



Governance for Resilient Development  
in the Pacific (GOV4RES) Project



2019 – 2020

ANNUAL REPORT

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## ACRONYMS

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<b>ADB</b>	Asian Development Bank	<b>PFTAC</b>	Pacific Financial Technical Assistance Centre
<b>APCP</b>	Australian Pacific Climate Partnership	<b>PIC</b>	Pacific Island Country
<b>CCA</b>	Climate Change Adaptation	<b>PIFS</b>	Pacific Island Forum Secretariat
<b>CCBII</b>	Climate Change Budget Integration Index	<b>PPEI</b>	Pacific Parliamentary Effectiveness Initiative
<b>CCDRM</b>	Climate Change and Disaster Risk Management	<b>ProPa</b>	Protection in the Pacific network
<b>CFN</b>	Climate Finance Network	<b>PR</b>	Press Release
<b>CSO</b>	Civil Society Organisation	<b>PRRP</b>	Pacific Risk Resilience Programme
<b>DFAT</b>	[Australian] Department of Foreign Affairs and Trade	<b>RID</b>	Risk Informed Development
<b>DPO</b>	Disabled People's Organisation	<b>SDGs</b>	Sustainable Development Goals
<b>DRR</b>	Disaster Risk Reduction	<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>FRDP</b>	Framework for Resilient Development in the Pacific	<b>UNDP</b>	United Nations Development Programme
<b>GCCF</b>	Governance for Climate Change Finance		
<b>GSI</b>	Gender and Social Inclusion		
<b>IRMU</b>	Integrated Results & Monitoring Unit		
<b>KM</b>	Knowledge Management		
<b>KOICA</b>	Korea International Cooperation Agency		
<b>MFAT</b>	[New Zealand] Ministry of Foreign Affairs and Trade		
<b>MEL</b>	Monitoring, Evaluation and Learning		
<b>MWCPA</b>	[Fiji] Ministry of Women, Children and Poverty Alleviation		
<b>NGO</b>	Non-governmental Organisation		
<b>ODE</b>	[DFAT] Office of Development Effectiveness		
<b>OP-ED</b>	Opinion Editorial		
<b>PASAI</b>	Pacific Association of Supreme Audit Institutions		
<b>PEA</b>	Political Economy Analysis		
<b>PFM</b>	Public Financial Management		

## EXECUTIVE SUMMARY

The Governance for Resilient Development in the Pacific (Gov4Res) project theory of change rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach. The project further assumes that this will happen through locally led change, with different approaches emerging in each country context. This is consistent with the FRDP which calls for the ‘mainstreaming’ of climate and disaster risk treating risk management as a fundamental development issue. It guides practitioners to ‘mainstream into development planning including policy making, planning, financing, programming and implementation, to build resilience’. This is further reinforced in the region by the Forum Economic Ministers Meeting (FEMM) endorsed paper: Realising the Triple Dividends of Resilience Planning & Financing, which highlights the essential role of Ministries Finance and Public Financial Management in “support[ing] integrated approaches to climate finance management”.

The Gov4Res project officially commenced its initiation phase in January 2020, after an eight-month design phase. The design phase culminated in the endorsement by seven Pacific countries of a theory of change, outcome areas and activities, and initiated new donor support from the governments of Korea and New Zealand in addition to continued support from the Australian Government and SIDA. The commencement of implementation of the project was severely delayed during by the COVID-19 pandemic in this reporting period, the impacts of which have been felt in the Pacific since February 2020. This has resulted in an elongation of the initiation phase of the project and delayed country engagement. Nonetheless, the team have made significant progress on project management activities during this initiation, including hiring staff, initiating monitoring and evaluation, communications and financing strategies, refining baselines and refining programming entry points. Despite the restrictions, the team has also achieved a number of results against the seven project output areas, as summarised in Table 1 below.

