

# PACIFIC RISK RESILIENCE PROGRAMME

## ANNUAL REPORT

2015

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# 1. EXECUTIVE SUMMARY

The *Pacific Risk Resilience Programme (PRRP)* is concerned with the concept of **risk governance** in the region. This is the integration of Climate Change and Disaster Risk Management (CCDRM) into routine government and community level needs assessment, planning, budgeting, monitoring and evaluation systems and implementation of development activities in participating countries. This concept is **highly relevant** in the region as climate change and disaster risk is broadly recognized as a development issue at regional, national and local levels. Relevance of the programme is increasingly evident when considered through the lens of sustainable development; resilient development and financing; and gender and social inclusion objectives.

PRRP is a five year programme, funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) with a total budget of AUD\$16m<sup>1</sup>. It is due to complete all activities in July 2018. It is delivered through a partnership between UNDP and Live and Learn Environmental Education (LLEE), and participating countries including Solomon Islands, Vanuatu, Tonga and Fiji. The programme has evolved based on **emergent design** principles selected because risk governance is not a fully developed concept in the region. The programme is built on a cycle of initial testing, learning, adapting and re-testing until a clear design emerges so that this can then be shared and scaled-up. The programme is currently progressing to a diffusion of learning and scaling-up phase. The programme is structured around three end-of-programme outcomes (EOPOs): integration of CCDRM into development at the national level (EOPO 1); CCDRM considerations are integrated into sub-national development (EOPO 2); and internal and external stakeholders apply learning generated by the programme for risk governance (EOPO 3).

**Overall progress** for 2015 has been significant for risk governance interventions at sub-national and sector level risk governance, particularly in the agriculture sector, with adequate progress at national level. With this progress the PRRP programme countries are being considered in the region as already implementing the resilient development agenda<sup>2</sup>. Most notable achievements at the sub-national level are in Fiji, Tonga and Vanuatu whereby local governments are ready to replicate the risk governance approach to other localities. At the national level risk has been integrated into a number of national policies and planning processes as well as the establishment or strengthening of governance mechanisms for risk governance e.g. the NAB secretariat in Vanuatu. A significant start has been made on private sector engagement with initial testing between the telecommunications and tourism industries and the agriculture sector. For disaster management progress has been significant with key changes in governance mechanisms for managing post-disaster recovery and risk management in general such as the Risk Resilient Unit (RRU) in Vanuatu for the agriculture sector. A number of significant interventions have been made by programme countries that have informed regional and global dialogue on 'resilient development', such as the Sendai Framework and World Humanitarian Summit, as well as the Pacific Humanitarian Partnership and climate change platforms in the region.

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<sup>1</sup> The US dollar equivalent is \$13m is based on actual and anticipated exchange rates as of January 2016.

<sup>2</sup> An observation made by SPREP at the PRRP regional board meeting: that the PRRP programme countries are already implementing the forthcoming Strategy for Resilient Development in the Pacific (SRDP)

Progress thus far in the programme is pointing towards a readiness by programme countries and partners to transition to the next phase of emergent design towards more substantive diffusion of learning not only for knowledge sharing between countries but advocacy by countries at the regional and global levels. This is becoming increasingly evident through an analysis of progress through the lens of priority development issues in the region, highlighted by a range of **factors** that can be applied for broader learning and advocacy purposes around priority issues being discussed in the region. These are focused on how risk governance is a critical factor for sustainable development; resilient development; bridging the humanitarian-development divide; gender and social inclusion; and the significance of regionalism in this area of work.

Significant progress has been made in 2015 towards laying the foundations for institutionalising **gender and social inclusion** (GSI) as fundamental to risk governance. In Vanuatu and Fiji, the ministries responsible for GSI created new posts specifically dedicated towards integration of GSI in national CCDRM initiatives, as well as the coordination of the gender and protection clusters. Most notably, however, PRRP support to the relevant ministry in Tonga towards the establishment of the Community Protection Committees is envisaged as considerable step for improved programming for GSI and CCDRM as well as fundamentally strengthening the protection cluster in all phases of a disaster. Based on these achievements and recognising the need to increase consideration of gender and protection issues in climate and disaster policy making, the Protection and Pacific (ProPa) network was established, with support from the programme, as a sub-regional forum where government officials to explore common interests and define coherent messages related to gender and protection before engaging in regional and global dialogue on climate change and disaster.

**Key priorities** for 2016 at country level are on applying the risk governance approach to mobilising resources for implementation. Based on the emerging phase of the programme evolution, are to support countries to engage on regional and global platforms to share learning but also to advocate and influence dialogue on sustainable development, resilient development, financing and gender and social inclusion. As part of the transition to the next phase of programme evolution PRRP will build on partnerships with regional agencies as well as with development partners<sup>3</sup> on resilient development issues. For *programme management* the programme has reached a phase in its evolution whereby it calls for objective monitoring and evaluation by individuals outside of the programme, and findings from these evaluations will feature in subsequent reports. In addition to this the programme team will focus on tighter management of government posts supported by the programme and operational efficiency. A key issue has been the depreciation of the Australian dollar leading to a decline in resources available for implementation in USD. This has contributed to an over-expenditure of 13% for 2015 (Feb 2015 to Jan 2016) against a budget of \$3.55m AUD (US\$2.72m at 2015 rates). Programme activities for 2016 (Feb 2016 to Jan 2017) will require a total budget of \$4.725m AUD (US\$3.24m at current rates) in order for the programme to evolve to the next phase of regional activities, *diffusion* of learning and *scaling-up* within the region including GSI work at the regional level via the ProPa network.

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<sup>3</sup> Such as UNWOMEN on GSI work, UNCDF on sub-national risk governance, IFAD on agriculture and UNOCHA on bridging the 'humanitarian-development' divide.

## 2. RELEVANCE OF THE PROGRAMME

The programme is concerned with the operationalization of the concept of 'risk governance' in the region. This is the integration of Climate Change and Disaster Risk Management (CCDRM) into routine government and community level needs assessment, planning, budgeting, monitoring and evaluation systems and implementation of development activities in participating countries. This concept is *highly relevant* and rapidly emerging in the **region** as climate change and disaster risk is broadly recognized as a development issue. PRRP invests significant resources towards reflecting on the effectiveness and relevance of its approach at all stages of the programme cycle. This reflection on the relevance of the programme must be undertaken through the lens of current and emerging priorities for Pacific island countries as the key partners which PRRP aims to benefit. A number of these have been identified as key influencing factors towards PRRP's relevance, progress and future programming:

- 1. Sustainable Development:** 2015 saw the adoption of the Sustainable Development Goals (SDGs) at the global level and initial steps towards localising the SDGs in the Pacific region include Tonga being selected as one of the pilot countries in the region. The impact of climate change and disasters, within the SDG framework, is seen as inextricably linked to sustainable development issues such as inequality, poverty and gender<sup>4</sup> as certain groups of people are invariably worse affected reiterating the need for collaboration between a range of stakeholders. In this regards, PRRP's focus on integrating Climate Change and Disaster Risk Management (CCDRM) considerations into routine development is highly relevant in terms of achieving sustainable development goals. PRRP is already working with countries to 'risk proof' development by integrating disaster and climate risk into national, sector and community level development planning. This will help countries and communities not only **protect economic and social development goals** but also allow for more sustained growth. The focus for PRRP in 2016 is on the integration of CCDRM into: i) national strategic development frameworks, such as the Tonga Strategic Development Framework (TSDF) process and the Vanuatu National Strategic Development Plan (NSDP); ii) agriculture sectoral plans; and iii) sub-national through to community development planning.
- 2. Resilience** has been a recurring theme in 2015 and will continue to frame regional strategies and programming for CCDRM. This has been particularly evident through dialogue surrounding the regional and global strategies such as the Sendai Framework, COP 21 negotiations, the Strategy for Climate and Disaster Resilience in the Pacific (SRDP), within the SDGs, and even within the humanitarian space through the Pacific consultations for the World Humanitarian Summit (WHS). Whilst there is no universally accepted definition of resilience, a number of key features have emerged as prerequisites for building resilience in country. First, it must be accepted that 'resilience is everybody's business' requiring a shift in mindsets and commitment to enact fundamental change across a **wide range of stakeholders** including governments, communities, private sector, civil society, donors and international organisations. Secondly, for the resilient agenda to be realistic it must **genuinely owned by countries and specifically communities**. PRRP has focused on building

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<sup>4</sup> SDG Goal 5 aims to achieve gender equality, reiterating that women and girls lag behind in almost every way including inequalities in work and wages, and discrimination in decision-making. SDG Goal 10 reiterates the need to reduce inequalities.

the capacity of a wide range of stakeholders **‘from within’** governance mechanism such as planning and finance functions, key development sectors (such as agriculture), communities and local government, and private sector partners to integrate disaster and climate risks at all levels. In this regard, PRRP programme countries are already being perceived as implementing the resilient development agenda<sup>5</sup>, and this has been demonstrated at global and regional fora, such as Solomon Islands at the launching of the Sendai Framework and Vanuatu featuring within a compendium of case-studies on resilient development. PRRP focus for 2016 will include the creation of new functions ‘from within’ national, sector and sub-national planning as well as the development of mechanisms for more enhanced private sector engagement on CCDRM.

- 3. Financing** for resilient development is becoming increasingly relevant for countries in achieving sustainable and resilient development goals. Pacific Islands Countries are expressing the need for easier and **more direct access to Climate Financing** through support for strengthening governance mechanisms and processes for **more effective management** of these resources. This will require countries to demonstrate capacity to effectively manage these funds from national to local levels. In this regards PRRP is already working with countries to improve planning, budgeting and monitoring and evaluation systems from national to local levels. Furthermore, three programme countries (Tonga, Vanuatu and Fiji) have assessed institutional capacity for CCDRM in partnership with the Forum Secretariat and other regional partners, which should form the basis for countries to identify pathways for better access and management to climate financing. PRRP focus for 2016 will be to: i) at the national level to support countries, with other regional partners, to build on these assessment countries and to define pathways for more direct and effective access to climate finance; ii) at the regional level to facilitate access for financing community and government led projects that were developed through the programme at local and sector level.
- 4. Gender and Social Inclusion** is critical for achieving resilience and sustainable development in the region. Gender, and to a lesser extent, social inclusion, has been recognised as a cross-cutting them across regional and global dialogues and has attracted an elevated importance in recent years e.g. within the SDGs as a cross-cutting theme as well as stand-alone goals and similarly, the Sendai Framework, for example, emphasises engagement with women, children, and other marginalised or minority groups<sup>6</sup>, and outlines that DRR requires special attention to people who are disproportionately affected by disasters<sup>7</sup> at both national and subnational levels. Similarly, COP21 provides that Parties should promote human rights in efforts to address climate change, specifically mentioning minority groups<sup>8</sup>. Regionally, gender has been littered throughout dialogues and agreements surrounding CCDRM. For example, the Samoa pathway echoes the commitment to eliminate discrimination and promote women’s empowerment (77), the Gender Strategy was

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<sup>5</sup> Observation made by a representative from SPREP attending the PRRP board meeting (May 2015, Port Vila)

<sup>6</sup> Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards

<sup>7</sup> Reference Guiding Principles: 19(g)

<sup>8</sup> Including indigenous peoples, migrants, children, persons with disabilities and persons in vulnerable situations. The agreement further emphasises the need to promote gender equality. Many articles similarly require that measures be “gender-responsive”

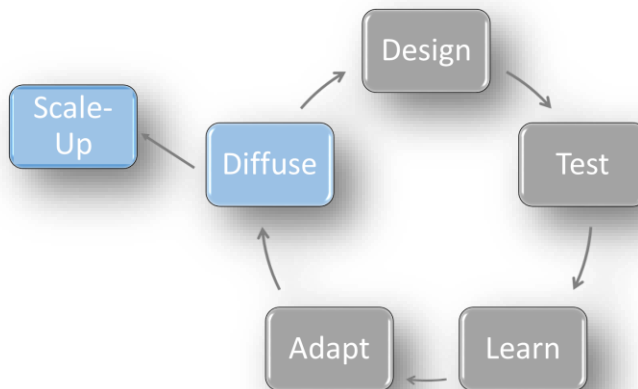
presented at the Pacific Humanitarian Meeting, urging PHT members to adopt the strategy and its commitments in 2016. The elevated importance of gender equality and, to a lesser extent, social inclusion, at regional and global levels, has contributed to its increase in priorities of national governments in the Pacific, however, degree to which it is meaningfully integrated into resilient development is inconsistent. PRRP has endeavoured to integrate GSI into all its activities to date, working with partners to ensure that GSI is reflected in products and processes, as well as building the capacity of people to appreciate the nexus between CCDRM and gender and social inclusion.

### 3. PROGRAMME DESCRIPTION

#### 3.1 Programme Design and Evolution

The programme has evolved based on ‘**emergent design**’ principles adapted from the implementation of systemic change in education and learning environments. This approach was selected because risk governance is not a fully developed concept in the region. This is not a traditional CCDRM programme where outcomes are predicted against a set of known intermediate steps based on significant previous experience. Instead the concept of risk governance is still emerging in the region. As such the programme design is built on a cycle of initial testing (based on best practices available at the time), learning, adapting and re-testing until a simpler and more easily understood design emerges which could not have been anticipated in advance. Understanding the current status of this emergent design process will help to place the overall progress and direction of the PRRP programme, which is useful for the purposes of this Annual Report. Once this occurs then the design and its application are ready for scaling-up. *Figure 1* below which illustrates the PRRP programme cycle based on emergent design.

**Figure 1:** PRRP Programme Cycle



Based on the emergent design approach the programme has evolved through a number of phases. In each phase all major components of emergent design are conducted at the same time but with a particular emphasis on one step of the cycle. The programme is currently progressing to the diffusion and scaling-up phase:

- A. **Definition and inception phase** (Nov-12 to Dec-13): key focus on developing partnerships with countries on this new area of work and establishing the team to deliver the programme. This also included some early testing of risk governance initiatives based on an initial design;
- B. **Testing phase** (Jan-14 to Dec-14): characterised by substantive testing based on an initial design and more detailed work-plans for each country, and with some early diffusion of learning at national and regional level;
- C. **Learning and adapting phase** (Jan-15 to Jan-16): substantive learning based on testing of initial design leading to further refinement of programme design and set-up for next phase;
- D. **Diffusion and scaling-up phase** (Feb-16 to Jan-18): based on previous phases PRRP activities more focused on diffusion of learning to external stakeholders at country and regional / global levels. Activities will be more of regional nature but driven by country perspectives.

