



SUMMARY OF PROGRESS IN FIJI (2016)


- **Overall risk governance strengthening progress** for 2016 is scored 3.4 (intermediate), with a change of 1.8 (small) against the 2013 baseline.
- **Most significant progress is for the mechanisms governance component**, scoring 3.6 (intermediate), with a change of 2.1 (medium) against the 2013 baseline.
- **Most significant progress is for the sub-national and agriculture entry points**, with progress rated as 3.8 (intermediate) and 4.1 (intermediate) respectively.

This report shares PRRP and partner progress for 2016 in Fiji. It firstly summarises risk governance strengthening progress for the three main governance components (people, mechanisms and processes) including the development of risk informed (or risk integrated) governance outputs such as policies, processes and plans for key entry points (i.e. national, subnational and agriculture sector). It then shares progress implementing risk informed governance outputs in support of risk informed development practice (i.e. activities, projects and programmes). In future reports, progress towards resilience outcomes and capacities will be shared.

Risk governance strengthening progress against the initial 2013 baseline is evident for all three governance components (e.g. people, mechanisms and processes) in Fiji, although the most significant change has been for risk informing mechanisms (a change score of 2.1), followed closely by processes (a change score of 2.0) (see Table 1). The former is attributed to advances strengthening the agriculture and protection clusters to transition the humanitarian-development divide during disasters and beyond the response phases; and strengthening partnerships between the private and public sector for risk management.

Table 1: Benchmarking progress in Fiji against the baseline

Risk governance component	Risk governance baseline (end 2013)	Risk governance strengthening progress (end 2016)	Risk governance change
PEOPLE 	<ul style="list-style-type: none"> • Limited leadership, championing or dedicated capacities for risk management within government development agencies. • Ad hoc and standalone training provided by regional organisations. • Risk data dispersed across a range of agencies, not routinely collaged & inaccessible. 	<ul style="list-style-type: none"> • Leadership & political commitment strengthened at subnational & sector levels for risk informed development. • Four new resilient development posts established in ministries of agriculture, women and the Western and Northern Commissioner teams. • Several training workshops undertaken on risk management (e.g. risk informed community capacity building). • Sub-national risk informed GIS web-based mapping system established. • District food security knowledge hub and network established in Magodro to support resilient farming. 	SMALL (1.4) <i>Positive change with strengthened political commitment, risk knowledge & new capacity as the basis for risk informed decision making & behaviour change.</i>
MECHANISMS 	<ul style="list-style-type: none"> • DRM and CC led by separate government entities and separate fora for government and other stakeholders. • Role of individual sector agencies following disasters ambiguous with a need to bridge the humanitarian-development gap. • Limited private sector engagement in pre-disaster risk management. 	<ul style="list-style-type: none"> • Strengthened government institutional arrangements to ensure food security and protection clusters function beyond response phase. • Public-private sector partnerships brokered with the tourist industry and agriculture sector to develop food banks • Partnership brokered between agriculture cluster, Digicel and Vodafone to collect data on damage post Cyclone Winston. • Strengthened link between Fiji Business Disaster Resilience Council and the agriculture cluster (to do what?). 	MEDIUM (2.1) <i>Major changes to risk informing institutional arrangements before, during & after disasters, and new partnerships forged for risk informed development.</i>

PROCESSES & PRODUCTS 	<ul style="list-style-type: none"> Limited interest or activity for climate financing. No coordinated or systematic integration of risk into sector plans. Risk not incorporated into national planning process (e.g. project cycle). Development budget allocated without consideration to risks. CCDRM investment usually “ad-hoc.” 			<ul style="list-style-type: none"> Supported finalisation of the CPEIR - Climate Change and Disaster Public Expenditure and Institutional Review. <i>[I thought this was 2015?]</i> Sector review of development project templates to incorporate risk screening. <i>(details?)</i> Risk screening incorporated into PSIP screening tool used by Western division. Supported development of Western Division Communique outlining risk informed sector budgets. Supported MARMDM integrate risk into subnational planning process/tools through the Community Capacity Building (CCB) toolkit that guides community development planning. Toolkit piloted in 10 communities in Northern Division. 			SMALL (2.0) <i>Initial change with high success risk informing community development plans including progress towards resource mobilisation & delivery of risk informed activities.</i>	
	Change scores	0 -1.0=	None (limited)	1.1 -2.0	Small (minor)	2.1 -3.0 =		Medium (major)

Risk governance strengthening progress scores for Fiji show that all entry points (national, subnational and agriculture sector) are now at the intermediate stage (see Table 2). New risk capacity for the Ministry of Agriculture, (MoA), to champion risk integration into sector plans; strengthened institutional arrangements (e.g. the Food Security and Livelihoods cluster); and risk informing the planning and budgeting processes have contributed to the higher progress score in the agriculture sector (4.1).

