports and other relevant documentation for approval. The costs associated with the two posts noted will be funded as Direct Project Costs through the portfolio of projects that are formulated and approved with some core funding contribution from UNDP's core resources.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UN Pacific Strategy Results and Resource Framework:

- ❖ Outcome 2: By 2022, people in the Pacific, in particular youth, women and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multidimensional poverty and inequalities and promotes economic empowerment.

Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:

Outcome Indicator 2.1:

Number of PICTs in which the proportion of men, women, youth and children of all ages living in poverty in all its dimensions, according to national definitions, has decreased, based on the latest available data

Baseline (2016): 0 PICTs

Target: Fully Achieved: 1 PICTs

Outcome Indicator 2.2:

Number of PICTs in which the percentage of the population with access to formal financial services has increased, based on the latest available data

Baseline (2017): 0 PICTs

Target: Fully Achieved: 1 PICTs

Applicable Output(s) from the UNDP Strategic Plan:

SP Output 2.1

National and local institutions enabled to put in place evidence-based risk-informed and gender-sensitive policies guiding participatory planning and budgeting processes and aligned with SDGs

SP Output 2.2.

Number of countries with systems in place to track and make public allocations for gender equality, women's empowerment and inclusion of marginalized individuals and communities

SP Output 2.1.1

Number of countries adopting national financial inclusion policies and strategies with specific gender, rural and youth approaches

SP Output 2.1.2

Number of women and men enrolled in formal financial services, disaggregated by locality

Project Title and Atlas Project Number: Pacific Inclusive Growth Programme 2018-22

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE							TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	FIN AL	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	FIN AL		
Output 1: National and local institutions enabled to put in place evidence based, risk informed gender sensitive policies, guiding participatory planning and budgeting processes and aligned with SDGs	1.1: Number of countries that use nationally relevant SDG targets and indicators, including age and sex disaggregated data, to monitor the performance of national and subnational plans and budgets (<i>SP indicator 3.1.1</i>)	Ministries of national planning and statistics		4	7	9	12	14	4								Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
			0	1	2	3	4	5	3	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports							
GEN 2	1.2: Number of countries with systems in place to track and make public allocations for gender equality, women's empowerment and inclusion of marginalized individuals and communities (<i>SP indicator 3.1.2</i>)	Partner reports Media Reports CSO Data		0	1	2	3	4	5	4							Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
			0	1	2	3	4	5	4	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports							
Output 2: Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youth.	2.1: Number of countries with policies, systems or institutional measures in place at the national and subnational levels to generate and strengthen employment and livelihoods (<i>SP indicator 3.2.1</i>)	Project reports Partner reports Media Reports CSO Data		0	10	20	30	40	50	20							Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
			0	10	20	30	40	50	20	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports							
GEN 2	2.2: Number of green/blue business started and jobs created disaggregated by age, sex and geographical location	Project reports Partner reports		0	10	20	30	40	50	20							Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
			0	10	20	30	40	50	20	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports							
GEN 2	2.3: Percentage of participation in green/blue economy sectors (Agriculture and Fisheries) by women, youth and vulnerable groups.	Media Reports CSO Data		0	10	20	30	40	50	20							Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
			0	10	20	30	40	50	20	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports							

<p>Output 3: National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural and low-income women and youth.</p> <p>GEN 2</p>	<p>2.2: Number of countries adopting national financial inclusion policies and strategies with specific gender, rural and youth approaches (<i>SP indicator 3.3.1</i>)</p>	<p>Central bank report Project report CSO Reports/Data</p>	5	5	5	5	6	6	3	<p>Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports</p>
	<p>3.2: Number of women and men enrolled in formal financial services, disaggregated by locality(<i>SP indicator 3.3.2</i>)</p>	<p>Central bank report Project reports CSO Reports/Data UNDP Reports</p>	478,484	500,000	500,000	600,000	678,484	678,484	4	<p>Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports</p>