### 3.2 Programme Overview

The Pacific Risk Resilience Programme (PRRP) is a six-year programme, funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) with a total budget of US\$14m. It is due to complete all activities in July 2018. It is delivered through a partnership between UNDP and the international NGO Live and Learn Environmental Education (LLEE), and lead government agencies in four participating countries (Fiji, Solomon Islands, Tonga and Vanuatu). This programme is concerned with risk governance. This is the integration of Climate Change and Disaster Risk Management (CCDRM) into routine government and community level needs assessment, planning, budgeting, and monitoring and evaluation systems of development activities in participating countries. This will be done with careful consideration of gender and social inclusion (GSI) principles - meaning that in the process of integrating CCDRM the special needs of women and men, or any special groups are identified, anticipated and managed. The attention given to needs assessment is to encourage development planning to respond to real needs and risks for climate change and disasters at the local level, rather than just top-down planning. These considerations are expected to be reflected in documents such as plans, budgets and performance frameworks, as well as into the processes that generate and operationalise these documents.

### 3.3 End-of-Programme-Outcomes (EPO)

The *goal* of the programme is the long-term vision. It is why the programme is working on risk governance. "Communities are more resilient to risks from climate change and disasters". The *purpose* is what is expected to be seen within the life of the programme. "Governments, civil society and communities in trial locations, and in accordance with their unique contexts, identify risks and needs and formulate, and in some cases implement socially inclusive, effective and sustainable responses". The end of programme outcomes and the associated structure are presented at the whole of programme level.

The first component deals with the integration of CCDRM into cross-sectoral development plans at the national level (this is often referred to as horizontal integration). The second component deals with the

integration of CCDRM into sub-national programming of key sectors (this is often referred to as vertical integration). The third component focuses on the diffusion of learning across the programme. Learning at the sub-national, national and whole of programme level informs an evolving knowledge base of effective approaches and lessons learned about risk governance. This knowledge base is expected to inform decision makers who are directly involved in the programme, as well as other stakeholders across the region and beyond. Learning is generated from the M&E system.

## 4. ACHIEVEMENTS TO DATE (2015)

### 4.1 Overview

#### Methodology

This section reports on progress on each of the programme outcomes and key highlights. Where possible, it attempts to link progress and learning to the global and regional priorities, outlined in *Section 2*, given PRRP's emphasis on "Diffusion of Learning". PRRP progress reporting is governed by the **Monitoring, Evaluation and Learning Plan (MEL)** as drafted in 2014. The MEL plan anticipates its own review and revision: "*programmes that innovate, can evolve in unpredictable ways*"<sup>9,10</sup>. The MEL plan will be adjusted to reflect the evolving context and lessons learnt in 2015; and future progress reporting will take account of these adjustments. **Progress was tracked and analysed** by the **programme management team based on inputs from country teams**, and progress was determined through **well-informed-professional-judgement (WIPJ)** made by PRRP regionally and nationally. The programme has reached a phase in its evolution whereby it calls for objective monitoring and evaluation by individuals outside of the programme, and findings from these evaluations will feature in subsequent reports.

PRRP progress reporting involves a reflection of **factors contributing** to both successes and challenges. PRRP prioritises "learning" in relation to effective risk governance, and an important outcome of the programme is to generate relevant, credible information for the region. The overall progress is therefore seen in light of the learning generated from the pilot countries during testing phase and should not be seen as an aggregate of the progress for each respective country.

Key achievements are related directly to the results as anticipated by the MEL plan<sup>11</sup>, with minor variations to reflect the shift in programmatic priorities to enable cohesive reporting for 2015<sup>12</sup>. The key

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<sup>9</sup> PRRP MEL plan p4

<sup>10</sup> MEL plan to be revised in Q1 2016. The revisions to outputs (reflected as results) for the purposes of the present report are as follows: 1) *Coaching* was revised to *Capacity development* and includes the following: on-the-job coaching delivered to target direct beneficiaries by implementation team or technical advisers; formal training workshops and new posts; 2) Policy engagement or advocacy activities; 3) *formal training, new processes or procedures* has been revised to encompass all *New processes or procedures directly supported by PRRP*; and 3) priority knowledge products used to inform internal and external stakeholders

<sup>11</sup> An important change will be the inclusion of "new posts" under capacity development. Whilst this was not previously seen as an output in itself, PRRP considers that the institutional reform associated with the creation of new CCDRM posts within non-traditional CCDRM ministries, reflecting these within department organigram and corresponding plans, budgets and frameworks, is a fundamental feature of genuine CCDRM integration.

<sup>12</sup> Revised MEL plan will be formally presented at the board and changes adopted at that time.



outputs include those related to: (i) capacity development<sup>13</sup>; (ii) policy engagement or advocacy activities; (iii) new processes or procedures; and (iv) priority knowledge products used to inform internal and external stakeholders<sup>14</sup>. Where the Direct Support Mechanisms (DSM) has been implemented, this is reported as a fifth result for the reporting period. See *Annex 2* for further detail.

### Progress Summary

Throughout the reporting period, testing in the pilot countries has shown significant progress and generated **significant** learning for **subnational** risk governance. Progress towards **national risk governance** was varied in testing countries, with progress and challenges contributing to **adequate** learning for the region. **Diffusion of innovation** to date has been **adequate** as envisaged by the programme evolution (see *Section 2*) and scaling up of EoPO3 and expanding regional application is a priority for 2016. Note that this was determined in light of significant achievements whilst acknowledging limited progress in other areas. The factors influencing progress were analysed and are outlined in *Section 4.3* where they were identified as valuable insights regarding the practical implementation of sustainable, resilient development in the Pacific Context.

Overall progress towards outcomes	Progress Rating
1: Integration of risk into national development	Good
2: Integration of risk into sub-national development governance	Substantial
3: Diffusion of Innovation	Good

Key:  Little/no progress  Limited progress  Good/adequate progress  Substantial/significant

Significant progress has been made in 2015 towards laying the foundations for institutionalizing “**gender and social inclusion**” as fundamental to sustainable risk governance. In Vanuatu and Fiji, the ministries responsible for GSI<sup>15</sup> created new posts specifically dedicated towards integration of GSI in national CCDRM initiatives, as well as integrating CCDRM internally. These posts will also hold responsibility for coordination of the protection clusters. In Solomon Islands, similar post is underway for 2016, however, the engagement of the relevant ministry<sup>16</sup> in high level stakeholder meeting in November was instrumental in awareness-raising amongst national government partners of the importance of GSI. Most notably, however, PRRP support to the relevant ministry in Tonga<sup>17</sup> towards the establishment of the Community Protection Committees is envisaged as considerable step for improved programming for GSI and CCDRM as well as fundamentally strengthening the protection cluster in all phases of a disaster.

<sup>13</sup> Note revision that (1) was previously limited to coaching but now encompasses a wider range of outputs aimed at capacity development for individual target beneficiaries, including the support towards the creation of new posts

<sup>14</sup> Note that this is not limited to EOPO 3 activities

<sup>15</sup> Ministry of Justice and Ministry of Women, Children and Poverty Alleviation (MWCPA)

<sup>16</sup> Ministry of Women, Youth, Children and Family Affairs (MWYCFA)

<sup>17</sup> Ministry of Internal Affairs

## 4.2 Progress towards End-of-Programme Outcomes (EoPO)

### EoPO1: Horizontal integration

The first outcome focuses on the **integration of risk** and its management into **development, disaster response and recovery governance at the national level** by a range of stakeholders (i.e. horizontal integration). This involves strengthening risk governance and integrating risk into existing: i) development mechanisms (e.g. the legal and policy framework and institutional arrangements); ii) development actor capacities, partnerships and networks; and iii) process (e.g. planning, budgeting, programming, monitoring and evaluation). PRRP’s work “behind the scene” to build the foundations or enabling environment for more sustained risk integration (including social and gender considerations) into development processes is working towards behaviour change in the way that risk is perceived (i.e. “risk is everyone’s business”) and ultimately more sustainable and resilient development.

#### Contributing Outcome 1.1<sup>18</sup>

Integration of risk into national development governance

In Solomon Islands and Vanuatu PRRP has focused on strengthening risk governance, firstly by focusing first on the risk capacities of development actors and their knowledge base, partnerships and networks to deal with risk. For example, the new post supported by PRRP in Department of Strategic Policy, Planning and Aid Coordination (DSPPAC) in Vanuatu or the Risk Resilient Development GIS database in Solomon Islands. Secondly, PRRP has supported risk governance mechanisms (e.g. the National Advisory Board in Vanuatu or the RRD working group in Solomon Islands) or integrated risk into existing development governance mechanisms (e.g. the M & E policy framework for National Strategic Development Plan). Thirdly, PRRP has supported the integration of risk into development processes and products, for example introducing risk screening into the Medium Term Development Planning (MTDP) process in Solomon Islands and accompanying products (e.g. risk integrated project proposals, risk screening guidelines).

#### Progress towards contributing outcome 1.1

	Overall	Ton	SOI	Fiji	Van
Integration of Risk into National Development Governance	Yellow	Orange	Green	Red	Yellow
Integration of Risk into Sector Governance	Yellow	Yellow	Orange	Yellow	Orange

Key: ■ Little/no progress ■ Limited progress ■ Adequate progress ■ Substantial/significant

Progress under this contributing outcome area has been **adequate** for both national and sector levels. This rating was determined in light of substantive progress made in two of the four pilot countries (Solomon Islands and Vanuatu), whilst also noting the challenges and delays in Tonga and Fiji. The programmatic rating also takes into consideration the overall learning for C.O. 1.1. Ratings also account for the integration of GSI.

<sup>18</sup> PRRP experience in 2015 led to an acknowledgement that environmental assessments are relevant to national development planning for both public and private sectors. This has led to a programmatic shift whereby the support to this process is reported under EOPO 1.1 and EOPO 1.3.

## Key Achievements

- ✓ **Strengthened capacity for risk integration** through creation of new government posts<sup>19</sup> and in-depth mentoring and coaching
- ✓ **Integration of risk into national development and sector policies, plans and strategies** (e.g. National Development Strategy, Solomon Islands; Education Strategic Framework, Solomon Islands)
- ✓ **Development of stand-alone national risk management policies** (e.g. the CCDRR policy in Vanuatu)
- ✓ **Institutional strengthening** for better horizontal integration, coordination and dialogue on risk (e.g. GIS user group in Solomon Islands, NAB Secretariat in Vanuatu)
- ✓ **Integration into existing development processes and products** (e.g. risk screening integrated into project planning, review and monitoring in Solomon Islands; risk integrated into EIA consent development process in Solomon Islands; risk integration into Project appraisal tool in Fiji)
- ✓ **Knowledge products** to support sustainability of risk integration (e.g. risk screening guidelines in Solomon Islands)

**Areas identified for improvement include:** i) new approaches towards understanding country-specific political, social and economic context for decision making (e.g. civil servant downsizing in Fiji has made it difficult to overcome the preference for training versus long-term capacity development; (ii) increased and consistent analysis, advocacy and capacity development on the nexus between social factors and risk within national CCDRM and development actors (e.g. whilst gender was given adequate attention, meaningful inclusion of other social factors was inconsistent across pilot countries. GESI was inadequately reflected in the Solomon Islands SOP for El Nino); and ii) investing significant time and resources to advocate for transformation change (e.g. in Fiji, risk is still perceived to be the domain of the NDMO and there is an opportunity for other ministries to lead on risk management).

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## Contributing Outcome 1.2.

### Integration of Risk into National Disaster Management Governance

PRRP recognises that, irrespective of progress made with risk integration into national development governance, the Pacific is hazard-prone and good disaster management will always be required for resilience to be achieved. Regional stakeholders are dedicated to improving capacity for disaster preparedness and response (through national clusters) and smoothing the transition from disaster response through recovery to development<sup>20</sup>.

PRRP has focused on strengthening the disaster management governance arrangements including through supporting more holistic approach towards disaster management. PRRP has supported the creation of positions and processes with responsibilities for all phases of disaster (preparedness,

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<sup>19</sup> a) six<sup>19</sup> new government posts were created with dedicated responsibilities for CCDRM integration; and b) in-depth on-the-job coaching provided by technical advisors to new posts and other identified entry points.

<sup>20</sup> See findings from the World Humanitarian Summit regional consultations in the Pacific (30 June to 2 July 2015) – PRRP was involved in moderating some of the on-line discussions.

response, recovery and risk resilience). PRRP also supports strengthened recovery mechanisms to facilitate more effective transition from response to recovery and to support resilient development.

### Progress towards contributing outcome 1.2

	Overall	Ton	SOI	Fiji	Van
Clusters	Good/adequate progress	Good/adequate progress	Good/adequate progress	Good/adequate progress	Good/adequate progress
Recovery	Good/adequate progress	Limited progress	Substantial/significant	Little/no progress	Good/adequate progress

Key: ■ Little/no progress ■ Limited progress ■ Good/adequate progress ■ Substantial/significant

Progress has been **adequate** across the four pilot countries.

Interestingly, progress in each of the four countries is substantially different, which is particularly dependent on prioritisation of activities by PRRP, but also demonstrates that every country context is unique<sup>21</sup>. Progress with strengthened national cluster capacity has been most notable in the food security cluster (Solomon Islands and Vanuatu<sup>22</sup>); the Protection Cluster (Tonga and Vanuatu); and the Education cluster (Fiji). Progress for strengthened recovery mechanisms has been most notable in Solomon Islands and Vanuatu with little progress in Tonga and Fiji.

### Key Achievements

- ✓ **Strengthened capacity for risk integration through creation of new government posts**<sup>23</sup> with responsibility for coordination of cluster activities throughout all phases of the disaster (RRU coordinator in Vanuatu, Protection Cluster Coordinators in Vanuatu and Fiji) and coaching to these change agents.
- ✓ **Enhanced advocacy** through support for the Protection Cluster (following TC Pam in Vanuatu); Food Security Cluster (El Nino in Solomon Islands – MAL); and through the Recovery Coordination Committee (in Solomon Islands to mobilise funding for recovery efforts)
- ✓ **More effective institutional arrangements** including operationalisation of the RCC (Solomon Islands) and Vanuatu Risk Resilience Unit
- ✓ **Development of processes and products** for better informed, needs-based response and recovery (e.g. Recovery Action Plans, M & E of recovery activities, GIS mapping; assessment tools for protection cluster response; and establishment of protection monitoring systems in Tonga-CPC)
- ✓ **Knowledge products** supported by PRRP to better inform response and recovery (development of the Gender and Protection section of the Joint Assessment following TC Pam in Vanuatu; GIS mapping in Solomon Islands; El Nino/drought SOP in Solomon Islands for food security).