Tables 2: Benchmarking progress in Fiji by entry point

ENTRY POINT	PROGRESS	RISK GOVERNANCE COMPONENT			
		People	Mechanisms	Processes	ALL
National	Baseline	1.5	1.3	1.0	1.3
	2016	2.0	3.3	2.0	2.4
	Change	0.5	2.0	1.0	1.2
Subnational	Baseline	2.9	1.3	1.7	1.7
	2016	4.0	3.3	4.0	3.8
	Change	2.0	2.0	2.3	2.1
Agriculture	Baseline	2.3	1.7	1.7	1.9
	2016	4.0	4.0	4.3	4.1
	Change	1.7	2.3	2.7	2.2
ALL	Baseline	1.9	1.4	1.4	1.6
	2016	3.3	3.6	3.4	3.4
	Change	1.4	2.1	2.0	1.8

Progress scores	1.0 -2.9=	Basic	3.0 -6.1=	Intermediate	6.0 -9.0=	Advanced		
Change scores	0 -1.0	None (limited)	1.1 -2.0	Small (minor)	2.1 -3.0	Medium (major)	3.1	High (significant)

Implementation of risk governance strengthening outputs (e.g. CDPs) is still in its infancy in Fiji, but there have been early successes during 2016. The focus has been on putting in place the enabling risk government environment (i.e. capacity and leadership) to support risk informed decision making as well as the behavioural changes needed to sustain change and ensure risk management is factored into routine development practice. Early evidence of implementation progress includes resource mobilisation. For example, five Community Capacity Building (CCB) risk informed development projects (identified through the community development planning process) have been submitted to the Small Grants Programme (SGP) of GIZ for funding based.

1. Introduction

The Pacific Risk Resilience Programme (PRRP) is helping to promote and strengthen risk governance as a foundation for risk informed development and ultimately to improve the resilience of Pacific communities to climate change and disasters.

Risk governance is defined as the enabling environment for risk informed decision making and implementation. PRRP is working with government partners in Fiji to strengthen the core components of governance - the people, mechanisms, and processes supporting development practice – to the specific requirements of risk management. Each of these three components of governance comprise several specific opportunities for risk governance strengthening known as the “risk governance building blocks¹” (see Figure 1).

In Fiji, PRRP has been programming the risk building blocks for resilient development by: i) analysing the development context, national development objectives and preparing a risk governance baseline (e.g. CPEIR); ii) advocating on risk informed development; iii) identifying entry points; iv) strengthening priority building blocks; and v) implementing governance outputs (including risk informed development activities) for more resilient outcomes.

This report shares progress on PRRP and partner risk governance strengthening activities in Fiji over the past year (2016) set against a baseline prepared at the start of PRRP at the end of 2013. It then documents progress towards implementation² of risk informed development outputs (e.g. policies, plans, projects) and in future years, will map progress towards resilient outcomes and capacities.

2.2 Fiji Context

Risk context. In February 2016, Fiji was struck by one of the most powerful storms on record in the Southern Hemisphere - Tropical Cyclone Winston (TC Winston). Approximately 59,000 people were left in need of emergency shelter, and an estimated US\$60 million in damages to food crops and the agriculture sector as a result of the cyclone. Concurrently, a strong El Nino event struck the Pacific, bringing dry conditions, which led to water shortages, food insecurity and health issues to Fiji; further exacerbating the impacts of TC Winston.

Governance context. A Climate Public Expenditure and Institutional Review (CPEIR) was undertaken by the Ministry of Finance (with support from UNDP) in 2015. It evaluated governance mechanisms for climate finance, existing public and private sector planning and budgeting processes; and helped map the risk governance baseline and identify priority entry points. However, the political, economic and social context in Fiji is constantly changing, with knock-on impacts for the governance context within which PRRP and partners are working. This changing risk governance context has influenced progress in Fiji over 2016. For example, [need to insert an example from the national level, explaining why we are not progressing so well here?]