TABLE 1 PROJECT ACHIEVEMENTS BY OUTPUT














Achievements by output		
Outcome 1. Government planning and financing systems enable gender and socially inclusive risk-informed development	Output 1.1 Government planning and financing systems enable gender and socially inclusive risk-informed development	 On track with some delay
	Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems	 On track
	Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	 On track with some delays
Outcome 2. Country oversight and accountability systems require gender and socially inclusive risk-informed development	Output 2.1 Accountability: there is risk informed, independent scrutiny of government	 On track
	Output 2.2 Voice of Society: there is risk informed engagement and scrutiny by civil society	 On track with some delays
Outcome 3. Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development	Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	No activity in reporting period
	Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	 On track

Table 2 below provides a snapshot of activities undertaken and the status of each of the project countries. The status range from on track to off track is reflective primarily of how established the programming relationship was: the majority of the countries with whom the PRRP had worked in the first phase are on-track, countries such as Kiribati and Republic of Marshall Islands where establishment of new relationships was necessary are off track due to COVID-19 related travel restrictions. Fortunately, the agile nature of the Gov4Res did allow the team to

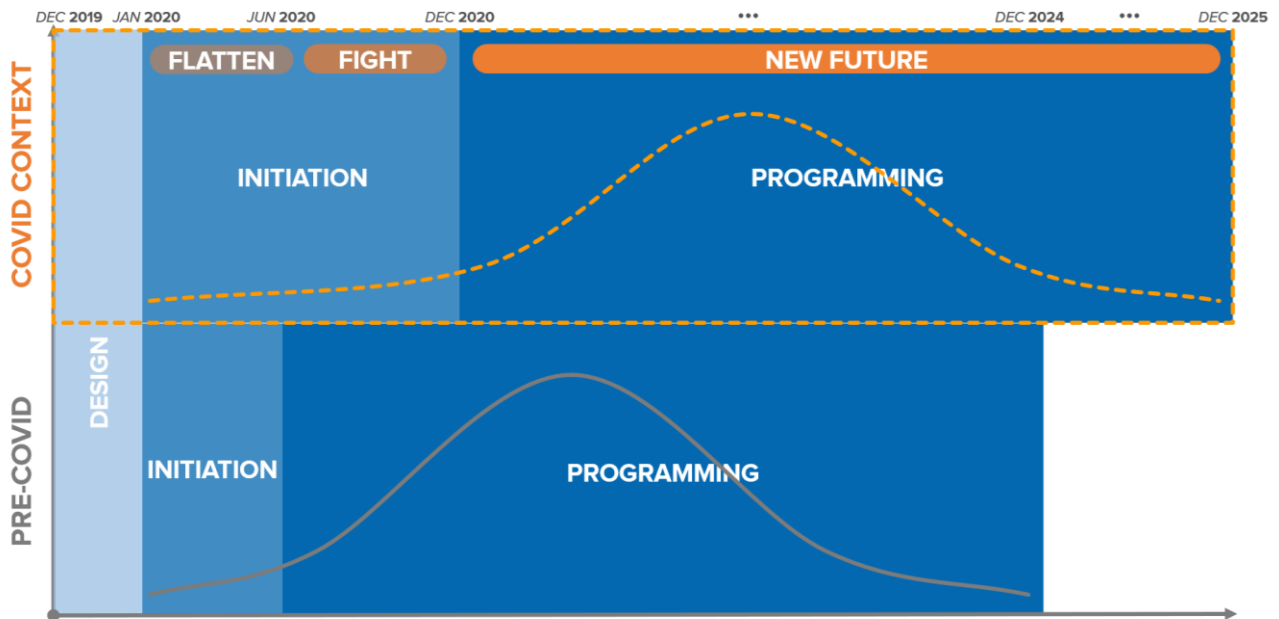
increase engagement where there was traction in an effort to achieve targets for the reporting period (for instance undertaking additional activities in Fiji and Solomon Islands). Nonetheless commencing programming in new countries will be a priority in the upcoming reporting period.

TABLE 2 PROJECT ACHIEVEMENTS BY COUNTRY

Achievements by Country		
Country	Achievements	Status
Fiji	<ul style="list-style-type: none"> <li>- MOE: creation of Project Development Unit (PDU); agreement to create 4 new RID staff positions, 2 in Budget &amp; Planning Division and 2 in new PDU</li> <li>- MRMD: agreement to create 2 new RID staff</li> </ul>	 On track
Vanuatu	<ul style="list-style-type: none"> <li>- Parliament budget oversight (via 'floating budget')</li> </ul>	 On track with some delays
Solomon Islands	<ul style="list-style-type: none"> <li>- MAL: risk informed Model Farm project</li> <li>- MPGIS/MECDM: commenced establishment of resilience component of Provincial Capital Development Fund (PCDF)</li> <li>- MNPDC: agreement to commence resilience M&amp;E and revise risk screening</li> </ul>	 On track
Tuvalu	<ul style="list-style-type: none"> <li>- MFED: agreement to commence integration of RID into Budget, Planning &amp; Aid Coordination Processes and investigate Climate Budget Tagging system</li> </ul>	 On track with some delays
Tonga	<ul style="list-style-type: none"> <li>- MoF: Creation of Resilient Development Financing Division and 2 new RID staff</li> </ul>	 On track
Kiribati	Due to COVID-19 related travel restrictions, the team were unable to undertake design/inception mission to Kiribati and therefore did not commence work as anticipated	 Off track
Republic of Marshall Islands	Due to COVID-19 related travel restrictions, the team were unable to undertake design/inception mission to the Republic of Marshall Islands and therefore did not commence work as anticipated	 Off track
Samoa	No planned activities in reporting period	No activity in reporting period