**Areas identified for improvement include:** i) improved engagement with the ministries/departments responsible for disaster management in Tonga (NEMO) and Fiji (NDMO) (ii) in collaboration with

<sup>21</sup> See MEL plan p4

<sup>22</sup> Note that the Vanuatu food security cluster has taken a unique approach to bridging the humanitarian development divide. The cluster has renamed itself to the Risk and Resilience Unit which is designed to cover all phases of disaster from preparedness, response and recovery

<sup>23</sup> a) six<sup>23</sup> new government posts were created with dedicated responsibilities for CCDRM integration; and b) in-depth on-the-job coaching provided by technical advisors to new posts and other identified entry points.

ministries responsible for the protection cluster, ensuring gender and protection dimensions are considered in response and recovery actions. In particular, PRRP will coach existing partnerships to better mainstream gender and protection in; and (iii) more strategic and inclusive advocacy for a development/planning agency to take the lead for recovery in close coordination with the lead agency for response.

### Contributing outcome 1.3.

#### Integration of Risk into Private Sector Governance and Private Sector Engagement

Private sector is invariably a **key player** in overall **governance** arrangements and, as such, risk integration into their own structures and activities is a critical component of meaningful resilient development. The long term sustainability of risk integration into development (1.1) and disaster management/recovery (1.2) depends, to a large extent, on the ability to maintain a meaningful association with and leverage off a variety of stakeholders, such as the private sector.

In 2015 PRRP programmed for limited engagement with private sector in terms of scope, with programmatic priorities focused more on government, with a view to scaling up based on initial learning.

#### Progress towards contributing outcome 1.3

	Overall	Ton	SOI	Fiji	Van
Private sector	Good/adequate progress	Little/no progress	Good/adequate progress	Little/no progress	Good/adequate progress

Key: ■ Little/no progress ■ Limited progress ■ Good/adequate progress ■ Substantial/significant

Progress towards CO 1.3 has been **adequate**. Despite the limited scope of PRRP engagement with private sector, initial learning within this space has been adequate based on **the successes seen in Solomon Islands and Vanuatu**. In instances where PRRP have prioritised private sector engagement, the programme has had success both in brokering relationships with government partners and supporting risk integration into private sector governance.

#### Key Achievements

- ✓ Brokered several **highly successful partnerships** between government and the private sector (e.g. telecommunications, tourism and engineering) through advocacy;
- ✓ Engaged in **policy dialogue** with government agencies to integrate risk into their infrastructure tendering criteria for development; and
- ✓ Facilitated establishment of new **processes and procedures** for strengthening private sector risk governance (Solomon Islands Built Environment Professionals Association)<sup>24</sup>.

**Challenges to progress relate to:** i) potential commercial or reputational risks to the private sector from engagement in relatively unexplored spaces with new ‘business partners’; ii) institutionalising roles and responsibilities of private sector so as to ensure adequate allocation of government or donor resources; iii) the high levels of uncertainty associated with doing business with governments in the Pacific Islands.

<sup>2424</sup> Hereafter SIBEPA

## EoPO2: Vertical Integration

The second outcome focuses on the **integration of risk** and its management into **sub-national** and sector development and sector governance. This involves working closely with a wide range of stakeholders at subnational and community levels as well as linking with national level governance (horizontal and vertical integration).

PRRP works through **existing** governance arrangements to strengthen local capacity and promote sustainability. To do this, PRRP supports local government actor capacities to integrate risk into subnational development processes (such as community development planning), and products (such as community development plans and weaving risk into planning guidelines and tools). PRRP also works towards risk integration into subnational **sector** development policies, plans and processes. Primarily, PRRP has worked with the agriculture sector at subnational level to develop and implement risk-resilient agricultural initiatives. In some instances, PRRP also supports demonstration of risk-resilient practices through its direct service mechanism (DSM). Throughout all of these approaches, PRRP actively promotes the meaningful integration of the gender and social inclusion and consideration of gender and social dimensions of risk.

### Progress towards EoPO 2

	Overall	Ton	SOI	Fiji	Van
C.O. 2.1 Integration into sub-national development planning	Substantial/significant	Substantial/significant	Good/adequate progress	Substantial/significant	Substantial/significant
C.O 2.2. Integration into sub-national sector planning	Good/adequate progress	Limited progress	Substantial/significant	Good/adequate progress	Good/adequate progress

Key: ■ Little/no progress ■ Limited progress ■ Good/adequate progress ■ Substantial/significant

**Progress** has been **adequate** towards outcome 2. Overall progress has been determined in light of the substantial **learning** which has emerged through reflection on the varying degrees of progress across the four countries. This is partly due to the wide range of approaches taken in each of the four pilot countries. All pilot countries have shown substantial progress towards sub-national development planning. Progress included: The (almost) complete coverage of community development plans in Tonga, of which more than half have deliberately integrated risk into the process and priorities; Development and endorsement of sub-national risk screening tools in Vanuatu for provincial, area council and community level development plans; and the leadership of the Fiji provincial government towards cross-sectoral risk integration in the Western Division.

Progress in sectors has been adequate overall. Progress in agriculture has been good/adequate but limited progress in education sector. Good/adequate progress has been made with regard to integrating risk into sub-national development planning with Tonga, Solomon Islands and Fiji the strongest (MPGIS have not shown the same interest as similar Ministries in other countries). The establishment of partnerships with non-government private partners and communities also strengthened and support was provided through direct support mechanism.

## Key achievements

- ✓ **Capacity** development through mentoring and coaching support, and through a number of Training of Training workshops to local government development and sector level actors to undertake risk integrated development planning in all four pilot countries. Specific sector training for education (school development plans) and agriculture (training of established knowledge hubs in risk resilient agriculture techniques) The GIS database further enhanced capacity. Fiji saw the leadership of the provincial government in risk integration as a cross-sectoral issue, therefore institutionalising the CCDRM components across a wide spectrum of sectors in the Western Division.
- ✓ **Policy** engagement with sub-national government led to multi-sector workshops and forums for integration of CCDRM (Fiji)  
PRRP **advocated** for the adoption of the knowledge hubs concept into existing farmer support mechanisms in the Ministry of Agriculture (Fiji)
- ✓ PRRP support for community and subnational development plans was notable, including almost complete coverage of community development plans in Tonga, of which more than half have deliberately integrated risk into the process and priorities. Development and endorsement of sub-national risk screening tools in Vanuatu for provincial, area council and community level development plans. These **products** and **processes** were a significant achievement for EOPO 2.  
PRRP supported sub-national agriculture extension officers to create knowledge hubs. In addition, a collaboration with Vinaka Fiji (a private sector initiative) resulted in the further development of 2 food banks in Fiji.
- ✓ PRRP assisted the launching of the Communique from the sub-national forum in Fiji; as well as the development of sub-national development planning guidelines in Vanuatu which will be utilised as **knowledge products** in each country

Areas for improvement: (i) a more concerted effort towards ensuring consistent approaches to risk integration being used. (ii) efforts are needed to address the lack of momentum in Education sector in some countries (iii) in some countries there has been a tendency to start sub-national implementation in a more service delivery rather than governance strengthening approach; and (iv) While the subnational level gender considerations were made, the social analysis as a component of risk could have been stronger.

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## EoPO 3: Diffusion of Innovation

Given the 'model-testing' nature of the programme learning at the sub-national, national and regional level informs an evolving knowledge base of effective approaches and lessons learned about risk governance. This knowledge base is expected to inform decision makers who are directly involved in the programme (3.1), as well as other stakeholders at country level and across the region (3.2). Learning is generated from the M&E system and in country-specific analysis.

### Contributing Outcome 3.1 (Internal Stakeholders)

PRRP has worked closely with internal stakeholders in-country as well as those at the regional level. This has included: regular updates on programme activities and progress shared across the team; internal discussions relating to key issues and challenges arising from programme experiences; learning events at the regional and national level i.e. the regional board meeting as well as annual programme meetings in each country.

#### Progress towards contributing outcome 3.1

	Overall
Diffusion of innovation to internal stakeholders	

Key:  Little/no progress  Limited progress  Adequate progress  Substantial/significant

Progress under 3.1 has been **adequate**. This rating was determined in light of substantive progress made with the expanding number of internal stakeholders at country level e.g. with Ministries of Women and Social Welfare partnering with the programme, as well as development partner agencies such as UNWOMEN, UNCDF and UNOCHA.

#### Key Achievements

1. *Topics for learning and diffusion*: six topics and key messaging for diffusion of innovation have been defined and endorsed at the regional board meeting in May 2015. Learning from the programme has also been more clearly linked to current and emerging issues at the regional level highlighted in the 'relevance' section above
2. *Internal community of practice* has been established across the team. This helps to streamline key messages and learning relating to the programme. This has been particularly useful for internal discussions on emerging issues and learning e.g. on disaster management and risk governance as well as the current el-nino conditions
3. *In-country learning (e.g. Annual Programme Meetings)*: these annual events in each country are proving to be very effective platforms for sharing of knowledge and experiences relating to the programme and risk governance. They are also being used to secure further leadership by in-country stakeholders as well as an opportunity to develop new partnerships with government agencies and development partners.

### Contributing Outcome 3.2

Stakeholders external to the programme include government and partner agencies both within the programme countries as well as at the regional and global levels. PRRP has undertaken a number of initiatives targeting these stakeholders at multi-stakeholder regional events mainly around the concept of 'resilient development'. PRRP contribution to these discussions has centred around the role of 'non-traditional' players in CCDRM i.e. finance and planning, local government, development sectors and private sector.



## Progress towards contributing outcome 3.2

Progress towards C.O. 3.2	
Diffusion of innovation to external stakeholders	

Key: ■ Little/no progress ■ Limited progress ■ Adequate progress ■ Substantial/significant

Progress under 3.2 has been **adequate** but mostly at regional level. This rating was determined in light of significant contributions made by the programme at regional and international platforms. However, at national level this more deliberate effort is required by the country teams to engage in sustainable and resilient development discussions at the national level.

### Key Achievements

1. *Awareness raising*: the PRRP communications strategy, developed in March 2015, has led to an increased awareness not only of PRRP activities but also on the process of risk governance. This has come through a dramatic increase in new stories based on 30 media releases, many of which have generating follow-up media queries, in particular around Knowledge Hubs and private sector engagement. Other activities such as inputs via social media as well as the issuance of the first PRRP quarterly newsletter have contributed to heightened awareness
2. *Facilitating knowledge sharing*: moderating major regional and global e-forums including Pacific Solution Exchange (March 2015) and the World Humanitarian Summit (May 2015) online discussion about Disaster Recovery Governance, as well as preparation of Discussion Paper as input to the WHS consultations process.
3. *Representation at regional and global forum*: PRRP stakeholders at country level have represented and led discussions at several regional and global fora highlighting their 'country-driven' approaches to risk governance
4. *Contributing to regional briefings*: PRRP experiences have been used as inputs into briefings for the Leaders Meeting i.e. on private sector engagement as well as regional synthesis on climate financing
5. *Knowledge products and tools*: in partnership with governments, some of which have been adapted for multi-country use such as the Risk Resilient Development (RRD) Toolkit, and Risk Screening Tool and Recovery Toolkit.
6. *Regional platforms*: not only contributing to existing platform but helped to build new networks where appropriate e.g. in partnership with UNWOMEN, PRRP supported the creation of the regional network on Protection and Gender Social Inclusion now referred to as the ProPa Network.

**Areas identified for improvement:** i) more targeted discussions and analysis amongst internal stakeholders on specific aspects of risk governance and how these can be applied to priority issues in the region e.g. el-nino; ii) identifying champions for regional level advocacy.

### 4.3 Factors Contributing to Progress and Learning

The progress above can be attributed to a combination of variables including those outlined in the program management section, external unforeseen circumstances, and factors which contribute to

overall learning from PRRP testing phase. The factors which fall under the latter of these variables have been outlined below. The factors that have been highlighted are those which PRRP considers the most relevant to wider internal and external stakeholders in light of the context within which the programme is operating. The factors are classified under five observations, which are detailed in *Section 2* of this report. Namely: sustainable development, resilience, the humanitarian/development divide, gender and social inclusion, and regional factors.

## 1. Sustainable development

The global community recognises that climate change [and disasters] threaten to “undermine the ability of all countries to achieve sustainable development”, as discussed in *Section 2* of this report. Addressing climate change and disasters through integration of risk into routine development has been PRRP’s approach throughout the testing phase. The learnings and experiences of PRRP pilot countries on the practical realities of risk governance will provide invaluable insights to support Pacific countries as they work towards sustainable development and implementation of the SDGs.

### *Development as the starting point (1a)*

**Risk integration is most effective when woven into existing mechanisms.** Effective risk integration requires that development be seen as the starting point through which to integrate CCDRM, as opposed to traditional approaches which began with CCDRM and sought to bring development actors into this sphere. Progress was most visible where PRRP engaged with *existing* development arrangements to effectively “weave” CCDRM into these products, processes and institutions. This approach creates the space for mainstreaming CCDRM and shifts perceptions away from seeing CCDRM as an “add on”. This requires long-term and in-depth engagement with people, mechanisms and procedures as the building blocks for risk governance.

*For example, PRRP has supported CCDRM integration into sector plans / strategies (Agriculture Sector Plans (SOL) and Tonga Agricultural Strategic Plan (TASP)); Development policies and strategies (such as the National Development Strategy (NDS)) and procedures (such as Risk Screening Guidelines and tools for Development Ministries).*

### *Beyond National Ownership (1b)*

*For example: in Solomon Islands, the Permanent Secretary for the Ministry of Climate Change and Disaster management (MECDM) has led the way in advocating that CCDRM is “everyone’s business” and championed “transformational change in the way that CCDRM solutions are delivered in country”.*

**Identify in-house champions to promote the risk governance agenda.** International and regional priorities emphasise the need for localisation and ownership by governments. PRRP’s experience has shown that the emphasis must be on national leadership in the Pacific context. National ownership goes beyond simply localising the global and regional priorities, and requires priorities to be actively driven by countries themselves. Progress was more successful where time and resources were invested in identifying individuals or agencies to lead the way, and nurturing the relationships with these individual national actors. PRRP prioritises working “behind the scenes” to support governments to be the champions of the resilient agenda.

### *It is about ‘Governance’ at all levels (1c)*

**Sustainability requires working through government not bypassing for direct community support.**

The importance of government ownership is critical for localisation at the subnational level. The extent to which leadership by government is achieved will depend on the capacity within specific contexts.

PRRP has observed that projects which **bypass** local and subnational governments to implement community development planning or focus exclusively on service delivery/direct-implementation are unlikely to be sustainable in some contexts.

Without undermining the bottom-up approach, efforts to support sustainable development at community or sub-national level must be channelled through existing structures and recognised by sub-national governments from provincial (or equivalent) and/or ministry responsible for local government to the national level.