Figure 1: Risk Governance Building Blocks



¹ See: Risk Governance Building Blocks for Resilient Development in the Pacific: A Policy Brief (October 2016): UNDP (<http://www.preventionweb.net/publications/view/51325>)

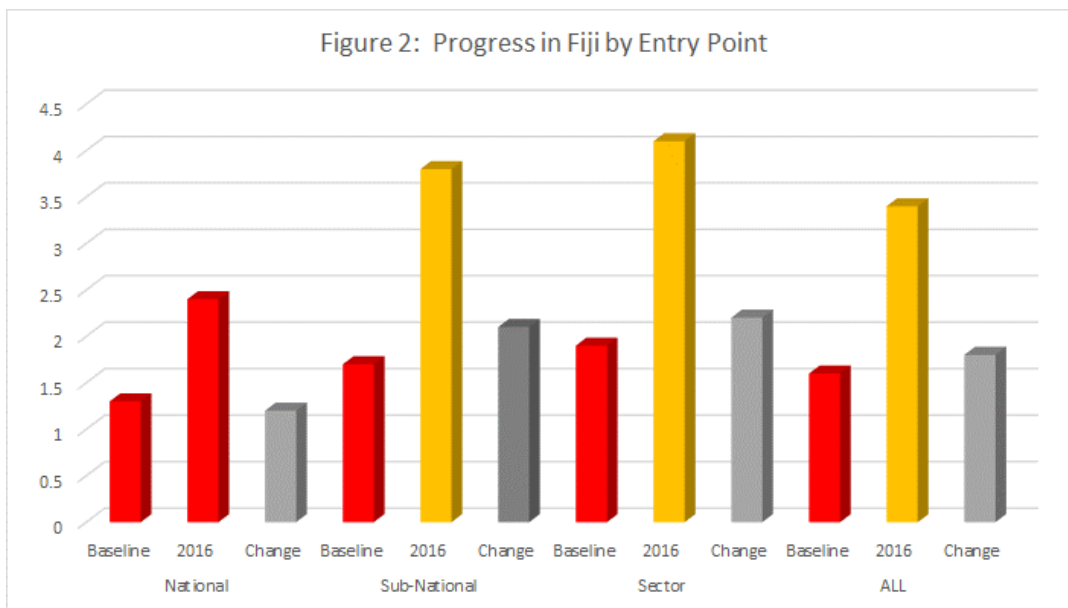
² This is mapped against key implementation steps: i) design/planning; ii) resource mobilisation; iii) delivery/operation; and iv) monitoring & evaluation (M & E).

2. Progress in Fiji 2016

2.1 Overview of Progress

Governance strengthening progress for all three governance components (people, mechanisms and processes) is now rated as intermediate (rather than basic) and several risk governance strengthening outputs (including risk informed development policies, plans, project proposals) have been prepared (see *Table 3*). Risk governance strengthening highlights for 2016 are detailed in *Annex A* and include: i) the creation of four new resilient development posts within government development agencies; ii) the preparation of risk informed community development plans, which are being used to mobilise funding; and iii) clarifying food security and protection cluster functions to help bridge the humanitarian-development divide and provide support for preparedness, response, recovery and risk informed development.

Good progress has been made in partnership with the Government of Fiji for all three entry points (national, subnational, agriculture sector) over 2016 (see *Figure 2*). Progress is particularly notable for the agriculture sector (a progress score of 4.1 – intermediate) and the subnational level (progress score of 3.8 -intermediate). Stronger risk governance is providing the foundation or enabling environment (including behavioural changes) for routine risk informed decision making, policy and practice in Fiji.



The transformation of risk governance outputs, such as risk informed policies, plans and processes into resilience outcomes is a long-term process and progress is context specific. It is noticeable in Fiji, that progress towards implementation is taking time and requires risk governance strengthening for multiple building blocks. At this stage, a limited number of risk informed governance outputs have progressed to resource mobilisation (e.g. five CCB risk informed development projects have been submitted for funding) and internal agriculture budget is being secured for risk informed projects by the new resilient development post in MoA [*specific detail?*] (see *Table 3*). Similarly, PRRP is working with the Commissioner Western and Northern Office






Figure 3: Risk Governance Output Implementation Cycle

to showcase risk informed considerations in “good/normal times” and have identified two community proposals identified in the CDPs. These are: i) establishing a rain water harvesting system at Korobebe; and ii) a Community Emergency Operations Centre at Natalau. Project proposals were screening using the risk informed **PSIP** screening tool. Finally, projects supported through public-private partnerships, including food banks (in Yasawa islands) have also progressed to delivery.