Whilst travel and in country engagement was, and continues to be restricted, the team has changed the ways in which it engages internally and with partners (e.g. enhanced virtual and desk-based support) and adjusted the focus areas for this engagement. The agile nature of the Gov4Res programme has allowed it to quickly adapt to the evolving needs and priorities of government partners. To frame these adjustments, Gov4Res adapted a strategy developed by the [Boston Consulting Group](#) to frame the crisis in three distinct phases: flatten (whilst countries are flatten the curve), fight (preparing to come out of the crisis) and new future (post pandemic, what does the future look like). These phases are shown overlaid on the project delivery and timeframe in Figure 1.

FIGURE 1 PRE COVID-19 AND COVID CONTEXT IMPACTS ON PROJECT DELIVERY



The total budget for the reporting period was USD1,727,451 of which USD 997,910 was utilised. This was made up of USD832,789 in funding for design, of which 83% was utilised, and USD 894,662 for initiation and initial implementation, of which 34% was utilised. This figure is low as a result of the COVID-19 pandemic, which restricted the ability of the team to recruit, to travel and to engage directly with government partners.

During the 2020-2021 programming phase, the project will be moving out of the flatten phase into the fight phase, coupled with some “new future” implementation of in-country and regional activities. The fight phase will include activities such as undertaking research, positioning at the country level by drafting Aide Memoires, toolkits, guidelines etc., supporting countries with “greening their recovery” and preparing to foster peer to peer learning. In relation to in-country and regional activities, these will be progressed and amplified, particularly in the second half of the reporting period. Outcome 1 and 3 will primarily be building on work initiated during this reporting period, whereas Outcome 2 is more at the activity initiation stage.

# 1. PROJECT OVERVIEW

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## DESCRIPTION AND EVOLUTION

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The Gov4Res project officially commenced its initiation phase in January 2020, after an eight-month design phase. The design phase culminated in the endorsement by seven Pacific countries of a theory of change, outcome areas and activities, and initiated new donor support from the governments of Korea and New Zealand and continued support from the Australian Government and SIDA.

Gov4Res expands in both the scope of its work and the geographic scale from its predecessor program, the Pacific Risk Resilience Programme (PRRP) (2012-2019). The broadened donor base has enabled the scale up of program's way of working, including the ability to program in a greater number of countries.

The commencement of implementation of the Gov4Res project was severely delayed by the COVID-19 pandemic in this reporting period, the impacts of which have been felt in the Pacific since February 2020. This has resulted in an elongation of the initiation phase of the project and delayed country engagement, particularly with new countries.

In response, the project team adjusted their approach, working arrangements, project work plans, timelines and budget to ensure the project remained productive and relevant.

This Annual Report reviews two phases of the Gov4Res project:

- 1) Design phase: 1 April 2019 – 31 December 2020
- 2) Initiation phase: 1 January 2020 – 30 June 2020

## RELEVANCE

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The highly inclusive and consultative approach to the design of the Gov4Res project has ensured that the approach is relevant for the Pacific region. This consultation, coupled with extensive research, has shown that there is growing demand for the

treatment of risk as an integral part of development; a 'development first' approach to managing risk is gaining traction<sup>1</sup>. This is owing to the fact that current development planning, processes and tools generally do not take into account climate change, disaster and gender risk management.

The vast majority of Pacific Island Countries National Strategic Development Plans have enhancing resilience and managing the impacts of climate change at the centre, further underlining the relevance of this approach. However, consultation through the design phase revealed that implementation of these goals and targets is often limited due to their complexity and newness.