V. MONITORING AND EVALUATION

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

Monitoring Plan					
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	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.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Every second year	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan
Annual Programme Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every 2 years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan
Annual Programme Report	A progress report will be presented to the Management Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the Programme (Final Programme Report)	Report to be reviewed by the EGT Management Committee and any issues associated with lack of progress in achieving outputs, financial and human resources and other factors will be discussed and appropriate course of action to deal with such issues will be decided.	UNDP IGT and Report to Management Committee	Identified in Multi-Year Work Plan

<p>Programme Review (Management Committee)</p>	<p>The programme's governance mechanism (i.e. – Management Committee) will hold regular reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the final year, the Management Committee shall hold an end-of-programme review to capture lessons learned and discuss opportunities for scaling up and to socialize results and lessons learned with relevant audiences.</p>	<p>Annually and at the end of the Programme</p>	<p>Any quality concerns or slower than expected progress should be discussed by the Management Committee and management actions agreed to address the issues identified.</p>	<p>UNDP IGT and Report to Management Committee</p>	<p>Identified in Multi-Year Work Plan</p>
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Evaluation Plan

Two evaluations of the Pacific Regional Programme are planned; these will assess performance across all three project portfolios (Effective Governance; Inclusive Growth; and Resilience and Sustainable Development).

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
<p>Mid-term Programme Evaluation</p>	<p>DMEG?</p>	<p>STRATEGIC PLAN OUTCOME #5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change STRATEGIC PLAN OUTCOME #1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded UNDP STRATEGIC PLAN OUTCOME #2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democracy and governance</p>	<p>SRPD Outcome 1,3,5 SRPD Output 1.1-5.3</p>	<p>2020</p>	<p>Government, CSOs, IGOs, Institutions</p>	<p>US\$80,000</p>
<p>Final Programme Evaluation</p>	<p>DMEG?</p>	<p>STRATEGIC PLAN OUTCOME #5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change STRATEGIC PLAN OUTCOME #1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded UNDP STRATEGIC PLAN OUTCOME #2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democracy and governance</p>	<p>SRPD Outcome 1,3,5 SRPD Output 1.1-5.3</p>	<p>2022</p>		<p>US\$120,000</p>
<p>TOTAL</p>						<p>US\$200,000</p>

	women's empowerment and inclusion of marginalized individuals and communities.									and public finance, policies and legislative changes Co-financing for new project development	
	b) Support South to South knowledge exchange, exposure visits and capacity building in fostering gender equality, women's economic empowerment and inclusion of the marginalized individuals and communities		20,000	10,000	10,000	5,000	UNDP			Knowledge Events; Knowledge Products; Technical Assistance Co-financing to crowd in private and public finance, policies and legislative changes Co-financing for new project development	
	c) Support relevant Ministries, actors and institutions to conduct action researches and commission pilot projects to accelerate progress on gender equality, women's economic empowerment and inclusion of the marginalized individuals and communities (Policy Support 1, Fiji Organic Policy Support 2, Fiji Fisheries/ Shark Conservation Policy)		20,000	20,000	20,000	10,000	UNDP			Knowledge Events; Knowledge Products; Technical Assistance Co-financing to crowd in private and public finance, policies and legislative changes Co-financing for new project development	
	d) Programming cost output 1		172,000	140,000	140,000	125,000					
	1.5 Direct Project Costs¹¹		57,500	57,500	57,500	57,500					

¹¹ Programme Oversight Costs (Finance and Procurement), Common Service Charges, and UNDP Communication and Programme Finance.

	Sub-Total for Output 1		229,500	197,500	197,500	197,500	182,500			The funding gap of USD 94,900 is met through TRAC resources
<p>Output 2: Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youth.</p>										