With risk governance foundations in place, more significant implementation progress is expected for 2017 (see *Figure 3*).

Table 3: Highlights for Fiji (2016)

Risk governance component	Risk governance outputs	Implementation progress
PEOPLE 	<ul style="list-style-type: none"> • Champions & leaders at sub-national & sector levels. • Four new government resilient development posts leading from within. • Resilient development education post successfully institutionalised. • 32 in-house subnational CCB trainers trained to understand & manage risk. • Sub-national risk informed GIS web-based mapping system. • One district knowledge hub in Magodro for information exchange & training on resilient agriculture. 	<p>Early signs of risk informed decision making and behavioural change (which will sustain risk informed development) with new posts, champions, political commitment and knowledge sharing.</p> <ul style="list-style-type: none"> ➤ <i>For example, the Western and Norther Division Commissioners in a presentation to the Senior Management Board advocated for risk governance.</i> ➤ Another?
MECHANISMS 	<ul style="list-style-type: none"> • Food security and protection clusters officially active post and pre-disasters with supporting TOR. • Two food banks. • Digicel report on private/public partnership. 	<p>Pockets of progress, with new institutional arrangements being implemented and projects delivered through partnerships:</p> <ul style="list-style-type: none"> ➤ <i>For example, the new cluster mechanism is now active for food and protection.</i> ➤ <i>For example, two food banks have been established through partnership between the agriculture sector and the tourist industry.</i>
PROCESSES & PRODUCTS 	<ul style="list-style-type: none"> • Report identifying activities needed to access climate finance. • Western Division Communique governing the delivery of risk informed initiatives. • Risk informed PSIP screening tool and Western Division Plan. • Risk informed Community Capacity Building (CCB) toolkit. • Risk integrated into 19 CDPs. • Risk informed agriculture strategic development plan and CCDRM SOP. 	<p>Evidence of progress towards resource mobilisation and in some cases delivery:</p> <ul style="list-style-type: none"> ➤ <i>For example, the community planning process has been implemented in 19 communities.</i> ➤ <i>For example, five CCB risk informed development projects identified & submitted for funding.</i> ➤ <i>For example, two Western division projects identified to showcase risk informed development.</i> ➤ <i>For example, internal budget support has been secured by the new resilient development post (MoA) for resilient agriculture (specifics?).</i>

2.2 Key achievements by entry point

In Fiji, progress has been particularly significant at sector and sub-national levels over 2016. This section shares progress across all three entry points (national, sub-national and agriculture sector) against the 2013 baseline.

NATIONAL LEVEL: progress rating 2.4 (basic)

At the start of the programme, there was limited national understanding, knowledge, leadership, political commitment, advocacy or capacities for risk informed development in Fiji. Risk knowledge was dispersed across a range of agencies, and institutional arrangements for risk management were inadequate, with climate change, disaster risk management and development were dealt with in separate silos (with limited coordination and integration). Similarly, risk management was not incorporated into national planning and budgeting processes, tools and plans.

During 2016, PRRP has worked with its partners to continue to galvanise support and advocate for risk informed development however, progress at the national level has been limited, the most significant progress at the national level is with the Ministry of Women is taking a leadership role on resilient development and ensuring that gender and social inclusion (GSI) are an integral part of risk informed decision making and practice [*more progress details e.g. PROPRA?*]. Limited risk governance strengthening progress at the national level is attributed to ...*[need to feed in the context e.g. focus MoF on the national plan, preference for training...?]*

SUB-NATIONAL LEVEL: progress rating 3.8 (intermediate)

At the start of the programme, CCDRM investment at the local level was often “ad-hoc,” usually dependent on external support (with limited engagement of local or national government) and not systematically coordinated. Similarly, there was little devolution of authority for CCDRM and very little local government capacity or leadership for risk management. Separate fora for climate change and DRM existed, with often separate arrangements for government and Civil Society Organisations and limited coordination/engagement between the two.