The Gov4Res project theory of change rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach. Endorsement for the relevance and appropriateness of this theory of change and the programme outcomes was received from seven countries and regional partners at the project's "launch", or Local Project Appraisal Committee meeting, in November 2019. This approach was further validated with addition donor support from Korea and New Zealand.

The relevance of the approach is also in the nascent stages of being recognised in the Pacific regional space. For instance one of the Forum Economic Ministers Meeting (FEMM) papers: Realising the Triple Dividends of Resilience Planning & Financing, highlighted the essential role of Ministries Finance and Public Financial Management in "support[ing] integrated approaches to climate finance management", in addition to committing to research on analysing the effectiveness of climate finance and development finance in the region.

The project's implementation modality is also highly relevant in the Pacific context. The approach of creating government posts and "working from within" existing governance systems through entry points to engender ownership of initiatives, was piloted through the PRRP and found to be highly effective. Multiple analyses and assessments<sup>2</sup> found the approach was appreciated by stakeholders, supported and enhanced achievement of the

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<sup>1</sup> USAID 2014; Hay & Pratt 2013; UNDP 2016

<sup>2</sup> PRRP MTE 2016; DFAT 2019; ODE 2018

technical objectives, and ensured that initiatives were sustained well beyond the project intervention.

The project is also aligned to, and therefore relevant in relation to the broader UNDP with the UNDP Sub-Regional Programme Document: Outcome 1: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

## 2. CONTEXT ANALYSIS (COVID-19)

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### SOCIOECONOMIC SITUATION

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The COVID-19 pandemic and associated economic crises are posing huge challenges in the Pacific region. This includes exacerbating and deepening pre-existing inequalities, particularly gender inequality, exposing vulnerabilities in social, political, economic, and biodiversity systems, which are in turn amplifying the impacts of the pandemic.

Whilst the impact of COVID-19 may differ across countries, existing characteristics of Pacific Island Countries point to similar challenges: small size and geographic isolation; exposure to severe shocks; infrastructure gaps; high economic vulnerability arising from very narrow production and export bases and high dependence on imports; and high level of environmental vulnerability, in particular to impacts arising from climate change and disasters<sup>3</sup>.

In response to this unfolding crisis, governments across the region are being forced to dramatically overhaul policies, and invest in public health, economic stimulus and social safety nets in an effort to reduce the impacts and recover faster.

### COVID-19: FLATTEN, FIGHT, NEW FUTURE

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The project team confronted the challenges presented by the pandemic head on, in an effort to minimise the impact on programming at the same time as ensuring a quick reengagement. The team adapted a strategy developed by the [Boston](#)

[Consulting Group](#) to frame the crisis in three distinct phases:

- **Flatten.** The initial stage of response takes place when an area is locked down in order to reduce the peak caseload, or “flattening their curve”. During this time the project focused on keeping staff and partners safe by working from home, not travelling, ensuring appropriate medical and insurance was in place.
- **Fight.** In this phase, the curve is flattened, but things are not yet back to normal. BCG argue this phase will make or break projects (or businesses). For Gov4Res this phase has been about planning to restart, preparing to scale back up from being stagnant, ensuring the building blocks are in place to hit the ground running as soon as opportunities present themselves. This may be research, templates and guidelines, letters of agreement, mapping, or a plethora of other things.
- **New Future.** The ultimate goal is to reach the new future, but what does this future look like? For instance, should risk be redefined? Will “normal” travel ever be an option again? Gov4Res are not anticipating a dramatic change will be required for the project, however, will continually monitor the situation in country and the project’s relevance within that context. Should it be required down the track the team will consider broader adjustments to the programme logic.

### FLATTEN: ADJUSTED WORKING ARRANGEMENTS AND PROJECT REVISION

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COVID-19 and the socioeconomic situation has resulted in a number of operational and technical adjustments to the project in 2020.

Operationally, all project staff transitioned to working remotely to minimise exposure risk and comply with government and UN requirements (flatten phase). At this time, the project risk management procedures were enacted and updated, which included facilitating assessments of insurance and medical procedures, providing staff with office equipment and virtual network access,

Assessment

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<sup>3</sup> UN (2020). Fiji COVID-19 Socio-Economic Impact



and establishing regular mental health sessions and check-ins and weekly virtual programming meetings.