										met through other project resources e.g M4C
Output 3: National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural and low-income women and youth.	3.1 Activity: Support countries to adopt national financial inclusion policies and strategies with specific gender, rural and youth approaches (SP indicator 3.3.1)									
	a) Support Pacific Financial Inclusion Program (PFIP/UNCDF) to strengthen its technical assistance in the development of pro gender, disability friendly, rural and youth oriented financial inclusion policies and services	PFIP					UNDP		Knowledge Events; Knowledge Products; Technical Assistance	
	b) Develop knowledge products and tools to improve financial inclusion policies and strategies that are pro gender, disability friendly targeting women, youth and the rural communities.	PFIP					UNDP		Knowledge Events; Knowledge Products; Technical Assistance	
	c) Support South to South exchanges, capacity building and peer to peer learnings (between governments, people with disabilities, women and youth) for the development of financial inclusion policies and strategies that are pro gender, disability friendly targeting youth and the rural communities.	PFIP					UNDP		Knowledge Events; Knowledge Products; Technical Assistance	
	d) Support research and studies on development of policies		10,000	10,000	5,000	5,000	UNDP		Knowledge Events;	

	and instruments on conditional and non-conditional cash transfers to ensure financial social and humanitarian policies and strategies are pro gender, disability friendly and youth focused.								Knowledge Products; Technical Assistance Co-financing to crowd in private and public finance, policies and legislative changes Co-financing for new project development	
3.3 Activity: Increase the number of women and men enrolled in formal financial services, disaggregated by locality (SP indicator 3.3.2)										
a) Support capacity development of national, subnational governments, banks, savings and credit groups, agents etc for improved service delivery to ensure greater uptake of formal financial services by the women, men, youth including people with disabilities.		(PFIP)					UNDP		Knowledge Events; Knowledge Products; Technical Assistance	
b) Support capacity development, knowledge sharing events and south to south exchanges to increase the number of women, men, youth and people with disabilities enrolled in formal financial services		(PFIP)					UNDP		Knowledge Events; Knowledge Products; Technical Assistance	
c) Design and pilot test innovative financing mechanisms and tools to reach and unreached and unbanked communities, people with disabilities, men, women and youth including pilot testing of instruments	20,000		15,000	10,000	5,000	UNDP		Knowledge Events; Knowledge Products; Technical Assistance Co-financing to crowd in private and public		

	such as impact investments, SDG fund for social enterprises etc.									finance, policies and legislative changes Co-financing for new project development
	Programming cost output 3	30,000	25,000	15,000	10,000					
	Sub-Total for Output 3	30,000	25,000	15,000,	10,000					
Total programme costs		374,000	260,000	245,000	195,000					
Direct Project cost		97,900	97,900	97,900	97,900					
Operational Costs		30,000	30,000	30,000	30,000					
General Management Support	General Management Service (GMS) Fees 8%	40,152	31,032	29,832	25,832					
TOTAL		542,052	418,932	402,732	348,732					

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will directly implement this regional programme, which operationalizes and sets the basic framework for the UNDP's regional inclusive growth programme delivery in the Pacific region. While overall guidance and coordination of the Asia-Pacific regional programme is under the Bureau for Asia and the Pacific (RBAP) Outcome Board, the Bureau has delegated day-to-day management of the Pacific component to the Pacific Office in Fiji, in close collaboration with Bangkok Regional Hub, the Samoa Multi-country Office and PNG Country Office and with a primary focus on supporting the 15 programme countries in the Pacific. The regional inclusive growth programme will be implemented in partnerships with Pacific governments, sister UN agencies and relevant regional and sub-regional organizations such as the Pacific Islands Forum (PIF) and the Secretariat of the Pacific Community (SPC), civil society organizations, private sector and other non-state actors in close coordination with UNDP Samoa MCO and UNDP PNG CO.

Pacific Management Committee (PMC):

Direct accountability and oversight for operational and implementation matters of the Inclusive Growth Regional Programme will be provided by the Pacific Management Committee comprised of the Senior Management of RBAP, represented by Bangkok Regional Hub, and the three Offices in the Pacific, Fiji, PNG and Samoa. A principle interest of the PMC is to ensure that the Regional Programme is based on a comprehensive analysis and assessment of the development priorities in the Pacific, and that it is directed by clearly defined and measurable developments results and impacts that contribute to the Asia-Pacific Regional Programme and the UNDP Strategic Plan and that are accurately reported to RBAP and development partners.