Over the course of 2016, PRRP has helped strengthen sub-national political commitment and leadership, notably the Commissioners for the Western and Northern division who are pioneering a ‘risk informed’ approach to development and planning at sub-national level. These Commissioners now have full-time Government staff dedicated to DRR and CCA within their teams (capacity). Through these resilient development posts, PRRP is collaborating with local government to weave in DRR and CCA within various development sectors, provincial, district and community level **plans** as well as their Annual Divisional Business Plan (products). Evidence from Fiji is showing that by having permanent capacity for risk within government development, the government can be responsive to new opportunities, changing needs (before, during and after disasters) and provide “in-house” support to risk informing processes and products. For instance, in the Western division, the process (and toolkit - the Community Capacity Building - CCB) for community development now includes risk. The risk informed community planning process has been rolled-out through multiple training workshops in Northern and Western division (capacity). As a result, 19 Community Development Plans (CDP) have been prepared (products).

“Risk governance...is a perfect fit for ‘building self-reliance’ in Fiji”

- Dr Josefa Korivueta (PS, Ministry of Women, Children & Poverty Alleviation)

In terms of implementation, CDPs that are risk informed, are now attracting financing from both government and partner funding streams, such as the GEF Small-Grants Programme (SGP).

AGRICULTURE SECTOR: progress rating 4.1 (intermediate)

At the start of the programme, few sectors had CCDRM elements in their policies, strategies, plans, processes or activities and there was little in-house CCDRM expertise. In addition, institutional arrangements and the role of sector agencies following a disaster was ambiguous with limited coordination between stakeholders. Similarly, a gap existed between short-term response, recovery and long term development planning within the sector.

During 2016, PRRP helped strengthen leadership and in-house capacity for risk management in the agriculture sector, by supporting a new resilient development post created. The Minister for Agriculture and the Agriculture Chief Economist are able to support the new post, and are active partners leading the way on risk governance in the agriculture sector and risk informing the agriculture strategic development plan and corporate planning process (products/processes). Additional capacity development for the sector has included formal training on risk management to extension services officers and decision makers.

The agriculture sector has proactively engaged the private sector. For example, the MoA and the Commissioner Western's office has worked in partnership with a tourism operator to help communities build food banks as a preparedness measure for cyclones and this was applied in the recent aftermath of TC-Winston. This approach to community development and private sector engagement is now being replicated in other parts of the Yasawa. The strategy for the future is to develop a model of a 'safe and resilient' community and link this upwards through the CCB process, to sub-national and national development planning and budgeting processes. Additional partnerships with telecommunications operations have helped collect data on damage post Cyclone Winston.

"The establishment of partnership programs with the private sector will support innovative efforts of Government to empower our communities to identify risks and needs and to formulate and implement sustainable response mechanisms"

- Manasa Tagicakibau (Western Division Commissioner)

To help bridge the humanitarian-development gap, support from PRRP (and partners such as FAO) has meant that the Food Security Cluster is now active and convening partners even beyond disaster response periods, although its full function is yet to be determined (institutional arrangements). Similarly, one district Knowledge Hub has been established in Magodro (following a consultation workshop) to improve communication between farming communities and agriculture extension officers, support regular information exchange, and provide training (via a demonstration plot) on agriculture resilience (knowledge & communication).

3. Lessons Learnt

Several challenges and success factors have been identified by PRRP and its partners in Fiji. These relate primarily to risk governance strengthening, although implementation lessons are starting to emerge.

Key risk governance strengthening challenges identified during 2016 are varied, but a number relate to the resilient development posts supported by PRRP. These are the "central pillar" of PRRP's approach and fundamental to programme sustainability and ensuring benefits will last. However, at the national level, although time has been spent advocating for resilient development posts (e.g. in the planning department of the Ministry of Finance), to-date this has not considered a priority for the ministry given their preference for risk management training [*would you agree?*].

The past year has highlighted several success factors for both governance strengthening and implementation of risk informed governance outputs. These include mobilising new partners, such as the private sector; using disasters to help clarify decision making and ways forward; and increasing advocacy in advance of a new financial year, for example in Annual Work Planning workshops.