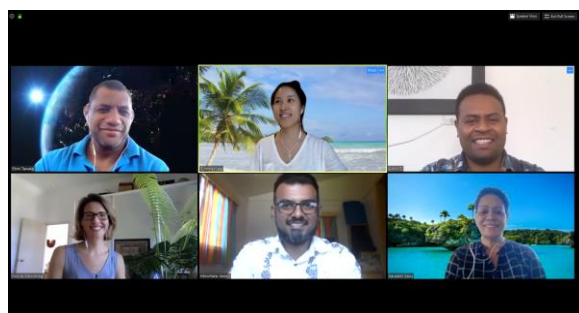
In relation to country and regional partner engagement, the pandemic impeded staff ability to travel, pre-occupied partner governments and reduced the ability of project to establish working relationships in new countries. This all had an immediate impact on team's ability to undertake activities proposed in the annual work plan.

The agile nature of the Gov4Res programme has allowed it to quickly adapt to the evolving needs and priorities of government partners. In some case identifying new entry points and partners (fight phase). This is discussed in detailed in Fight: Adapted Programme Strategies

below.

Unsurprisingly, the implications for the project have been a reduction in expenditure, and correspondingly reduced achievement of targets. In response, Gov4Res revised its 2020 work plan and budget, and are proposing to extend the timeframe of the project by one year, to December 2025. To facilitate this extension, it is proposed that all donor budgets, budget disbursements and log frames are also adjusted.

FIGURE 2 GOV4RES PROJECT TEAM WORKING REMOTELY



## FIGHT: ADAPTED PROGRAMME STRATEGIES

Whilst travel and in country engagement was, and continues to be restricted, the Gov4Res team has adapted the ways in which the team engage (e.g. enhanced virtual and desk-based support) and adjust the focus areas for this engagement. The team are using this "Fight Phase" to prepare for re-engagement with countries and regional actors, and to operate in what will likely be a drastically different

context in Pacific Island Countries, will be critical for the success of the project. In the forthcoming reporting period, these activities will include:

- **Research.** Collaborating with the Pacific Islands Forum Secretariat (PIFS) Resilience team to commission research into climate finance effectiveness and Public Financial Management (PFM). This research will be delivered through the regional Climate Change Finance and PFM Technical Working Group.
- **Positioning at country level.** Preparing to re-engage with country partners by drafting Aide Memoires, Letters of Agreement, new government staff Terms of Reference's and Memorandum's of Understanding which will allow the team to efficiently support countries once borders re-open and/or governments pass through their response and recovery periods.
- **Greening the recovery.** The pandemic has also opened new programming opportunities related to [Greening the Recovery](#), which means a number of things, including ensuring that recovery activities are risk informed. In this vein, countries are beginning to specifically request support on more climate resilient recovery, for instance Fiji and Tuvalu. These recovery activities are starting to provide entry points for Gov4Res, particularly risk informing recovery infrastructure such as clinics, and ensuring new infrastructure doesn't create new risks. The project team will continue to pursue these new entry points in the coming year.
- **Peer to peer learning.** Fostering dialogue across countries using virtual platforms, for instance a climate change and development finance effectiveness dialogue, or discussions on climate finance readiness and internal reform. This activity may also include reinvigorating the Protection in the Pacific (ProPa) network.

FIGURE 3 ENGAGING WITH SOLOMON ISLANDS



### Learning opportunities

The unusual circumstances presented during the reporting period led to some valuable learning opportunities and adjusted programming strategies for the project team, as summarised below.

- The agile nature of the Gov4Res programme has allowed it to quickly adapt to the evolving needs and priorities of government partners during the pandemic and the subsequent changing nature of countries socioeconomic needs. In some cases, this has included identifying new entry points (for instance through Greening of Recovery), new partners, and in some cases opportunities to redefine risks and resilience (for instance on request of the Government of Tonga). If the project approach was more rigid, it would not have been able to be so responsive to this progressing situation. As the pandemic and our responses to it evolve, the team will continue building, measuring and learning from experiments on how best to risk inform development, whether those risks are climatic, disaster driven or even viral in nature.
- The centrality of the Ministry of Finance as the key driver to risk inform development is increasingly evident, particularly as fiscal stressors on government increase. The economic downturn resulting from a reduction in tourism and remittances has renewed the desire for governments to ensure their development activities are more efficient, and to seek opportunities to leverage additional financing sources. Integrating climate change and disaster risk into public financial management systems enhances the resilience of development, thus enhancing efficiency, and the ability to demonstrate a more robust PFM system increases the likelihood of accessing financing sources, such as vertical funds.