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

The Pacific Management Committee encompasses the following three roles:

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

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

Asia-Pacific Advisory Board:

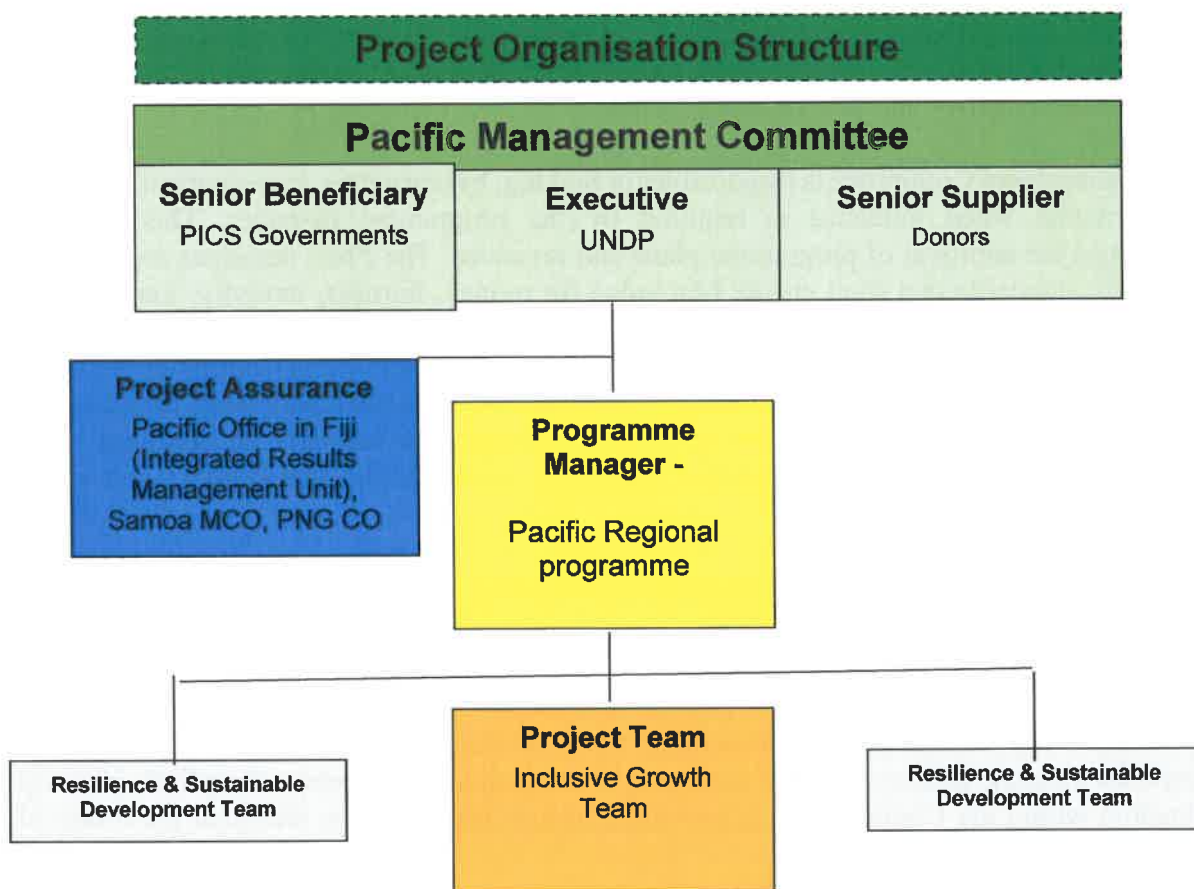
Beyond the direction provided by UNDP’s global and regional strategies, the Regional Inclusive Growth Programme receives guidance from the Asia-Pacific Outcome Board comprising of government representatives, including PICTs, Resident Representatives, other stakeholders, . The Programme Board will be used as a key coordination and consultation mechanism to ensure relevance of key products and services delivered under each programme output in the region. The Programme Management Committee advises on critical development and political issues in the Pacific.