Opportunities for replicating and scaling up³ risk governance strengthening activities in Fiji to support sustainability and lasting benefits beyond the lifetime of the programme are emerging. These include:

- *Strengthening ownership.* For example, the Community Capacity Building toolkit has not been used in provinces outside of PRRP target provinces (is this right) and needs ownership and leadership at the national level to strengthen linkages with national level planning and support replication elsewhere.
- *Institutionalising risk informed mechanisms and processes.* For example, including the risk informed planning process in subnational legislation. [is this possible?]
- *Developing tools.* For example, replicating the risk informed community development planning process and rolling-out the CCB toolkit in new geographical regions. [would you agree?]
- *Sharing learning.* For example, the Ministry of Agriculture and the Tourism Board are sharing learning on the food banks (linked to knowledge hubs) in Yasawa Islands to support replication in other tourism areas with similar food security issues.

Table 4: Outstanding challenges in Fiji

Building Block	Governance & implementation challenges
Leadership	• Galvanising leadership at national level.
Capacity	• Taking the time to advocate for new posts (particularly at the national level) given the preference for training
Knowledge	• Timely advocacy on risk informed development prior to a new financial year (e.g. Annual Work Plan workshops).
Legislation	• Any? e.g. engaging in the process i.e. NDMO reluctant to involve external support for update of DM act?
Institutions	• Cross-sectoral coordination on resilient development.
Partnerships	• Developing new partnerships e.g. donors, private sector, GSI.
Budgeting	• Advocacy to ensure government support for CPEIR recommendations.
Planning	• Linking and standardising different processes/tools across national, sub-national and sector levels given currently limited synergy.
Products	• Risk informing ACPs and Business plans for Ministries/Divisions/Provinces and risk informing CDPs.

³ PRRP defines replication as copying a concept/model/approach/ activity (exactly) and transferring to a new geographical location or entry point (e.g. sector). Scaling-up means increasing the size or reach by expanding a tested or piloted model or concept to serve more people, a larger geographical area, a broader policy or a larger range of institutions. A different approach may be needed to achieve scale.

Acronyms [update]

CC	Climate Change
CCA	Climate Change Adaptation
CCD	Climate Change Division
CPEIR	Climate Change Public Expenditure and Institutional Review
DRM	Disaster Risk Management
DSLO	Disaster Service Liaison Officers
CCDRM or CCDRR	Climate Change Disaster Risk Management/ Reduction
IRGC	International Risk Governance Council
MARMDM	Ministry of Agriculture, Rural and Maritime Development and Disaster Management
MFIC	Ministry of Foreign Affairs and International Cooperation
NCCCC	National Climate Change Coordination Committee
NDMA	National Disaster Management Act
NDMC	National Disaster Management Council
NDMO	National Disaster Management Office
NDMP	National Disaster Management Plan
NEOC	National Emergency Operations Centre
PRRP	Pacific Risk Resilience Programme
RSSD	Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014
SPC	Secretariat of the Pacific Community
SOPAC	South Pacific Islands Applied Geoscience Commission

Annex A: Risk Governance Strengthening Progress by entry point (n= national; s= subnational; a= agriculture) [pink highlights, I have added/changed scoring – needs checking]

Building blocks	Risk governance baseline (end 2013)	Baseline score			Risk governance strengthening activities (2016)	Progress score			Governance OUTPUTS	Change		
		N	S	A		N	S	A		N	S	A
1. Leadership	Limited leadership or championing of risk informed development.	1	3	3	Support for leadership by the Commissioners for Western and Northern Division who are pioneering the “risk informed approach; the Minister for Agriculture and Agriculture Chief Economist who are active partners and leading the way in the sector; and the Ministry of Women.	3	6	5	Strong champions for risk informed development at sub-national and sector level. Commissioner presentation to Senior Management Board (MB) advocating for risk governance.	2	3	2
2. Human capacity	No dedicated individuals for CCDRM (within core planning or finance ministries, sectors, or subnational government) with risk capacities and dedicated responsibilities for DRR and CCA. Ad-hoc and stand-alone training provided by regional organisations such as SPC etc.	1	2	2	Four new resilient development posts established in Ministry of Agriculture (MoA), Ministry of Women, and the Western and Northern Commissioner teams. Several training workshops undertaken including: i) 3 training workshops led by DPO (risk informed community capacity building - CCB); ii) 1 training of training for CCB in Northern Division; iii) 1 training of sector agencies for CCB; iv) risk training for agriculture extension workers; v) training on Kobo toolbox for post-disaster agriculture assessment.	2	4	4	In-house CCDRM capacity at sector (women & agriculture) and sub-national levels (N & W Division). Resilient Development education post successfully institutionalised & absorbed within ministry under another funding structure (source of funding?). 32 in-house subnational CCB trainers trained to understand & manage risk.	1	2	1
3. Knowledge & communication	Risk knowledge dispersed amongst a range of agencies e.g. Fiji Land Information System, NDMO, SPC, SOPAC and several communities have conducted vulnerability assessments with NGO support. Data not routinely bought together & analysed and is difficult to access	1	1	2	Sub-national risk informed GIS web-based mapping system established to monitor risk informed development projects and to store & share knowledge for preparedness and development programmes. Vulnerability assessment for food security and agriculture following TC Winston.	1	2	3	Increased knowledge & use of risk-sensitive farming information & technology National GIS risk mapping of hazards (and agriculture resources) & vulnerability assessment.	0	1	1