*1c) Comparison between PRRP approaches revealed that where PRRP invested in government relationships as the primary consideration were much more successful those countries who opted to first test risk integration into CDPs in communities and then seek local government ownership with evidence of success (SOL)*

*Relevant and understandable – simplifying the integration (1 d)*

**Ensure risk integration is simple and relevant to communities.**

Localisation of global and regional resilience priorities requires that these are not only adapted to community contexts, but that they build on pre-existing community priorities, capacities and development approaches. PRRP have identified a need for more concerted efforts to ensure risk integration is **meaningful** to communities in their day-to-day lives. This can be achieved by starting with development needs and identifying how risks can impact these – rather than treating CCDRM as a separate entity.

*1d) For example: (i) Community Development Planning Process in Tonga, replacing the complex risk matrices with simple prompting questions for communities. (ii) assisted DLA to develop additional tools for Area Council level (iii) simplified Risk Screening Questionnaire for small projects in the Solomon Islands.*

For example, communities and village and local leaders will inevitably play a key role in ensuring sustainability of any processes and products developed for risk integration. It is therefore critical that tools be simplified and that they are recognised as relevant to both government and communities involved in the development planning process. Ultimately, it is a question of how non-technical people account for risk in the decisions they make and the development processes they facilitate and matching the level of risk integration to the process and capacity of those using it.

*For development to be sustainable, it must be risk informed (1 e)*

**Utilise all available information sources to better understand risk.**

Information necessarily acts as a key factor contributing to progress towards meaningful integration of risk. Interpretation of risk information does not necessarily require a technical education about climate change, nor is it as simple as an

*1e) GIS mapping in Solomon Islands was used to advise development projects as to the CCDRM risks and mitigation measures. This resulted in substantial changes to the design of the project, including widening of the bridge to avoid flood planes PRRP has also advocated for better gender and social analysis, as well as initiated efforts to collect and analyse GSI (see CPCs)*

acknowledgement of the possibility of hazards. Rather, an understanding of risk and its underlying causes, including *who* is affected by climate change and disasters and *why*; *how disasters affect development*; and *how development affects disasters* is required. Understanding risk relies on a triangulation of available resources including: technology,

academia, traditional knowledge, quantitative data and qualitative analysis. PRRP has been working towards more risk-informed development through, for example, undertaking GIS risk mapping. Furthermore, analysis of relevant gender and social factors provides an opportunity for development partners to build their understanding of factors that contribute to risk.

### *Consistency up and down and sideways (1 f)*

#### **National and subnational risk integration products and approaches must “speak” to each other.**

Vertical and horizontal integration of risk is a core requirement of sustainable development.

Vertical integration of risk is national level products and approaches “speaking to” those at subnational level. The relationship in this regard is one of mutual dependence: national relies on subnational/community to implement development priorities; while subnational risk resilient development initiatives often rely on national approval for direction, funding and implementation. If subnational and national processes and products are developed in isolation, there is a danger that the end result is inconsistent or a contradictory approach which would undermine the sustainability of the whole of government approach.

*As PRRP made substantial advances towards risk integration at subnational and national levels, a number of challenges began to surface including the need to ensure that vertical and horizontal integration is considered from the outset. Whilst this was initially identified as a challenge for PRRP programmatically, it has been observed more broadly in the region.*

Similarly, there is a need for practitioners working in the development fields, as well as the CCDRM fields, to work *together* so that the evolution of technical approaches or the ‘how’ to integrate risk, are shared openly between practitioners. This is horizontal risk integration, and reduces the risk of duplication or siloed development of approaches. More active, consistent and systematic consultation and awareness-raising with development actors (including CROP agencies, NGOs, Private Sector, CBOs and international agencies within both development and CCDRM fields) is necessary in PRRP’s experience.

## **2. Resilience**

Inextricably linked to sustainable development is the concept of resilience – a term which has gained increasing popularity in recent years. Resilience cannot be meaningfully addressed by singular entities (by individual countries themselves), but requires international, regional, multi-sector and multi-disciplinary collaboration.

### *Making resilience is everybody’s business (2a)*

**Need to meaningfully engage a wide range of stakeholders to get everyone “on board”.** The resilient agenda relies on acceptance and **buy-in** of the concept that *resilience is everybody’s business* amongst a **wide range of stakeholders**. This requires extensive advocacy, consultation and awareness raising. The resilient agenda requires a shift in mindsets of a multitude of actors, and a commitment to enact fundamental change. A lesson for

*2a) Examples include: (i) CCDRR Policy (VAN) included the extensive consultation process involving government, civil society and private sector; (ii) RRD working Group (SOI) prepared an Action Plan for promoting resilient development across sectors; (iii) Sector forum Fiji where sectors were consulted on CDPs, provided feedback and suggestions*

PRRP is that progress towards risk governance through cooperation across and within sectors was most visible where **time and resources were allocated** towards securing buy-in and identifying champions, including consultation with representatives from government sectors, civil society and private sector.

#### *Innovation and transformation (2b)*

##### **There is a need to try new and innovative approaches.**

Building resilience in the Pacific will necessarily require the **political will** to try new and **innovative approaches**. Progress for PRRP has been most successful where there has been champions in-country to advocate for and pursue new approaches to these issues.

*2b) For example: the transformation of a former cluster into a risk resilient unit, thus removing the divide between humanitarian and development entirely and the establishment of community protection committees to facilitate evidence-based response, preparedness, recovery and development programming for vulnerable groups.*

#### *Private or public – risk integration is everybody’s business (2c)*

##### **Engage private sector as both a key player and recognise the impact of CC and disasters on private**

*2c) Examples: Solomon Islands climate and disaster risks have been integrated into the (EIA) process, guidelines for developers and checklists for MECMD. Examples of partnerships include: Digicel Vanuatu and Fiji and bmobile Solomon Islands (telecommunications), Vinaka Fiji (tourism) and a ITS Pacific.*

**sector.** The private sector, as an important component of governance, have a critical role to play in building resilience at national, subnational and community levels. Not only are they the primary development actors, but are also vulnerable to the impact of climate change and disasters. Strengthening resilience of the private sector therefore not only contributes to overall sustainable

development for the country, but can reduce community vulnerability. PRRP experience has demonstrated the need to allocate time and resources towards raising the profile and support for strengthening private sector governance. In particular, through a) providing capacity support for private sectors on risk-informed development; and b) strengthening collaboration between private developers and government agencies. The latter requires promoting institutional arrangements and forums that bring key private and public stakeholders together to then forge mutually-beneficial partnerships.

#### *Capacity development beyond training (2d)*

##### **Training alone is not enough for sustainable capacity development.**

Institutional capacity to integrate CCDRM needs to be entrenched to support the other components of risk governance (such as policy, procedural and legislative reform). Training alone will not suffice towards achieving sustained change in PRRP’s experience. As such, human capacity within sector and development planning ministries must be both dedicated and effective. PRRP made the most progress towards achieving dedicated and effective human capacity by adopting a two-pronged approach towards capacity building at national level. These were: 1) the creation of a permanent government CCDRM posts within select ministries (preferably reflected in organigram); and 2) providing sufficient support to entry points to be able to operate independently post-PRRP intervention.

*2d) For example: (i) after initial PRRP support, the Education Ministry has now fully absorbed the CCDRM position in Fiji; (ii) Fiji ready to handover to sub-national government to lead the process. Compared to other countries where they still need quite a lot of training / coaching*



PRRP’s approach to capacity building is through a) supporting creation of government posts with CCDRM capacity as an institutional change; and b) longer-term one-to-one coaching and mentoring (as opposed to ad hoc training or piecemeal advice). In situations where mentoring entry points towards entrenching capacity within development agencies towards a sustainable integrative approach was given adequate time and resources, the progress was significantly more meaningful. Feedback from counterparts in the pilot countries have demonstrated that support provided to these positions was critical to demonstrate risk governance in action.

*Communication with communities – to and from (2e)*

**There is a need for systematic and reciprocal exchange of information to and from communities.**

Vertical integration as described above is not limited to government products and processes but extends to ensuring that communities are able to meaningfully engage in the dialogue. National government rely on communities to inform them of priorities and realities on the ground and communities rely on national level to make informed decisions about their lives.

Whilst this is a factor affecting all PRRP outcomes, the disconnect between *national disaster management actors* and Ministries responsible for Local Government and/or Subnational emerged as a particular challenge. PRRP experience has demonstrated that the role of *local government* in disaster management is invaluable but underutilised, not only in order to understand the needs, priorities and realities of affected populations and build on community capacity, but also for building resilience efforts more generally. Learning from recent disasters highlights the need for institutional and policy reform to ensure stronger links between national disaster management agencies, and subnational governments.

*2f) TC Pam response efforts involving extensive and expensive rapid and in-depth assessments would have been fast-tracked if there were systems which facilitated communication with DLA*  
*An example of two-way communication is the model of the CPCs where reciprocal reporting mechanisms are entrenched*

*Financing for resilient development – from planning to implementation (2f)*

**Promote government ministries to allocate budget for CCDRM for sustainability.**

PRRP recognises that resilient sustainable development requires the necessary resources for implementation and enforcement. Even the most impressive efforts ultimately thwarted without funding to implement and enforce the resilient development product and processes. PRRP has limited experience testing this field, however, has dedicated significant resources towards laying the groundwork upon which testing and implementation can be founded. Whilst there has been a lot of hype at regional level surrounding climate financing, PRRP’s approach is to first and foremost work “from within”. At National Level, sustainability requires ministries (development and sector) to allocate sufficient funding within their internal budgetary frameworks for resilient development. Where gaps or shortfalls are identified, there is a need for external stakeholders to support to national actors to access and manage external funding.

*2f) PRRP was involved in the CFRGA in Tonga which provided in-depth analysis of climate financing. PRRP has also established partnerships with ministries for finance in Vanuatu and Tonga.*  
*Example of the Tonga CDP process which focuses on community capacity. PRRP has also started liaison with regional donors (SGF)*

**Focus on capacities of communities first and establish channels for other development actors to access CDPs.** At subnational/community level, a priority for PRRP in 2016 will be to better facilitate the implementation of resilient development at community level. Indicators of success in this regard will firstly, relate to the extent to which the capacity of communities themselves to implement current and *future* resilient development initiatives. Secondly, where additional funding is needed, resilient development initiatives which are not only channelled appropriately through government but also made available for other actors (donors, NGOs, and development actors) to provide strategic assistance.

### 3. Humanitarian-Development Divide

The Pacific faces unique challenges for the humanitarian community as it is not a protracted emergency nor is it a temporary intervention. The humanitarian community is a permanent feature in Pacific and

*The Pacific Humanitarian Partnership Meeting in 2016 represents a landmark shift towards bridging the humanitarian-development divide regionally. PRRP was requested to facilitate a session on “collaborating for resilience”*

yet its activity is activated on an ad hoc and unpredictable basis. Simultaneously, the Pacific is largely made up of developing states and there are a large community of development actors (community, national, NGO, regional and international). The challenge is how these two fields are collaborating for resilience. Whilst this is considered a sub-

section of the resilience theme, PRRP learning specific to this issue was substantial in 2015. The compartmentalisation of the phases of disaster (preparedness, response, recovery and mitigation). Within the humanitarian sphere, 2015 saw signs that the region is beginning to shift away from this traditional demarcation<sup>25</sup> towards resilience as a “common agenda”. The Pacific Humanitarian Team annual meeting took on an entirely new flavour including a half-day session on “collaborating for resilience” (facilitated by PRRP upon request).

#### *Acknowledging the divide – for resilient development (3a)*

#### **There is a need to recognise the important roles of both humanitarian/ CCDRM actors and development actors.**

The humanitarian-development divide emerged, not only in relation to disaster management, but as a challenge for risk integration into sector and development planning at both subnational and national levels. A key lesson

*3a) Comparative analysis of the relative progress in each of the four pilot countries suggests the importance of active buy-in from the CCDRM ministry and NDMO (such as Vanuatu and SOI) In situations where PRRP has sought to work solely with the development ministries, without the necessary engagement with NDMO and CC ministries, efforts have been wholly frustrated*

emerging in 2015 is that focusing exclusively on development actors to integrate CCDRM runs the risk of undermining the critical role of NDMA and Climate Change Ministries. Thus, a factor contributing to progress towards integration of risk into development has been the extent to which PRRP a) acknowledged the current divide and b) dedicated time towards engaging both CC/DM and the development actors to come together to achieve resilience.

<sup>25</sup> Pacific Humanitarian Meeting – PRRP facilitated resilience session (1/4 of the PHP meeting)

### The problem of temporary 'HATS' (3 b)

Upon cluster activation in an emergency, national government actors are more often temporarily wearing the “hat” of cluster coordinator and then return to their day-to-day duties post-emergency. This necessarily interrupts the transition and is not conducive to build on the lessons learnt for resilience.

*3b) temporary hats: PRRP works with sector ministries to create posts with responsibilities for both sides of the divide. For example: CCDRM posts within Agriculture sector also act as food security cluster coordinator. CCDRM posts in Ministry of Women are also Protection Cluster*

One key factor which contributed to progress for PRRP (towards both risk-integration into sectors, as well as strengthened cluster coordination) was the creation of:

Dedicated positions within sectors with (permanent) responsibilities for cluster *and* sector CCDRM activities. Clusters are invariably more effective when there is a strong link to the corresponding sector.

### The problem of who wears the 'HATS' (3b)

Overarching body responsible for disaster response is an entirely different entity to those that are responsible for recovery and resilient development. Similarly, the overarching coordination body for disaster response is often an entirely different focal point to all other phases of the disaster. This cements the divide and prevents meaningful holistic approach (preparedness, response, recovery to mitigation/adaptation) Similarly, recovery mechanisms cannot be siloed within the disaster management office, nor can it be separated from the development actors. Drawing on PRRP experience to date, the need to bridge the divide (through, for example, preparedness and recovery efforts) is a good-enough immediate goal. The concept of resilience as everybody's business goes further and effectively blurs the divide for long term change.

### Disasters are an opportunity to strengthen risk governance (3c)

#### Use disasters as an opportunity to introduce risk governance concept and resilient development measures.

A key factor affecting progress for PRRP was timing. One lesson emerging from experience during the reporting period was that post-disaster situations not only provide opportunities for support to national disaster response and recovery mechanisms but reveal vulnerabilities which create space for more robust institutional and policy reforms for improved risk governance<sup>26</sup>.