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

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

** Since the Pacific Management Committee will take place for the three teams at once, the Programme Manager or a regional program coordinator will oversee the coordination of the regional programme.

*** *In case of any changes or amendments to the TOR or functioning of this PMC or the Board, these will be amended accordingly.*



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context Standard Clauses

I. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context Standard Clauses

Option c. For Global and Regional Projects

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 (ii) 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 [name of entity] (“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 Standard Clauses

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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 <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, 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>).
4. The Implementing Partner shall: (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.
5. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a. Consistent with the Article III of the SBAA [*for 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:
 - i. 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;
 - ii. 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.
- 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.
- 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. *Choose one of the three following options:*

Option 1: 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.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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.

Option 3: 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 the 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.

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.

II. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Log**
- 4. Management Committee Terms of Reference**

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ○○○○○	HIGHLY SATISFACTORY (4) ○○○○○	SATISFACTORY (3) ○○○○○	NEEDS IMPROVEMENT (2) ○○○○○	INADEQUATE (1) ○○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

For all questions, select the option that best reflects the project

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <input type="checkbox"/> 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. <input type="checkbox"/> 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. <input type="checkbox"/> 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i>	3	2
	1	
	Evidence Rated 3 (reference to pge 7-8 on 'Theory of Change') Based on evidences and lessons learnt, change pathway is now focusing on three broad priorities which are clearly articulated	
2. Is the project aligned with the UNDP Strategic Plan?	3	2
	1	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<ul style="list-style-type: none"> <input type="checkbox"/> 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> <input type="checkbox"/> 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> <input type="checkbox"/> 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	Evidence Rated 2 Inclusive Growth falls under Outcome 1 of UNDP's SRPD , focusing on achieving growth and development that are more inclusive and sustainable. RRF includes 3.1.11, 3.1.2, 3.2.1, 3.3.1 and 3.3.2	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes X	No

RELEVANT

4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> <input type="checkbox"/> 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. <input type="checkbox"/> 2: The target groups are clearly specified, prioritizing groups left furthest behind. <input type="checkbox"/> 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	2
	1	
	Evidence Rated 2 As detailed under 'Theory of Change' Inclusive Growth program initiatives target mostly the vulnerable groups which are women, youths and those with disabilities	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?	3	2
	1	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- 3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.
- 1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence
Rated 3
 Building on successful practices such as establishing inclusive businesses, working on export oriented high-end commodities markets such as organic produce, coco, coffee, coconut virgin, targeted interventions are designed to reach the targeted groups

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?

3

2

1

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- 3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)*
- 2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- 1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence

Rated 3

Inclusive Growth has maintained effective partnerships with governments, civil society, regional organizations, the private sector and development partners using a combination of programming modalities that emphasizes national ownership and implementation through direct national support, multi-country programming to deliver cost-effective policy advice and technical assistance from a regional platform, and regional programming to help countries take collective action or seek shared solutions to common challenges through south-south cooperation and knowledge sharing.

PRINCIPLED

7. Does the project apply a human rights-based approach?

3

2

1

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- 3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)*
- 2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)*
- 1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1

Evidence Rated 3
In supporting productive employment, decent jobs, risk management/resilience building, innovations for the SDGs and redistributive programs, Inclusive Growth prioritizes collection and use of gender disaggregated data and analysis for identifying those being left behind and targeted interventions are designed to reach them.

8. Does the project use gender analysis in the project design?

- 3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)*
- 2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)*
- 1:** The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	

Evidence Rated 1
However, mentioned under ‘Theory of Change’, Inclusive Growth will prioritize the collection and use of gender disaggregated data and analysis for identifying those being left behind and provide technical support to design of targeted interventions to reach them. Included as part of the RRF Indicators for tracking purpose

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- 3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true)*.
- 2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)*
- 1:** Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Management action or strong management justification must be given for a score of 1

3

2

1

Evidence
Rated 2
Addressed under "Theory of Change" on supporting interventions to improve market access for the artisanal fishers encompassing both coastal and river fishing, pilot test outcome-based financing, bonds and insurances for sustainable ecosystem management.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

Yes

No

SESP Completed

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?