- Government partners are expressing an enhanced desire to pursue sustainable, sensible development to mitigate the fiscal pressure on ministry budgets. For instance, the Ministry of Rural and Maritime Development in Fiji are using the shock to re-look at development more holistically. Climate change and disasters are well understood but are not necessarily at the forefront of the minds of senior decision makers. Risk informed development is entirely consistent with the sustainable development agenda, however in order to ensure programming is meaningful to governments it will be useful to frame it within the broader agenda of integrated development where appropriate.
- The devastating impact of the pandemic and associated socioeconomic shock has highlighted the narrow definition that is often applied to “resilience” or “resilient communities” in a Pacific context. Resilience is often framed practically as the ability to withstand natural hazard events, thus leaving governments ill-equipped to manage shocks associated with an economic downturn or pandemic. In light of the impacts associated with COVID-19, a number of government partners expressed a desire to expand the definition of resilience to specifically include other factors, such as viral and economic considerations. Notwithstanding, it is also important to recognise that when considering resilience, Pacific communities have demonstrated an incredible adaptability to changing circumstances, for instance thousands of workers quickly shifted from work in tourism to agriculture in many rural communities in Fiji, enhancing their livelihoods and potentially providing economic security in the future.

In recognition of the significance of the pandemic to Pacific Islands Countries and all programming operations, Gov4Res understand that a considerable pivot to the project may be required to ensure it can continue to provide appropriate and efficient support in this new context. The nature of this pivot is evolving (as outlined above), and the team will relook at the project offering (including activities, interventions, staffing location, travel and if necessary, the theory of change) at least every six months and adjust/adapt as required. One measure the project will adopt immediately will be to update its country selection criteria to include COVID-19

related measures, ensuring that realistic country context is captured upfront.

### 3. ACHIEVEMENTS TO DATE

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Overall, Gov4Res effectively achieved the results that were expected during the reporting period, with some delays in country engagement and project setup. Three major overarching achievements were:

1. **Designing** a new project with endorsement from seven Pacific countries and facilitating a regional dialogue to launch the project;
2. **Initiation phase**, which included setting up the new project by hiring staff, initiating monitoring and evaluation, communications and financing strategies, refining baselines and entry points; and
3. **Deliver of results by output.** The results achieved in country were particularly concentrated with country partners from the PRRP. The most significant momentum was achieved with Ministries of Finance, including the establishment of a Resilient Development and Financing Division in the Ministry of Finance in Tonga and support to create a new Project Development Unit with the Ministry of Economy in Fiji, and initiation collaborative research with the Pacific Islands Forum Secretariat on Public Financial Management and Climate Change Finance Effectiveness.

As has been previously outlined, the COVID-19 Pandemic has had significant implications on the team's ability to travel and engage with government partners. Nonetheless, the project adapted to this new environment and found innovative ways to engage with country partners and prepare for the adjusted reality.

#### DESIGN OF A NEW PROJECT

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The project team were in a design phase for the new project from March – December 2019. The design phase culminated in the endorsement by seven Pacific countries of a new theory of change, new project outcome areas and activities, and initiated new donor support from the governments of Korea and New Zealand. This is a significant achievement as it represents a paradigm shift away from traditional CCDRM programming from a core group of donors, based on the success of the DFAT funded Pacific Risk Resilience Programme (PRRP, 2012-2019).

In order to realise this new design, Gov4Res established a lean design team of UNDP staff from the region, with strategic oversight and guidance from a design and M&E consultant. An innovative approach to design was adopted, which was initiated with a “design shop” to establish a concept design. This design was then road tested in consultation with governments from existing partners and new countries, civil society organisations, the private sector, donor partners, UN agencies and a number of regional organisations during design missions across the Pacific. During these consultations the team tested the initial programme logic and theory of change and developed comprehensive baseline assessments and political economy analyses at country, thematic (e.g. gender sensitive and inclusive development) and regional levels. The team then facilitated a second “design shop” to: adapt the programme logic and theory of change based on the consultation feedback; outline programming entry points for the first phase of delivery.