*3c) TC Pam led to the RRU and recognition within MoJ of the need for permanent protection cluster / CCDRM post*

*TC Ian revealed the systematic gaps in gender and protection information, leading to the establishment of the CPCs*

### Recovery as a bridge from disaster to resilient development (3 d)

Recent disasters have highlighted the need for a more systematic transition between response, recovery and development. Humanitarian and development actors have at times been working in silos, given the need to focus on their separate agendas. Good recovery

*3d) For example, in Solomon Islands, PRRP helped (MDPAC) operationalise the RCC and support the transition from NDMO led response through recovery to MDPAC led development planning. The RCC are using “resilience” and a common agenda*

<sup>26</sup> Following TC Pam, Vanuatu government sought support from PRRP to establish a Risk Resilience Unit, create dedicated post within the Department of Women and the creation of 2 sub-national posts to facilitate better vertical linkages



governance built as part of pre-disaster preparedness, can bring these separate but overlapping groups of stakeholders together and improve coordination. Moreover, if recovery is led by an apex development agency with core planning and/or budgeting functions, this can further link recovery to ongoing planning and budgeting for resilient development.

*Community Disaster Plans still have a place in resilient development! (3e)*

**Risk resilient community development plans and community disaster/emergency plans co-exist.**

While it is important to incorporate climate change and disaster risks into development plans, and many CCA and DRR solutions are indeed development issues so should be an integral not separate part of development plans, it is important to note that in most cases separate disaster plans are still necessary in communities. The specific purpose of these plans would be to outline early warning procedures, disaster committee members, evacuation centres and evacuation routes. Risk resilient development planning therefore should ideally incorporate CCA/DRR measures as well as make development projects more resilient, but doesn't surpass the need for disaster response planning. Very high risks may also lead to the identification of specific DM related projects, which can be incorporated into development plans.

*Post-disasters - Capitalising on the hype – TIMING is everything (3e)*

**Financing** for recovery is a factor which has, in some instances, hindered adequate progress for PRRP. The funding arrangements for response and recovery are recognised as problematic in the Pacific (WHS) due, in part, to the fact that humanitarian funding is often time-bound, and reliant on evidence (thus creating limitations for e.g. protection cluster in recovery actions). The lesson learnt for PRRP is the importance of capitalising on the donor attention in the immediate post-disaster hype to ensure adequate funds are available for recovery, even if this means *compromising the quality of the assessments for timing*. Similarly, working with governments to allocate recovery funds in their own national budgets as a preparatory measure.

*4b) Whilst the RAP in Solomon Islands was comprehensive in its approach, it has been subject to criticism for focusing on quality over timing*

#### 4. Gender and Social Inclusion

Climate Change and disasters have different effects on different groups in society, with certain groups known to be more severely impacted. The elevated importance of gender equality and, to a lesser extent, social inclusion at regional and global levels, has contributed to its increase in priorities of national governments. However, the nexus between gender and social inclusion is still seen as tenuous amongst many stakeholders in the region.

*Gender and Social Inclusion lies at the very definition of risk (5a)*

**Risk integration is most effective when woven into existing mechanisms.** Resilient sustainable development must actively consider gender and social dimensions of risk and ensure risk-integration measures are responsive to these factors to be effective. PRRP is concerned with risk, thus, integration of CCDRM must simultaneously integrate GSI (mainstreaming<sup>2</sup>). PRRP progress towards GSI integration

to date has been varied, largely reliant on extent to which national actors perceive the nexus between risk and gender and social factors. Where GSI is seen as *separate* or an “*add on*” to the CCDRM integration process, progress was inconsistent. Some stakeholders were reluctant to see GSI as falling within the purview of their responsibilities, others expressed that they were hesitant to address GSI as it was seen as a technical issue which they did not have the requisite expertise. In many cases, where GSI was addressed, it was done in an ad hoc manner or amounted to “window dressing”.

Based on this observation, PRRP has shifted its approach to integration of GSI to one which essentially “weaves” gender and social considerations into the very definition of risk. Through treating GSI as a core component of any CCDRM integration, and avoiding terminology which was unfamiliar to many stakeholders, people were ultimately less threatened by the concept. PRRP progress towards integration was significantly more successful when people could relate to their own experiences and communities, and could immediately identify those people who were more impacted by CCDRM.

*5a) For example: Tonga CDP process was revised to include “prompting” questions for communities to identify GSI considerations. Sample prompts included: where a clinic was moved to higher ground to avoid flooding, questions about access for disabled, elderly or pregnant women were asked (without using “GSI”).*

*Gender and Social Inclusion is not the same as women’s participation (5b)*

**Gender and social factors leading to genuine exclusion needs to be addressed in a more meaningful manner.** Gender Equality has been resounding in Pacific (and global) dialogue in recent years and has led to enhanced efforts in the region towards adhering to certain gender equality principles. Many actors make concerted efforts to achieve gender balance (most commonly through equal participation of men and women) in, for example, trainings and meetings, and, in some cases, measures were taken to ensure that the voices of women were represented (e.g. Community Development Planning Processes). However, PRRP experience revealed a common misconception that gender and social inclusion can be translated to women’s participation. Participation, whilst extremely important, is not the end point towards meaningful GSI. Furthermore, gender parity alone, does not account for the many other gender and social factors underlying those most at risk from climate change and disasters.

*5 b) For example: large amounts of Tongan community come and go from overseas, the elderly may be bedridden, in Fiji there are informal settlements that are excluded from the processes. The CDP process encouraged communities to ensure CDPs made sense to those who weren’t at the planning process otherwise they risk being ineffective for broader purposes.*

The roles and responsibilities, as well as the realities of socially excluded groups such as those without land rights, mentally ill, or others marginalised due to cultural or societal stigma, were rarely visibly included in the processes, products or procedures aimed at resilient development. Moreover, the reality is that there are some people who are unlikely to directly participate in related dialogues (e.g. children under 5 years old, persons with certain cognitive disabilities, people without land rights). There is a need to base CCDRM initiatives on gender and social analysis and to actively account for those who do not participate.

*Assisting the invisible – humanitarian action going in blind (5c)*

**The current disaster management arrangement architecture, does not support the interventions by gender and protection clusters throughout the disaster cycle (including preparedness, response and recovery).**

Protection clusters are disadvantaged due to the reliance on needs-assessments, as post-disaster assessments alone will never capture sufficient information to inform disaster response. For example, community attitudes towards female-headed-households or the elderly will not be reflected in the rapid assessments but is essential information for food distributions to be accessible to all affected populations. Similarly, pre-existing inequalities and social issues which are exacerbated as a direct impact of the disaster will not manifest themselves for the purposes of rapid assessments. For example, it is well known that disasters lead to an increase in gender based violence, child abuse and crime, disasters ignite land disputes conflicts and widen existing inequalities including poverty. Sex and age disaggregated data and vulnerability assessments collated pre-disaster will similarly not show these impacts.

*5c) ProPa network was established by government protection cluster leads as a united effort to better influence regional and global dialogue and draw attention to the gender and protection needs associated with CCDRM in the Pacific – see ProPa outcome statement*

Donors and implementing agencies rely on the information gathered from needs assessments, therefore protection cluster activities are invariably under-funded (or not funded at all) and fail to be reflected in recovery plans. Life-saving activities needed to address the issues above are not undertaken

*5 c) an example of efforts to address the information gap is the establishment of Community Protection Committees by MIA in Tonga (with PRRP support) to ascertain a more accurate understanding of the gender and protection priorities and concerns in outer islands. This approach has sparked interest in other countries (Vanuatu).*

Essentially, for resilient sustainable development to be achieved, there must be a significant shift in the current architecture. Presumptions must be given credit in needs-assessments (e.g. GBV), protection responses must continue beyond the humanitarian time-frame, and donors must shift the focus away from immediate, evidence based M&E for protection.

*GSI integration into CCDRM must be institutionalized (5d)*

**Need to promote dedicated capacity for sustainable, gender and socially inclusive, resilient development.**

In order for meaningful GSI integration into risk governance to be sustainable, it must be embedded within the national system and regarded as a core player in national dialogues concerning CCDRM. Ideally, CCDRM dialogue that does not include representatives for GSI should be deemed redundant or incomplete. Where there is GSI champions in-country and where there is *dedicated and effective* capacity to advance gender and protection in CCDRM related dialogues, PRRP have made the most substantial progress. This echoes risk governance learnings more generally. Meaningful engagement with the ministry responsible for gender and social issues at the national level in dialogue and consultations surrounding CCDRM integration has demonstrably better outcomes than engagement excluding them.

*5 d) The Solomon Islands AWP – involvement of PS from MoW led to an in-depth discussion amongst senior government actors surrounding the importance of GSI to climate change and disaster management*

## 5. Regional

### *The importance of regional learning (5a)*

Furthermore, regional implementation of international and regional priorities is likely to be more efficient if related to experiences from within other Pacific island countries. Facilitation of diffusion of learning and influence from PRRP pilot countries will therefore be a priority for PRRP in 2016-17. Regional opportunities for dialogue between the four countries has emerged time and again as critical for engaging Pacific Countries. Primarily, peer-to-peer and face to face exchange on risk governance issues goes a long way towards securing buy-in.

*5b) The representation by DLA at the PHP meeting led to discussions amongst peers about how to better utilise the sub-national governments in humanitarian response*

*5b) Sharing the CPCs example with gender and Protection cluster in TC Pam sparked significant interest by national coordinator.*

*This sharing led to a partnership with PRRP and MoJ to create a post and firm recommendations to roll out CC replica in 2016/7*

### *Sharing experiences as advocacy (5b)*

Regional dialogue and **diffusion of learning** is an additional factor which has contributed to progress in pilot countries. Through sharing experiences and best practices related to resilience, national buy-in by other country actors is facilitated. For example, progress made towards strengthening the protection cluster in Tonga generated interest to replicate the process in Vanuatu. Similarly, sharing the experiences from the role of local government in disaster response in Vanuatu generated increased interest in the PHP other countries to strengthen the role of sub-national partners

### *Whose voice is being heard at regional level? (5c)*

PRRP reserves comment on the regional politics, however, it has emerged through experiences in country that regional and global decisions are being made without the representation of certain groups/sectors in country. For example, local government do not have direct access to (e.g.) leaders' forums, and there is little, if any, systematic channel through which national sectors (agriculture, protection/social sector) can ensure their position is included in the conversation. PRRP will dedicate significant time in the next phase of the program towards, not only scaling up diffusion of learning, but towards supporting strategic methods through which national actors who are not currently given a voice in regional/global dialogues ensure their positions are accounted for.

### *Pacific voices carry further in the region (5d)*

Pacific best learns from the Pacific i.e. the message is far louder when it is coming from other Pacific countries (than from international agencies).

## 5. ANNUAL WORK PLAN (2016)

The priorities for 2016 are based on the analysis of progress in 2015 as per the previous section as well as the regional and country level context within which the programme operates. A defining feature of the work plan for 2016 is that it illustrate the 'model-testing' nature of the programme so that this can eventually be taken to other countries and at the regional level. In this regards the work plan is

developed around the end-of-programme outcome areas and work in each of the programme countries is generated from this. This approach also allows room for *other countries* to participate in the regional programme when feasible. The analysis of factors contributing to progress in the previous section will help to further refine the programme approach and relevance to key strategic issues in the region. This section details the proposed activities for the Annual Work Plan (AWP) for each End-of-Programme-Outcome (EoPO) for the time period 1 February 2016 to 31 January 2017. The AWP structure is based on the most recent version of the programme structure agreed at the last board meeting in May 2015. Further details on activities relating to each EoPO are provided in *Annex 1*.

## 5.1 EoPO 1: Risk integrated across development across all sectors

EoPO 1: CCDRM considerations are integrated into coherent cross-sectoral development planning, budgeting and performance frameworks
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An analysis of factors contributing to progress from 2015 further support the need for integration of risk across all sectors within national development. This is particularly relevant to countries in achieving sustainable development goals as well as more direct and effective management of financing for resilient development. In this regards PRRP interventions at the **country level** are aimed at integration of risk in national development planning processes across sectors and stakeholders including private sector. Furthermore, gender and social inclusion is fundamental to achieving these goals and so PRRP will focus primarily on the role of Ministries of Women and Social Welfare in integrating GSI into CCDRM initiatives across all four countries. **Regional activities** will include focus on facilitating programme countries to contribute learning and influence dialogue on issues relating to resilient development, financing, and GSI e.g. support to the ProPa network to better influence regional conversations and advance gender and protection issues in the Pacific; influencing dialogue through the Pacific Humanitarian Team (PHT) on the ‘humanitarian-development’ divide.

### 1.1 National Development Planning

In all four countries ‘resilient development’ is being reflected as a key priority in achieving sustainable development goals. PRRP activities will therefore focus on integration of risk into National Strategic Development mainly in partnership with National Planning and Finance functions across all four countries. This will include integration of risk into national development strategies such as the Tonga Strategic Development Framework in Tonga, the National Strategic Development Plan in Vanuatu (particularly the M&E frameworks) and the Integrated Rural Development Policy (IRDP) in Fiji as well as project and budget appraisal processes in Fiji and Solomon Islands. PRRP will also continue to support Governments to enhance institutional arrangements for CCDRM such as the Vanuatu National Advisory Board (NAB) and the Risk Resilient Development (RRD) working group in Solomon Islands. PRRP will work with these same partners on their respective roles on the coordination of post-disaster recovery. Coaching will be provided by a range of PRRP technical advisers to new Resilient Development posts established by the programme but also existing Government posts within these planning and finance functions on the following broad activities. Activities will include:

- 1.1.1 Integration of risk into national development planning
- 1.1.2 Development of new or existing institutional mechanisms for resilient development

- 1.1.3 Coordination of post-disaster recovery
- 1.1.4 Integration of gender and social issue into CCDRM

## 1.2 Sector Development Planning

In 2015, several countries made significant steps towards a more resilient development focus to their work e.g. the Tonga Agriculture Strategic Plan (TASP) is primarily defined around the concept of resilience and in all four countries the Ministries of Agriculture have created new Resilient Development functions within their Ministries. In particular, the Risk Resilience Unit (RRU) in Vanuatu was established as a bold step towards the sector not only leading on disaster management (response and preparedness) but also disaster risk reduction and adaptation to climate change. This move provides a clear demonstration of bridging the ‘humanitarian-development’ divide. PRRP activities in 2016 will therefore focus on integration of risk into sector-level development planning in partnership mainly with the agriculture and in some cases education ministries. PRRP will also work with these same partners on their respective disaster management (preparedness, response and recovery) roles mainly through the food security and gender & protection clusters. In addition greater emphasis will be placed on identifying and establishing/building on existing platforms for private sector engagement in addressing risk issues within both the sector and cluster activities. PRRP technical advisors will work with newly established Resilient Development posts within the agriculture and education ministries to take this work forward. Activities will include:

- 1.2.1 Integration of risk into sector development planning
- 1.2.2 Coordination of disaster management (particularly through Food Security and Gender & Protection Clusters)
- 1.2.3 Integration of gender and social issue into CCDRM
- 1.2.4 Facilitating durable partnerships between private sector and agriculture sector on resilient development

## 5.2 EoPO 2: Risk integrated into community-led sub-national development

EoPO 2: Participating Countries integrate CCDRM considerations into sub-national and community needs assessment, planning, budgeting, and performance frameworks.