- 3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*
- 2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)*
- 1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)*

*Note: Management Action or strong management justification must be given for a score of 1

3

2

1

Evidence
Rated 3
Reference to pge 13-16) of the project document where outputs are accompanied by SMART results-oriented and measurable indicators

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

3

2

1

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<ul style="list-style-type: none"> <input type="checkbox"/> 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true).</i> <input type="checkbox"/> 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> <input type="checkbox"/> 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p>Rated 3</p> <p>These are defined under 'Governance and Managements Arrangements' where compositions and functions are clearly spelled out</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> <input type="checkbox"/> 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. <input type="checkbox"/> 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Rated 2</p> <p>Reference to Risk Log</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes (3) X (reference to pge 11-12)	No (1)
<p>15. Is the budget justified and supported with valid estimates?</p>	3	2
	1	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<ul style="list-style-type: none"> <input type="checkbox"/> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. <input type="checkbox"/> 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. <input type="checkbox"/> 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p style="text-align: center;">Evidence</p> <p>Rated 3 Multi-Year budget is provided for the 4 year project duration with valid estimates based on previous activity costs</p>	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) <input type="checkbox"/> 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. <input type="checkbox"/> 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><small>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</small></p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Rated 3 All project implementation costs are incorporated in the Multi-Year budget including GMS, DPC and Operational</p>	

EFFECTIVE

<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3: Credible evidence that all targeted groups, prioritizing discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) <input type="checkbox"/> 2: Some evidence that key targeted groups have been consulted in the design of the project. <input type="checkbox"/> 1: No evidence of engagement with targeted groups during project design. 	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Rated 2 Multi-stakeholder consultation and engagement is the core part of this program. This strategy not only helps in creating synergies but also assists in leveraging each other's strengths to enable innovation, cost efficiencies and ensure sustainability in programming</p>	
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes (3) X	No (1)
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><small>*Note: Management Action or strong management justification must be given for a score of "no"</small></p>	Yes (3) X	No (1)
	<p style="text-align: center;">Evidence</p> <p>There is more gender emphasis in every Outputs</p>	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

SUSTAINABILITY & NATIONAL OWNERSHIP

<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <p><input type="checkbox"/> 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.</p> <p><input type="checkbox"/> 2: The project has been developed by UNDP in close consultation with national/regional/global partners.</p> <p><input type="checkbox"/> 1: The project has been developed by UNDP with limited or no engagement with national partners.</p>	3	2
	1	
	<p>Evidence</p> <p>Rated 2</p> <p>Continuation from previous program cycle where outcomes, outputs and priorities that are specific to UNDP's global mandate, UNDP's Pacific Regional programme document (SRPD 2017-2022) not only builds on the global recommendations but is also aligned with both the national and the regional priorities, plans</p>	
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</p> <p><input type="checkbox"/> 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</p> <p><input type="checkbox"/> 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.</p> <p><input type="checkbox"/> 1: Capacity assessments have not been carried out.</p>	3	2
	1	
	<p>Evidence</p> <p>Rated 2</p> <p>Institutional strengthening and capacity building are on-going Activities for most Inclusive Growth projects and capacity assessment have been carried out in various phases of projects</p>	
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	Yes (3) X	No (1)
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p>	Yes (3) X	No (1)

Annex 2: Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Pacific Regional Inclusive Growth Programme
2. Project Number	
3. Location (Global/Region/Country)	Pacific Sub-Region

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

There is a focus on the achievement of the 2030 agenda of the sustainable development and the 17 Sustainable Development Goals therein. This is done mostly by incorporating all four dimensions of the sustainable development pillars-political, economic, social, and environmental. In the longer term, the goal is to ensure that the communities in the Pacific are resilient, inclusive and prosperous; environment is nurtured and sustained; governance systems are participatory, responsive, enabling realization of rights and human potential through effective delivery of services as envisioned in UNDP's global strategic vision document- reaching the unreached