Building blocks	Risk governance baseline (end 2013)	Baseline score			Risk governance strengthening activities (2016)	Progress score			Governance OUTPUTS	Change		
		N	S	A		N	S	A		N	S	A
	<p>- there is no one stop center for user friendly, accessible risk knowledge products.</p> <p>Risk communication limited although CCD published a quarterly newsletter & maintained a website, but experienced difficulties collecting information.</p>				<p>Community level risk mapping carried out via CDP process in Northern division (10 communities in 3 provinces).</p> <p>District knowledge hubs and networks established in Magodro following consultations. This provides platforms and demonstration plots to improve understanding/communication) and support regular information exchange and training on agriculture resilience.</p>				One District Knowledge Hub in Magodro.			
4. Institutional arrangements	<p>DRM and CC led by separate organisation entities: i) NDMO in the Ministry of Provincial Government (later moved to MARMDM); and ii) Climate Change Division – CCD in the Ministry of Foreign Affairs and International Cooperation (MFIC) (later moved to MoF). Limited communication and coordination, clarity of responsibilities, and human resource challenges.</p> <p>Separate committees for climate change and DM (e.g. NCCC and NDMC) do not pursue an aligned CCDRM agenda (although overlapping membership).</p> <p>Separate fora for CC and DRM for different stakeholders (e.g. government, CSOs, NGOs & academia).</p> <p>Institutional arrangements & the role of individual sector agencies</p>	2	1	2	<p>Strengthened government institutional arrangements (e.g. clusters) to support coordination during disasters and transition to more resilient recovery and development.</p> <p>New post has helped Food Security and Livelihoods Cluster function beyond disaster response (with FAO and WFP) e.g. driving vulnerability assessments.</p> <p>Protection Cluster functions beyond response phase helping bridge the humanitarian-development divide (via the ProPA network??).</p>	4	3	5	<p>Food Security and Livelihood cluster is now officially active in post and pre-disaster context, with clearly defined roles and responsibilities for more effective coordination on DRR/CCA, preparedness, response and recovery.</p> <p>Protection Cluster TOR.</p>	2	2	3

Building blocks	Risk governance baseline (end 2013)	Baseline score			Risk governance strengthening activities (2016)	Progress score			Governance OUTPUTS	Change		
		N	S	A		N	S	A		N	S	A
	following disasters remained ambiguous although later introduction of government-led cluster system, increased prospects for more coordination (although system is still informal as legislation not adopted (confirm?).											
5.Partnerships	<p>Limited private sector interest in adaptation, preparedness or risk reduction initiatives from private sector.</p> <p>Strong social responsibility in private sector during emergencies, but response not well coordinated with government.</p> <p>NGOS involved in CCA/DRR but often not in partnership with local governments and their projects often bypassed subnational government.</p>	1	2	2	<p>Strengthened links between Fiji Business Disaster Resilience Council (FBDRRC) and FSC [details?]</p> <p>Supported Western division development planning meeting: "Integrating CCDRM into Division Development Planning Processes."</p> <p>Public-private sector partnerships brokered with the tourist industry and agriculture to develop food banks in Yasawa Islands.</p> <p>Partnership brokered between agriculture cluster, Digicel and Vodafone to collect data on damage post Cyclone Winston.</p>	4	5	5	<p>Joint planning (e.g. preparedness on food baskets) and FBDRRC joins monthly FS cluster meetings.</p> <p>Two food banks (link to final project report).</p> <p>Digicel report (link to press releases).</p>	3	3	3
6.Legal and policy framework	<p>Separate national DM Act (1998) and Climate Change Policy (2012).</p> <p>Green Growth Framework (launched in 2014) to provide blueprint for development in the country.</p>	1	1	1	Initial review to support integration of risk into the Integrated Rural Development Framework (IRDF).	2	2	2	<p>Any outputs? E.g. Risk informed agriculture policy?</p> <p>What about risk informing the new national development plan?</p>	1	1	1