An analysis of factors contributing to progress from 2015 further support the need for integration of risk not only from national to community level (top-down) but also from community level upwards (bottom-up). Essentially, the resilient development agenda needs to be genuinely owned by communities with genuine leadership by local government. PRRP interventions have already helped to integrate risk in to sub-national development planning processes with participating communities and local governments (mainly in Tonga, Fiji and Vanuatu) to demonstrate how this can work. The next step is to assist communities and local government access resources from Government sector plans and budgets i.e. from within the system as well as external resources, in order to demonstrate resilient development in practice. Furthermore, gender and social inclusion is fundamental to understanding and addressing the risks that communities face to disasters and climate change and as such PRRP will further strengthen its integration into the community development planning process in all four countries. Learning from challenges experienced in 2015, approaches to integrating risk into development processes and

products will be refined through further field testing (i.e. through DLA guidelines in Vanuatu and MIA's subnational approach in Tonga).

### 2.1 Sub-National Development Planning

In 2015 there has been significant progress in integration of risk into sub-national and community development planning processes. One of the key factors has been the leadership shown by sub-national government agencies such as DLA in Vanuatu, MIA in Tonga and the Western Division in Fiji. The leadership shown in the Western Division in Fiji is not only influencing government to take the same approach in other divisions but will also influence work in other countries. Building on this momentum PRRP activities in 2016 will continue to work on integration of risk into sub-national planning but will focus further on supporting the implementation of risk-proofed plans. PRRP technical advisors will work new Resilient Development posts established at the sub-national level in select provinces / divisions as well as through the Ministries responsible for local government. Activities will include:

- 2.1.1 Integration of risk into sub-national development
- 2.1.2 Supporting partners to access funding to implement risk resilient development plans
- 2.1.3 Strengthening the coordination of post-disaster response and recovery
- 2.1.4 Integration of gender and social issue into CCDRM

### 2.2 Sub-National Sector Planning

Knowledge hubs, a mechanism of exchange between farming communities and with government, demonstrate good potential as a mechanism for integrating risk into agriculture initiatives at the farming and community level. In this regards PRRP will focus on the entire system i.e. working with the agricultural ministries to adopt the 'knowledge hub' concept and linking this to the services provided by agricultural extension services to communities. This will focus integrating risk into agriculture and also for disaster management initiatives such as preparedness planning and messaging (e.g. for *el-nino*). Technical advice will also be provided to sub-national planners on the integration of risk into sub-national planning in terms of the risks of climate change and disasters on the agriculture and farming communities. Activities will include:

- 2.2.1 Integration of risk into sub-national sector development
- 2.2.2 Development of new or existing institutional mechanisms for resilient development in agriculture sector (mainly 'knowledge hubs')

### 5.3 EoPO 3: Diffusion of Learning

EoPO 3: Internal and external stakeholders use quality, credible information generated by the programme to inform their readiness for, adoption of, or commitment to effective risk governance

Based on the emerging phase of the programme evolution, EoPO3 activities will focus on further solidifying learning and monitoring and evaluation of activities amongst internal stakeholders (3.1). In terms of outreach to external stakeholders PRRP interventions will be heightened towards supporting countries to engage on regional and global platforms to share learning but also to advocate and influence dialogue on sustainable development, resilient development, financing and gender and social inclusion. This will include supporting countries to enhance their representational role at regional

forums and dialogues related to resilient development. For gender and social inclusion in particular, PRRP will support the ProPa network for inclusion at these forums as a critical step towards a more meaningful and widespread recognition of the nexus between gender and climate change (3.2).

### 3.1 Internal Stakeholders

Internal stakeholders are classified as those that are working in partnership with the PRRP programme, either through formal contracts or that are already championing the risk governance approach to CCDRM. 2015 showed a marked increase in the number of internal stakeholders through the creation of new government posts at national, sector and sub-national level as well as new partnerships forged with government and community partners. More importantly, through in-country advocacy and sharing of lessons learned, a number of other stakeholders are becoming involved in this initiative of risk governance reform including private sector, Ministries of Women and Social Welfare and other UN agencies. A key factor emerging from this experience is the importance of regular and substantive engagement with stakeholders i.e. the annual programme meetings have been key learning events and have helped forge new partnerships within the programme. Building on this PRRP and its internal stakeholders will meaningfully learn from the implementation of programme interventions and this will involve the following interventions:

- 3.1.1 Facilitate communities of practice (COP) on thematic areas of relevance in the region
- 3.1.2 Facilitate learning across all stakeholders involve in the programme (i.e. Annual Programme Meetings and Regional Board Meeting)
- 3.1.3 Defining risk governance and baselines for each programme country

### 3.2 External Stakeholders

Stakeholders outside of the programme are becoming increasingly sensitized to the concept and process of risk governance. Applying the relevance of risk governance in the context of discussions around resilient development has been a key contributing factor to this, at regional and international levels. Furthermore, the programme strategy of facilitating country representatives to carry these messages has worked particularly well both in country and at regional level. In the Pacific it is becoming increasingly evident that it is not so much about the message itself but 'who' is providing the message. Based on this experience PRRP will carry out the following activities:

- 3.2.1 Raising awareness on risk governance and application to key issues in the region
- 3.2.2 Facilitating and/or contributing to existing regional platforms
- 3.2.3 Building new or existing platforms for representation by countries

## 6. PROGRAMME MANAGEMENT

### 6.1 Governance and Oversight

#### The Regional Programme Board

The 3rd Regional Programme Board Meeting was hosted in Port Vila, Vanuatu from the 27th- 29th May, 2015. The Director General to the Vanuatu Ministry of Climate Change, Mr. Jotham Napat, co-Chaired the meeting with the Manager of the UNDP Pacific Centre, Peter Batchelor. The meeting was well attended, and included representatives from all four programme countries (Fiji, Solomon Islands, Tonga



and Vanuatu), the Australian Department of Foreign Affairs and Trade (DFAT), Live & Learn Environmental Education (LLEE), partner organisations (FAO, PIFS, SPC, and USP) and UNDP.

From the discussions the following key points and recommendations were made by the board: Retaining **flexibility** in the programme is very important to allow innovation, creativity and revisions. It also allows for adapting to situations post disaster. There has been an increasing amount of **country ownership** of risk governance. A programme that responds to the needs of the countries and that allows for contextualization of risk governance is important. PRRP provides a profound learning avenue to the **localization of the resilient development** agenda. The sustainability of the programme rests with its entry points but must underpin what PRRP do. At the end of the programme the work needs to continue and be **country driven**. Demonstrating Risk at the **sub-national level** has been the most significant achievement. We have moved from the CCDRM spheres to the planning spheres in a gradual evolution. How this links to implementation is an important next step. Whilst there has been significant progress in terms of integration of risk into development planning, the programme needs to focus on facilitating the implementation of these plans i.e. through assisting countries and communities in **mobilizing resources** for resilient development.

The 3rd Regional Board Meeting yielded the following outcomes:

1. The endorsement of the revised PRRP programme structure and associated Monitoring, Evaluation and Learning (MEL) plan
2. Endorsement of the progress of work in 2014 and 2015 Work Plan
3. Agreement reached on the revised Terms of Reference for the PRRP Regional Programme Board with significant change noted in the Chairmanship of the Board which would see the host Government Chairing in the next round of Board Meetings
4. The Programme Document was signed by the Programme Countries (Vanuatu, Fiji, Solomon Islands and Tonga) together with the UNDP.

#### Gender and Social Inclusion

As a core component of the programme, a number of key management measures were undertaken to strengthen GSI in 2015. These included: defining the PRRP approach towards integration of GSI as well as embedding GSI within national structures; strengthening relationships with relevant ministries and direct support to national ministries with GSI and protection responsibilities; increased dedicated coaching on GSI to government posts; finalisation of the induction package to integrate GSI as core component of risk; coaching support to PRRP subnational partners towards gender analysis and gender-responsive CCDRM measures at community level

#### Management of Government Posts

A central pillar of the PRRP approach to risk governance is assisting countries to develop capacity for CCDRM 'from within' their governance mechanism at national, sectoral and sub-national levels. In this regards an anticipated 18 newly recruited government officials (4-FJI, 7-VAN, 4-TON, and 3-SOI) through PRRP support will be undertaken in 2016. PRRP will support these functions in two ways: i) financial assistance for the salaries of these posts for a one-year 'incubation' period so that these posts can then

be fully absorbed into the recurrent budget; and ii) technical advisory support to these posts by a range of PRRP advisers. This technical support is provided over the period of the programme and each government post has a 'coaching plan'. Over-time the work of risk governance will gradually be led and undertaken by the government posts. This approach to capacity development and the coaching plans was agreed at a technical advisers' meeting in April 2015. This is illustrated in *Figure 2* below:

**Figure 2**



### PRRP Operations and Human Resources

Given the increased traction of PRRP programming in country and at regional level, the demands on *PRRP operations* (in terms of procurement, administration, HR and financial management) have increased considerably. In this regards a critical internal review was carried out of PRRP operations in Aug 2015. This led to the development of an operations strategy which has been rolled out to PRRP national teams since then including at a Team Retreat held in December 2015.

The *PRRP team structure*, based on the 'hub-and-spoke model' remains largely in-tact with some minor changes to staffing in Vanuatu and Tonga, and the recruitment of a full-time communications officer for the programme based in Suva in Oct 2015. A key change in terms of the evolution of the team's own capacity has been a great uptake by the National Programme Managers to take more leadership role in managing relationships and facilitating implementation at the country level.

*Technical Advisors* are an integral part of the PRRP team that complements and add value to national and programme personnel across a range of areas. The 'bank' of technical advisers now includes dedicated capacity around gender and social inclusion as well as community level risk governance. This brings the total number of standing technical advisers to four following the departure of the education and communications specialists in quarter 3 and 4 of 2015 respectively.

## 6.2 Monitoring and Evaluation

The Monitoring, Evaluation and Learning (MEL) plan, developed in Q3-Q4 of 2014, was officially endorsed at the regional board meeting in May 2015. This was developed by the programme team and

with technical advisory support from an M&E expert, with inputs from select country focal points. Since then a number of MEL plan activities have commenced during the reporting period, including: two Analytical pieces on Risk Governance and Gender and Social Inclusion (GSI) have been drafted and are being adapted based on substantive learning from 2015 programme activities; annual programme meetings to analyse progress in each programme country (between Nov 2015 and Dec 2015); internal evaluation of PRRP's work at the sub-national level (EoPO2) with the INGO partner Live & Learn Environmental Education (LLEE). Additionally, PRRP engaged in more systematised internal monitoring and evaluation through the development of standardised reporting template to collate country inputs for the annual progress report based on the guidance for annual reporting and output indicators; in-depth analysis and follow up for measuring gender and social inclusion; and capacity building for PRRP country teams on the essence of PRRP Monitoring and Reporting (*Sipuru's egg*). Key monitoring and evaluation priorities for 2016 include:

1. *Country-level reporting*: regular inputs on progress by country teams at least once per month based on standardized template. This template will allow countries to report not only on actual activities but also the products/processes that PRRP is assisting countries to deliver, as well as any documented behavior change and implementation of resilient development measures as a result of programme interventions
2. *Management of Government posts*: coaching plans will be developed for all PRRP funded government posts which will articulate clearly inputs from PRRP's bank of technical advisers and LLEE in a more systematic manner
3. *Information management*: the level of outputs emanating from the programme have increased significantly (see *Annex 2* for a list of outputs per EoPO). PRRP will manage this information through a 'drop-box' system for more effective usage by internal stakeholders
4. *Mid-term review*: is scheduled for mid-2016 which will assess the progress of the programme by an objective party. This outputs from this review are also based on the exploratory evaluations as defined within the MEL plan.

### 6.3 Risk Management

PRRP will be operating under a different structure within UNDP, which sees the realignment of the UNDP Pacific Centre and the Multi-Country Office coming together to form the UNDP Pacific Office in 2016. Whilst there are significant changes to team structure and reporting lines the PRRP programme and team will stay largely intact. An emerging but significant risk is the real value of financial resources available to the programme- the value of programme resources in USD have reduced by over 30% against the Australian dollar since the programme start date. *Table 1* below lists the key risks to the programme and updates on how these are being managed.