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

In the medium term that is by 2022, the focus will be on increasing greater voice and economic opportunities for women and youth through strengthened capacities within the local and national institutions for improved delivery of services while also increasing awareness on the environmental protection as a contributor to prosperity. Through the targeted programs for the youth, women and people with disabilities will be developed through multi-stakeholder engagement and strengthening of SDG partnerships for the goals

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

As above

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <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>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>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)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>
Risk 1: No Risks Identified	I= P=		<i>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.</i>
Risk 2: No Risks Identified	I= P=		
Risk 3: No Risks Identified	I= P=		
Risk 4: No Risks Identified	I= P=		
QUESTION 4: What is the overall Project risk categorization?			
<p>Select one (see SESP for guidance)</p> <p style="text-align: center;"><i>Low Risk</i> <input checked="" type="checkbox"/></p> <p style="text-align: center;"><i>Moderate Risk</i> <input type="checkbox"/></p> <p style="text-align: center;"><i>High Risk</i> <input type="checkbox"/></p>			<p>Comments</p>
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>			

Check all that apply		Comments
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		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		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)
Principles 1: Human Rights		
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? ¹²	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
Principle 2: Gender Equality and Women's Empowerment		
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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	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?	No
1.3	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)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No

¹² 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.

1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	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? <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>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹³ 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
Standard 3: Community Health, Safety and Working Conditions		
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 labour 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
Standard 4: Cultural Heritage		
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 forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

¹³ In regard to CO₂, '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.]

Standard 5: Displacement and Resettlement		
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? ¹⁴	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
Standard 6: Indigenous Peoples		
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	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)? <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>	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
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
Standard 7: Pollution Prevention and Resource Efficiency		
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

¹⁴ 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.

Annex 3: Risk Log



OFFLINE RISK LOG

Project Title: Pacific Regional Inclusive Growth Programme		Project No:		Date: 01 January 2018					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
1	Political and organisational environment impacts on project implementation through events, such as political tension, dissolution of a parliament, or leadership change in a government.	01 July 2018	Political Organizational	Probability - 2 Impact - 4	Working closely with govt officials to create relationships that can/may assist if there is any change in government.		Project Manager		New Monitoring
2	Countries are slow to seek HIES analysis and adopt in policy designs to address fully key social, economic and environmental aspects in planning and budgeting	01 July 2018	Political	Probability - 3 Impact - 3	The Project would proactively assess these risks and tailor support to these countries in a phased manner. Also encourage commitment through Forum Compact review process. Continue to collaborate with SPC in providing technical support and follow up on progress of surveys and data production. Ensure utilization of most recent available data and indicators while providing TA to policy formulation and planning processes Enhance dissemination and accessibility of available data, indicators and knowledge products Pro-active advocacy and awareness raising campaigns to enhance the utilization of available data indicators and knowledge products in planning and policy analysis and formulation.		Project Manager		New/Monitoring
3	Lack of funding support from countries to cost-share on implementation of SDGs activities	01 July 2018	Financial	Probability - 3 Impact - 3	Team will work on Government Cost Sharing agreements	UNDP	Project Manager		New Monitoring
4	Change in priority areas for stakeholders resulting in lack of priority to implement programme projects.	01 July 2018	Political Organizational Strategic	Probability - 2 Impact - 3	Constant follow up with our national partners on prioritizing projects of national interest	UNDP	Project Manager		New Monitoring

5	Programme is unable to be fully implemented due to a lack of human resources – both short and long-term.	01 July 2018	Operational Financial	Probability - 3 Impact - 3	Appropriate management arrangements established and maintained to distribute resources to ensure all identified beneficiaries have access to projects and technical expertise. Flexibility will be required in implementation, including regional projects and joined up activities between projects, where possible.	UNDP	Project Manager		New Monitoring /
5	Programme funding not fully mobilised or expended.	01 July 2018	Operational Financial	Probability - 2 Impact - 3	Application of monitoring and evaluation processes combined with Management Committee oversight and monitoring.	UNDP	Project Manager		New Monitoring /