Building blocks	Risk governance baseline (end 2013)	Baseline score			Risk governance strengthening activities (2016)	Progress score			Governance OUTPUTS	Change		
		N	S	A		N	S	A		N	S	A
7. Budgeting/ financing processes & tools	<p>Limited interest or activity in relation to climate financing. All public expenditures flowed through the Public Finance Management (PFM) system.</p> <p>Development budget allocated without consideration to climate and disaster risks and their management.</p> <p>Recovery financing allocated via response budget.</p>	1	1	1	<p>Supported finalisation of the CPEIR (Climate Change and Disaster Public Expenditure and Institutional Review), which identified the need for tracking and accounting budget allocations for risk, more effective mechanisms for managing climate related resources and a more robust, risk informed PFM.</p> <p>Supported development of Western Division communiqué, which agrees to use existing sectoral budgets for incorporating risk.</p> <p>Supported inclusion of CCDRM as a criterion for provincial and divisional development project board approval (Western Division).</p>	2	3	3	<p>Report identifying activities for improving planning, budgeting, M & E systems as a basis for accessing climate finance.</p> <p>Western Division communiqué (governing the delivery of risk informed initiatives) based on engagement & meaningful consultation.</p> <p>Risk informed Western Division project budget allocations.</p>	1	2	2
8. Planning processes & tools	<p>Disaster and risk not incorporated into national planning processes including the project planning cycle.</p> <p>Little devolution of authority for CCDRM at the subnational level and very limited capacity. Local government struggled to access information on CCDRM plans, policies, projects at national level and opportunities to access funds.</p> <p>Municipal councils do not screen their own investments for climate/disaster risk.</p>	1	2	2	<p>Provided review for incorporating risk into national project appraisal criteria. (any progress?)</p> <p>Supported MARMDM integrate risk into the subnational planning process/tools through the Community Capacity Building (CCB) toolkit that guides community development planning.</p> <p>CCB guidelines piloted in 10 communities in Northern Division.</p>	2	5	5	<p>(Has risk informed project proposal template been used?)</p> <p>Risk informed community planning process implemented in 19 communities.</p> <p>Internal budget support secured by new agriculture post for resilient agriculture (details?).</p>	1	3	3

Building blocks	Risk governance baseline (end 2013)	Baseline score			Risk governance strengthening activities (2016)	Progress score			Governance OUTPUTS	Change		
		N	S	A		N	S	A		N	S	A
9. Products	<p>Limited prioritisation of CCDRM in national development plans (e.g. Road map for Democracy & Sustainable socio-economic development (2010-14), although the replacement Green Growth Framework (2014) for Fiji now includes a thematic Area dedicated to resilience.</p> <p>No coordinated or systematic integration of risk into sector or subnational plans (and policies).</p>	1	2	2	<p>Supported incorporation of risk screening criteria into PSIP screening tool (and applied this in Western division) (details on use?).</p> <p>Community Development Plans prepared and now consider climate and disaster risks.</p> <p>Sector review of development templates for risk screening (details?).</p>	2	4	5	<p>PSIP screening tool.</p> <p>Risk integrated into Western division plan.</p> <p>Risk integrated into 9 and 10 CDPs respectively for Western and Norther Division.</p> <p>Five CCB risk informed development projects identified & submitted for the GEF Small Grants Programme (SGP) for funding.</p> <p>Two Western division projects selected to showcase risk informed development.</p> <p>Risk informed five-year agriculture strategic development plan.</p> <p>Agriculture CCDRM SOP.</p>	1	2	3

Change scores	0 -1.0	None (limited)	1.1 -2.0	Small (minor)	2.1 -3.0	Medium (major)	>3.1	High (significant)
Progress scores⁴	1.0 -2.9	Basic	3.0 -6.1	Intermediate	6.0 -9.0	Advanced		

⁴ See PRRP's "Risk Governance Trajectory of Change – Progress criteria" for more detail on stages (available in the Annex of PRRP Progress Report: 2016)