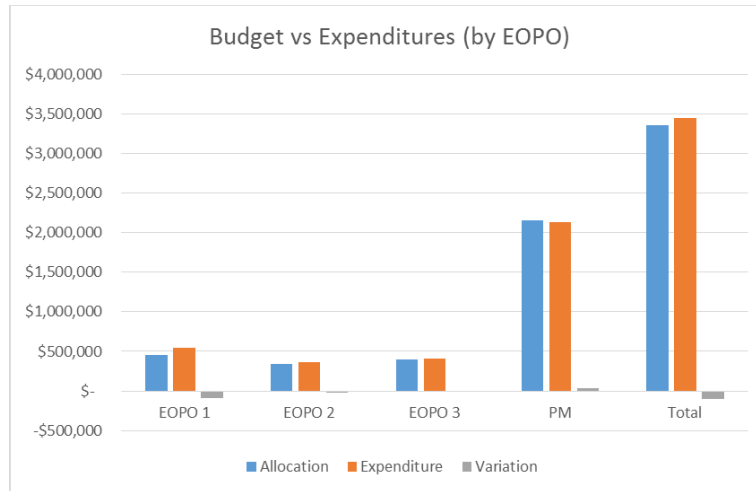
**Table 1: Risk Management Log**

<b>Date Identified: Author</b>	<b>Description</b>	<b>Comments (Impact, Probability, Proximity) 1=low, 2=med, and 3=high</b>	<b>Counter Measures</b>	<b>Status (i.e. dead, reducing, increasing, no change)</b>	<b>Status Change Date</b>	<b>Owner</b>
Sept 2014	Routine governance systems may not be sufficiently robust: the level of robustness with needs assessment, planning, budgeting and performance management systems may not lead to meaningful changes in resilience for communities.	Impact: 3 Probability: 1 Proximity: close	The programme has deliberately identified reform processes and partnerships within planning and budgeting that provide a more conducive environment for the integration of CCDRM.	Reducing	Dec 2015	Nat'l PM
Sept 2014	Community-based planning mechanisms are not sufficiently robust to sustain changed practices.	Impact: 2 Probability: 1 Proximity: later	Interventions on building the capacity for CCDRM integration into community level planning are targeted through local government officials, but also with support from Island level government.	Reducing	Dec 2015	LLEE
Sept 2014	Decision makers have competing priorities that lower the priority of risk governance interventions: this is relatively likely given that most organisations that the programme is engaging with do not naturally have mandates or priorities towards CCDRM.	Impact: 3 Probability: 2 Proximity: medium	PRRP interventions over the past two years have been increasingly successful due mainly to: i) the role of champions in country; ii) greater awareness of the need for risk governance (based on PRRP model testing).	Reducing	Dec 2015	PM
Sept 2014	The lack of clarity on the merging point between sub-national development planning and national level development planning can result in a shelved Village Development or District Development Plan or Provincial/Divisional Plan.	Impact: 3 Probability: 3 Proximity: close	An in-depth analysis of EoPO2 work was carried out in 2015 with LLEE and a local level CCDRM expert. This provided detailed analysis and recommendations which have already transformed the approach to EoPO2 work both by the team and programme stakeholders.	Reducing	Dec 2015	LLEE / PM
Aug 2015	The rapid decline in the exchange rate has implicated the amount of USD available for programme implementation	Impact: 3 Probability: 3 Proximity: close	Tighter monitoring of revenue and expenditures, reflected in a reduced budget envelope for 2016	Increasing	Dec 2015	PM

## 6.4 Financial Management

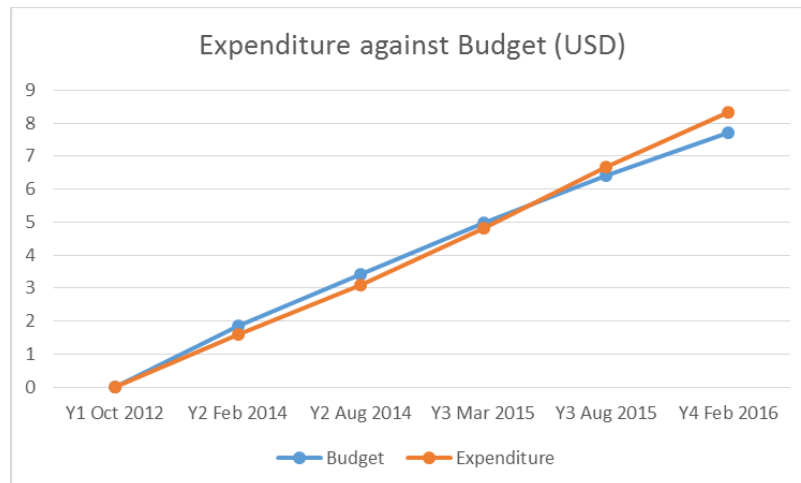
The total budget allocated for 2015 (Feb 2015 to Jan 2016) amounted to \$3.55m AUD (US\$2.7m). The total expenditure during this period was US\$3.07m amounting to 113% of the total budget allocation. This overspend was largely due to a falling value of the US dollar against the Australian dollar during 2015. *Figure 3* below shows expenditure relative to budget allocations for each outcome area.

**Figure 3**

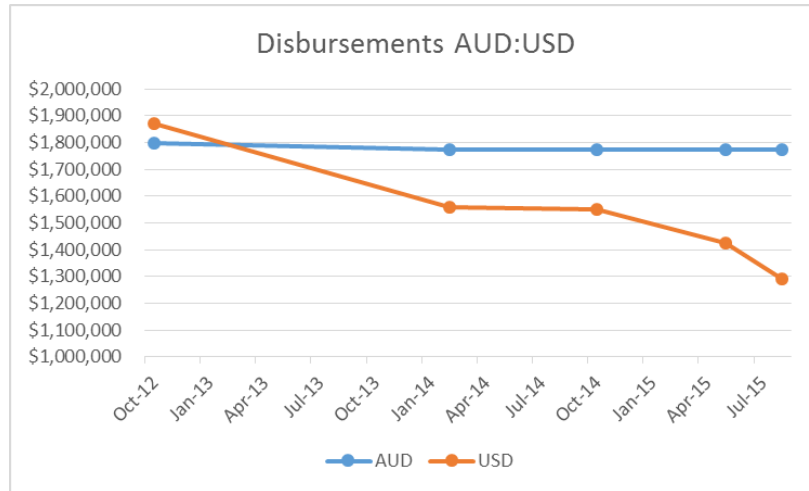


Over the life-time of the programme five disbursements in Australian Dollars have been made to date from DFAT. *Figure 4* below tracks overall expenditure against budget received for the duration of the programme thus far. The programme operates in US Dollars and so funding is influenced by the exchange rate between AUD:USD. *Figure 5* below shows the actual funds received in USD and how operating funds have reduced in real terms since the start of the programme due to exchange rate fluctuations.

**Figure 4**



**Figure 5**



The total budget required for 2016 programme across the current programme countries is \$4.725m AUD (US\$3.24m at current rates) including pipeline and proposed. *Table 2* below provides a breakdown by EOPO as well as additional components of funding. Required:

**Table 2:** Proposed Budget for 2016

Item	AUD	USD	Status
EOPO1	\$626,384	\$427,000	Funded
EOPO2	\$805,351	\$549,000	Funded
EOPO3	\$871,364	\$594,000	Funded
PM	\$1,246,901	\$850,000	Funded
Gender & CC	<i>\$500,000</i>	<i>\$350,000</i>	<i>Pipeline</i>
Regional (expanded)	<i>\$675,000</i>	<i>\$472,500</i>	<i>Proposed</i>
<b>TOTAL</b>	<b>\$4,725,000</b>	<b>\$3,242,500</b>	

## 7. ANNEXES

### ANNEX 1: PRRP Annual Work Plan 2016

Activity	Sector	Partner	Product / Process
<b>End-of-Programme Outcome 1: Horizontal Integration</b>			
<b>1.1 Integration of risk into national development planning</b>			
1.1.1	Coach national partners on <b>integration of risk into national development</b> policy and planning		
	Planning	Solomon Is. (MDPAC)	National Development Strategy MTDP risk screening process & guidelines MTDP M&E framework
		Vanuatu (PMO)	National Strategic Development Plan (and its M&E)
		Vanuatu (NAB)	CCDRR Policy: implementation strategy
		Vanuatu (PMO)	PSIP; project template and appraisal checklist
		Tonga (MFNP)	Tonga Strategic Development Framework (M&E) One-Tool' process; Budget Screening
		Fiji (MRMDDM&A)	Integrated Rural Development Policy (IRDP)
		Fiji (MFSP)	PSIP; project template and appraisal checklist
1.1.2		Support development of new or existing <b>institutional arrangements</b> for resilient development	
	Planning	Solomon Is. (MDPAC)	Risk Resilient Development (RRD) working group and Action Plan
		Solomon Is.	GIS User Group for Risk-Mapping
		Vanuatu (NAB)	National Advisory Board for CCDRR-Secretariat
1.1.3	Coach national planning Ministries on coordination of <b>post-disaster recovery</b>		
	Recovery	Solomon Is. (MDPAC)	Recovery Coordination Committee SOP, Guidelines, Toolkits
		Vanuatu (PMO)	Situation analysis of recovery mechanisms DSPACC recovery planning process
		<i>Regional (PHT)</i>	<i>WHS Consultations; Annual PHP meeting; (el-nino)</i>
1.1.4	Coach GSI Officers to integrate <b>gender and social issues</b> in to national CCDRM interventions		
	Gender & Social	Solomon Is. (MoW)	Integration of GSI into products and processes outlined in 1.1. as applicable
		Vanuatu (MoJ)	
		Tonga (MIA)	
		<i>Fiji (MWPCA)</i>	
		<i>Regional (ProPa)</i>	
		<i>ProPa Meeting outcomes and Strategic messaging on gender</i>	
		<i>Toolkits and guidance for training National governments on Information and knowledge products related to gender and</i>	
<b>1.2 Risk integrated into sector development planning</b>			
1.2.1	Coach sector partners on <b>integration of risk into sector development</b> policy and planning		
	Agriculture	Solomon Is. (MAL)	Annual Corporate Plan; Agr Sector Policy
		Vanuatu (RRU)	Agriculture Policy-implementation
		Tonga (MAFFF)	Tonga Agriculture Sector Plan-implementation
		Fiji (MoA)	Agriculture Development Plan (ADP)
		<i>Regional (PAFNET)</i>	<i>Strategic messaging and meeting</i>
	Gender & Social	Fiji (MWPCA)	Annual Work plan and corporate plan (TBC)
		Vanuatu (MoJ)	Plans and policies Including Draft Vanuatu National
		Tonga (MIA)	Annual plans, policies and strategies (TBC)
	Edn	Solomon Is. (MoW)	Annual Work Plan
		Solomon Is.	NEAP and ESF
		Fiji (MoE)	PSIP Education Submission
1.2.2	Coach Cluster Leads to <b>coordinate Disaster Management</b>		
	Agriculture	Solomon Is. (MAL)	Food Security Cluster Drought SOP (el-nino)
		Vanuatu (RRU)	Food Security preparedness plan
		Tonga (MAFFF)	Food Security preparedness plan
		Fiji (MoA)	Food Security cluster
		<i>Regional (UNOCHA)</i>	<i>World Humanitarian Summit; PHT (on el-nino)</i>
1.2.3	Coach Cluster Leads to <b>integrate gender and social issues</b> into national Disaster Management		
	Gender & Social	Solomon Is. (MoW)	Protection Cluster tools (assessments, SOP, 3W matrix,
		Vanuatu (MoJ)	Protection Cluster tools (assessments, SOP, 3W matrix,
		Tonga (MIA)	CPC reports and advocacy ; Protection Cluster tools
		Fiji (MWPCA)	Protection Cluster tools (assessments, SOP, 3W matrix,
		<i>Regional (ProPa)</i>	<i>Knowledge sharing between countries on GSI</i>
			<i>Sharing of Toolkits; SOPs; Assessments</i>
1.2.4	Facilitate durable partnerships between <b>private sector</b> and sectors on CCDRM		
	Private Sector	Solomon Is. (MAL)	El-nino messaging
		Vanuatu (RRU)	El-nino messaging
			Technology / knowledge transfer and access to supply
		Tonga (MAFFF)	El-nino messaging (Digicel)
		Fiji (MoA)	Food banks-Yasawa (Vinaka Fiji)

Activity	Sector	Partner	Product / Process	
<b>End-of-Programme Outcome 2: Vertical Integration</b>				
<b>2.1 Risk integrated into sub-national development</b>				
2.1.1	Planning	Solomon Is.	Provincial, Ward & Community Development Plans Community Development Planning Guidelines	
		Fiji (CWD&CND; Ba)	Division, Provincial and Community Devn Plans CCB Toolkit; ITAB Training and CDP Toolkit Risk mapping applied to sub-national development	
		Tonga (NEMO/MIA)	Community, District and Island Development Plans Sub-national planning guidelines	
		Vanuatu	Sub-national planning guidelines Planning, budgeting and monitoring guidelines	
2.1.2		Planning	Solomon Is.	National e.g. RDP
			Tonga (MIA)	Regional sources e.g. SGP; Bilateral e.g. DFAT small
	Fiji (W&N Divn; Ba) Vanuatu (DLA)		Regional e.g. SGP; National e.g. FCDP V-CAP	
2.1.3	Recovery	Solomon Is.	Sub-National Disaster Committees	
		Vanuatu (NDMO)		
		Tonga (NEMO/MIA)		
		Fiji (CWD)		
2.1.4	Gender & Social	Solomon Is. (MoW)	GSI integrated into Sub-National Planning	
		Vanuatu (MoJ)		
		Tonga (MIA)		
		Fiji (MWPCA)		
<b>2.2 Risk integrated into sub-national sector development</b>				
2.2.1	Agriculture	Solomon Is. (MAL)	Provincial Sector Plans	
		Vanuatu (RRU)	Provincial Sector Plans	
		Tonga (MAFFF)	District and Islands Development Plans	
		Fiji (MoA)	Divisional Sector plans	
		Fiji (MoE) Vanuatu (MoET)	Divisional Sector plans School Safety Plan (??)	
2.2.2	Agriculture	Solomon Is. (MAL)	Knowledge Hubs via Extension Officers	
		Vanuatu (RRU)	Knowledge Hubs via Extension Officers	
		Tonga (MAFFF)	Community Extension networks	
		Fiji (MoA)	Knowledge Hubs via Extension Officers	
<b>Activity</b>				
<b>End-of-Programme-Outcome 3: Diffusion of Innovation</b>				
<b>3.1 Diffusion to Internal Stakeholders</b>				
3.1.1	Learning	All countries	PRRP COP on thematic areas (e.g. el-nino)	
		All partner ministries	Induction packages & coaching plans for Govt posts	
3.1.2	Learning	All countries	Regional board meeting	
		All countries	Annual programme meetings	
3.1.3	M&E	All countries and regional partners	Mid-term evaluation; annual report for 2016 Exploratory evaluations: sub-national risk governance Analytical Pieces on Risk Governance and Gsi Baseline analysis of risk governance	
<b>3.2 Diffusion to External Stakeholders</b>				
3.2.1		Advocacy	All Countries	Knowledge products and briefings Branding material: website; social media Media stories
3.2.2	ProPA		Discussion papers; position papers	
	PHT		Tools and guidelines	
3.2.3	Solomon Is.		Premiers' meeting; NSD outreach	
	Vanuatu		CCDRR policy: outreach	
	Tonga		Coronation Week	
	Fiji		Climate Change Summit	
	CROP	CROP led DRM and CC Platforms (e.g. WARD)		
	PHT	PHT Annual Meeting Pacific inputs to WHS		
	PIPSO	Private Sector forum e.g. women in business meeting		



## ANNEX 2: PRRP Results Table 2015

Table 1: Results for CO 1.1. Integration of Risk into National Development Governance

Country	List of Results for CO 1.1:
<b>Policy Engagement or Advocacy</b>	
VAN	<b>Monitoring and Evaluation Policy and Strategy for Nation Strategic Development Plan</b> drafted with risk integrated
VAN	<b>National Climate Change and Disaster Risk Reduction Policy</b> endorsed and launched
VAN	<b>Meteorology and Climate Change Bill</b> drafted and awaiting final review
FIJI	<b>Climate Public Expenditure and Institutional Review</b> report endorsed by cabinet
FIJI	<b>MOE Annual Corporate Plan and Budget for 2016</b> reflects EiE and CCDRM risk considerations
SOI	Risk integration into <b>Agriculture policy</b> completed
SOI	Risk integration into <b>Draft National Development Strategy (2016-30) and MTDP (2016-20)</b> completed
SOI	Risk integration into <b>Draft Education Strategic Framework (2016-30) and Education Action Plan (2016-20)</b> completed
SOI	Risk Integration into <b>Education Action Plan (2016-20)</b> completed
SOI	<b>MAL Agriculture Sector Policy (2015-2019) and Corporate Plan</b> reflects CCDRM risk considerations
SOI	<b>Draft Environmental Act</b> reflects CCDRM risk consideration
TON	Risk integration into <b>Agriculture Sector Plan</b> finalised and endorsed by Cabinet
<b>Processes or Procedures</b>	
REG	<b>Commission study of the regional governance arrangements</b> for climate and disaster risk (as part of regional report on resilient development) completed
Fiji	Integration of risk into Finance/National Planning- <b>Draft Public Sector Investment Programme</b> - PSIP Integrated Template completed
SOI	<b>Guidelines and new Excel tool for risk screening</b> updated with hands-on training workshops for MDPAC Planners and key sectors
SOI	Ongoing support to <b>GIS monthly users meeting</b> and <b>new online forum</b> established
SOI	<b>Risk governance assessment in the</b> education sector completed
SOI	<b>RRD working group extended</b> to new sectors
TON	Development of <b>protection monitoring and reporting tools</b> for CPCs
TON	<b>National climate finance and risk governance assessment</b> completed
<b>Capacity Development</b>	
ALL	<b>8 new posts</b> established across Ministry of finance/planning, Ministry of Climate Change, Ministry of Agriculture and Ministry of Women (or equivalent)
ALL	<b>Letter of Agreement signed</b> for an additional <b>six</b> government posts (2 Tonga Local Government CCDRM Officers, 1 Vanuatu Prime Minister's Office, 1 SOI GSI Officer, 1 Solomon Island Provincial Government CCDRM Officer, 1 Fiji Ministry of Women, 1 Fiji Ministry of Agriculture, and 2 Fiji Divisional Post)
Fiji	<b>Technical support to Education Sector</b> completed
SOI	<b>Draft Terms of reference developed for a new GSI Officer</b> with MoWYC on risk and integration of GSI
SOI	<b>2 years technical support and 2 training workshop</b> on use of GIS risk maps for planners completed
SOI	<b>Awareness raising on GIS risk mapping at a national risk and emergency workshop with MEHRD for school principals</b> completed
SOI	<b>Crop manual for agricultural extension workers and roll-out training</b> completed
<b>Priority Knowledge Products</b>	
ALL	<b>Training presentations</b> on risk and its management (for use by external actors) drafted

SOI	<b>Agricultural sector risk management briefing</b> drafted for decision makers and planners following workshop
SOI	<b>Risk Resilient Development (RRD) Toolkit</b> developed
TON	<b>Training manual</b> developed for national roll-out of the CPCs and enhance community understanding of the nexus between GSI, CDRM and development

Table 2: Results for CO 1.2. Integration of Risk into National Disaster Management Governance

Country	List of Results for CO 1.2.
<i>Policy Engagement and Advocacy</i>	
VAN	<b>Risk Resilient Unit</b> established following the finalization of the Risk integrated Agriculture Policy and institutionalization of the Food Security Cluster
SOI	<b>Risk Governance Analysis (RGA)</b> in preparation for Education in Emergencies update
<i>Processes or Procedures</i>	
VAN	<b>Hotspot assessment</b> completed for TC Pam and El Nino specifically relating to food security
FIJ	<b>TOR for a situation analysis of recovery</b> arrangements and experiences developed
SOI	<b>Supported budget allocation for shelter</b> (following 2013 tsunami) by linking recovery with development planning and budget process completed
SOI	<b>Direct support to communities</b> in Guadalcanal impacted by floods (e.g. tools, seedlings, planting materials) through Agriculture extension officers
SOI	<b>SOP for drought</b> (food security) developed
SOI	<b>Funding mobilised (76 percent)</b> for April flash floods RAP by the RCC
SOI	<b>Approval of Recovery Action Plan (RAP)</b> for April 2014 flash floods by National Disaster Council
SOI	<b>Monitoring and Evaluation of RAP</b> for April flash floods completed
SOI	Development of <b>Agricultural Sector Recovery Action Plan for Temotu (TC PAM) and Western Province (TC Raquel)</b>
TON	<b>Establishment of Community Protection Committees</b> in Ha'apai completed
TON	Development of toolkit for community protection monitoring and reporting completed
<i>Capacity Development</i>	
VAN	<b>Risk Resilience Unit (RRU) coordinator (DARD)</b> recruited
VAN	<b>Recruitment of new post</b> - Gender and Protection Cluster Coordinator and policy dialogue with Ministry of Justice
VAN	<b>Gender and protection cluster capacity provided</b> during TC Pam response
Fiji	<b>Coaching</b> for Education Cluster Coordinator completed
SOI	<b>Training</b> on initial response assessments, damage assessments etc., in Temotu province
TON	<b>6 community awareness, 1 day leaders workshop and 3 day training</b> for the nominated <b>5 CPC members/island</b> completed in Ha'apai for GSI integration
TON	<b>30 signed agreement</b> between MIA and Ha'apai nominated Community Protection Focal Points (for GSI integration)
TON	<b>Principal Food Security and CDRM Officer</b> recruited.
<i>Priority Knowledge Products</i>	
VAN	<b>Preparation of 'Guidelines for Distribution of Tools'</b> with RRU linked with TC Pam recovery
SOI	<b>Draft recovery guidelines and toolkit</b> prepared for the Recovery Coordination Committee and updated with lesson learnt workshop findings
SOI	<b>Preparation of Geographical Information System database</b> to support post-disaster response and recovery planning
SOI	<b>Initial Damage Assessment Form</b> updated to electronic format for use by Agriculture Extension Officers
TON	<b>Community Protection awareness training</b> and Protection Monitoring training, referral pathways

Table 3: Results for CO 1.3. Integration of Risk into Private Sector Governance

Country	List of Outputs for CO 1.3.
<i>Policy Engagement and Advocacy</i>	
VAN	<b>Partnership with mobile companies</b> for raising awareness on risks including to food security and safety (pre and post cyclone) after TC Pam
FIJ	<b>Partnership facilitated</b> between Vinaka Fiji (a tourist company), Department of Agriculture and sub-national government to help communities build Food Banks
SOI	<b>Dialogue and informal partnership</b> facilitated between the SIBEPA and the MID
SOI	<b>Dialogue and informal partnership</b> facilitated between NDMO and bmobile
TON	<b>Partnership brokered</b> between NEMO, Tonga Meteorological Services and Digicel Tonga for an SMS quiz giveaway to help people prepare and stay safe from disasters
<i>Process or Procedures</i>	
SOI	<b>Dialogue on risk certification training course</b> with a private sector engineering body (SIBEPA) for incorporating risk certification into the contract tendering process
<i>Capacity Development</i>	
VAN	<b>3 successful disaster awareness text messaging quizzes</b> between the government and Digicel

Table 4: Results for CO 2.1. Integration of Risk into Sub-national development

Country	List of Outputs for CO 2.1
<i>Policy engagement or advocacy activities</i>	
VAN	Risk Governance Advocacy into <b>Sanma People's Development Forum</b> for Provincial Government development planning process.
FIJ	Risk Integration into <b>Western Division Development Plan</b> through the Western Division Development Forum undertaken
<i>Processes or Procedures</i>	
VAN	<b>3 Risk integrated Area Council Development Plans</b>
FIJ	Finalisation of <b>9 CCDRM integrated Community Development Plans</b>
FIJ	Reviewed CCDRM integration into the <b>Community Capacity Building toolkit</b> for CCDRM integration completed
FIJ	<b>9 Community Development Planning Workshop</b> completed to endorse the 9 CDP's following sector inputs
SOI	<b>Risk Governance Analysis</b> completed for MPGIS
SOI	Finalisation of CCDRM integration into <b>6 Community Development Plans</b> and <b>2 Ward Development Plans</b>
TON	<b>56 Risk integrated Community Development Plans</b> and <b>1 Island Development Plan</b>
<i>Capacity Development</i>	
VAN	<b>Training</b> of community representatives, provincial government and Area Council Secretaries on the <b>risk resilient sub-national development planning guidelines</b>
VAN	Department of Local Authorities' Planning, Monitoring & Evaluation Officer recruited to monitor Sub-national level development plans
Fiji	<b>2 Divisional Posts Letter of Agreement signed with MRMD</b> Ministry of Rural and Maritime Development <b>and pending recruitment in 2016</b>
SOI	<b>Training</b> on GIS hazard mapping delivered to provincial level planners
TON	<b>Awareness raising</b> on risk and risk management delivered to staff at MIA's Local Government and Community Development Division
TON	<b>Letter of Agreement</b> developed for 2 subnational CCDRM posts (full recruitment to be finalised in Q1 2016)
<i>Priority knowledge products</i>	
REG	Review of current approaches to risk integration across EOPO2.1 completed
VAN	Risk Resilient sub-national development planning, budgeting and monitoring guideline (final draft) revised based on pilot workshops. Field testing of guidelines underway (to be completed Q1 2016)
VAN	National consultation workshop on sub-national planning guidelines
VAN	Integration of risk and CDP priorities into Ministry of Internal Affairs corporate plan (to be finalised Q1 2016)
FIJ	<b>Western Division's Communique on integration of CCDRM</b> into Western Division Development planning developed for COP 21 national position statements

FIJI	Facilitated the piloting of ITAB's CCDRM integrated Leadership Training Package in PRRP supported communities
TON	Risk resilient sub-national development planning guideline consultation and draft initiated (for further work in Q1 and Q2 2016)
TON	Review of risk integration into CDP

Table 5: Results for CO 2.2. Integration of Risk into Sub-National Sector development

<i>Policy engagement or advocacy opportunities</i>	
FIJI	Consultation workshop held with Ministry of Agriculture, 6 communities and other partners to establish district knowledge hub in Magdro
<i>Processes or Procedures</i>	
VAN	<b>4 School Safety plans</b> developed
VAN	Facilitated the establishment of 10 Knowledge Hubs in 2 Provinces
SOI	Facilitated the establishment of 13 Knowledge Hubs in 2 Provinces
FIJI	Facilitated the development of 2 Food Banks with the private sector
<i>Capacity Development</i>	
SOI	Trained Provincial Education Officer on CCDRM integrated School Disaster Management Plans
SOI	<b>Training on Knowledge Hub establishment and risk resilient farming techniques</b>
VAN	<b>Training on Risk resilient farming</b> training provided to knowledge hubs
FIJI	<b>Coaching</b> for Western Division Education Officer on risk integrated education planning
VAN	Baseline surveys at 6 KH sites conducted with community training
<i>Priority Knowledge Products</i>	
SOI	Facilitated the integration of CCDRM into <b>Temotu Province Agriculture sector work plan</b>

Table 6: Direct Service Mechanism under EOPO 2

Country	Direct Support Mechanism
VAN	<b>Nursery &amp; agricultural material</b> supplied to KHs;
VAN	KHs provided farmers with increased access to improved <b>farming methods</b> and <b>climate resilient planting material</b> ;
VAN	<b>Futuna KH</b> significant supplier of vegetables to Tanna in TC Pam aftermath
FIJI	Nursery materials and agricultural tools for <b>2 Food Banks</b>

Table 7: Results for EOPO 3.1. Diffusion of Innovation

Country	List of Outputs for EOPO 3.1
<i>Awareness raising and advocacy</i>	
REG	Series of four <b>Country Briefs</b> , series of five <b>Fast Facts</b> and three printed <b>Insights</b> distributed to external target audience.
REG	Communications materials shared via PRRP presence on the UNDP Asia-Pacific website ( <a href="http://www.asia-pacific.undp.org">www.asia-pacific.undp.org</a> )
REG	<b>Six topics and key messaging for DOI (EOPO 3)</b> has been defined and endorsed at the regional board meeting in Vanuatu.
REG	<b>Vox Pop</b> : video of internal advocates expressing the importance of risk governance and screened at the 3 <sup>rd</sup> Board meeting (amateur production).
REG	A <b>diffusion strategy for El Nino preparedness and response</b> was circulated to all the PRRP team including the government post holders.
<i>Community of Practices &amp; e-networks</i>	
REG	<b>PROPA network</b> : Partnered with UNWOMEN to set-up a regional network of government Protection and Gender Social Inclusion practitioners
REG	<b>Weekly Staff E-updates</b> : established and helps to streamline the capturing of information and knowledge exchange across countries relating to Risk Governance
REG	A first of four moderated <b>internal COP</b> topics has been initiated

Table 8: Results for EOPO 3.2. Diffusion of Innovation

Country	List of Outputs for EOPO 3
<i>Awareness raising and advocacy</i>	
REG	First issue of the <a href="#">PRRP quarterly</a>
REG	30 <b>media releases</b> plus additional news stories
<i>External Community of Practices &amp; e-networks</i>	
REG	3 facilitated queries in <b>Pacific Solution Exchange</b> (March 2015)
REG	<b>Online Discussion Paper</b> on <i>Discussion Recovery Governance</i> developed for the World Humanitarian Summit (May 2015)
<i>Representation at local, regional and global forums</i>	
FJI	<b>National Climate Change Summit:</b> participated and supported the participation of sub-national government and private sector to the NCCS
FJI	<b>National Development Plan consultations:</b> Participated at consultations where PRRP community sites are located
TON	<b>Coronation Week:</b> Partnered with the Ministry of Internal Affairs to raise awareness on bottom-up planning approach for good risk governance
TON	<b>Annual Royal Agriculture Show:</b> advocated for the TASP through Deputy CEO MIA, MORDI, LLEE, AGC and private sector partners to key locations in Tonga
VAN	<b>Climate Zone Quiz Competition:</b> supported the climate zone competition targeting high school students and adopting the questions format for TC PAM assessment
REG	<b>SRDP:</b> facilitated engagement of SRDP regional organization at the regional board meeting;
REG	<b>Regional Synthesis paper on climate finance</b> – institutional arrangements section in partnership with PIFS
REG	<b>Pacific Climate Change Roundtable (PCCR) in Apia,</b> : organized a side event on Risk Informed Development and participated in 2 plenary discussions for advocacy
REG	<b>Pacific Humanitarian Partnership Meeting:</b> i) Contributed as a panellist to Session 3: Collaborating for Resilience alongside Government representatives
Global	<b>Sendai Third UN World Conference on Disaster Risk Reduction:</b> identified government change agent from the Solomons presented at high level breakfast event