This highly consultative approach resulted in strong buy-in from government partners across the region, enhancing the sustainability of the approach. This was evidenced at the completion of the design phase during a regional dialogue on risk informed development. Representatives from seven countries and a number of regional and multi-lateral agencies, participated in the first Pacific Regional event of the Asia-Pacific Climate Finance Network (CFN), contributing to sessions on climate and development financing, gender and social inclusion and local level risk informed development. This represented the first major peer-to-peer learning event supported by the project and is something which will be continued in the coming year (see Annual Work Plan).

FIGURE 4 SUSAN SULU AT THE PACIFIC CLIMATE FINANCE NETWORK REGIONAL DIALOGUE



## GENDER AND SOCIAL INCLUSION



*Gender and social inclusion issues are central to understanding and managing risk*

*Ravulo S. Naulumatua, Fiji Ministry of Women, Children and Poverty Alleviation*



Effective attention to climate change and disaster risks requires understanding those risks from the experience of people most likely to be vulnerable to impacts of climate change and disasters. This includes women, people with disabilities and other marginalised groups. As part of its design, the Gov4Res project has integrated gender and social inclusion (GSI) into the core of all project activities, in addition to establishing a specific GSI output (1.3), ensuring that development is not only risk-informed but also gender and social inclusive.

Learning from the PRRP, Gov4Res have found the most effective way to integrate GSI into programming is utilising the contextually relevant experience and knowledge of the women's machinery of government within government systems. Programmatically, this means partnering with ministries and departments of women, social welfare and community development in each focus country, to support the implementation of all other activities with central government agencies.

The intersection between GSI, climate change and disaster risk management and development were

discussed between representatives from ministries of women, regional agencies, civil society organisations and multilateral agencies at a Pacific Regional Dialogue facilitated by the Gov4Res project in November 2019. It was agreed that reinvigorating a regional network of government GSI representatives, such as the ProPa network, would be highly valued.

To drive the GSI agenda through the project, the team has commenced hiring of a gender and social inclusion specialist during the reporting period, a position which will remain integral to the team throughout the programming period. Additionally, the project has and will continue to utilise the expertise of other gender and social inclusion experts, such as from the Australia Pacific Climate Partnership Support Unit.

Through the design phase, Gov4Res undertook a gender and social inclusion baseline analysis assessing the extent to which the gender and social inclusion machinery inform risk informed budgeting and planning; and the extent to which risks are integrated into: national level planning and financing and monitoring and evaluation; community development, including sectors; and oversight and accountability systems.

The team also collaborated with Ministries of Women in Solomon Islands, Fiji and Tuvalu, however delivery of activities with some these partners was delayed as a result of broader programming delays (see details in Output 1.3). Nonetheless, Gov4Res supported the Solomon Islands Ministry of Women provincial officers to work closely with the Ministry of Agriculture and Livestock extension officers to ensure that the differing needs of women, youth and the elderly are central to the design and implementation of the model farms (see Output 1.2), in addition to initiating a collaboration with the Ministry of National Planning and Development Coordination to provide technical oversight to the revision of the Risk Screening Toolkit and the Monitoring and Evaluation for Resilience training.

## INITIATION PHASE

Significant progress was made setting up the new project during the reporting period, however some activities were delayed as a result of the pandemic. The activities which were initiated included:

- **Staffing.** Hiring of project staff, international consultants and government posts, including a new deputy project manager, risk informed development specialists, gender and social inclusion specialists, public financial management specialist and oversight and accountability specialist.
- **Monitoring and Evaluation.** Drafting the framework for monitoring and evaluation strategy, hiring a monitoring and evaluation specialist and updating country baseline analyses which will be utilised for monitoring and evaluation at a later date.
- **Communications.** Drafting a Communications Strategy, hiring a Communications and Partnership Liaison specialist and a Behaviour Change Communications Expert.
- **Finance.** Setup finance and budgeting system and hiring a Project Finance Officer.

As detailed in the Context Analysis, the team has had to work through the Flatten and Fight phases of the pandemic curve for the majority of the reporting period. The impacts on project setup have included delays in hiring and induction of some staff and staff having to work remotely. However, the team have also taken this opportunity to invest additional resources into preparing for country reengagement, for instance by initiating regional development finance research, preparing a country engagement strategy, drafting Letters of Agreement for essential Ministries such as Fiji Ministry of Economy and Ministry of Rural and Maritime Development, Tonga Ministry of Finance and National Planning, and supporting the Ministry of Agriculture in Solomon Islands with COVID-19 Recovery Activities, as outlined below.

## RESULTS BY OUTPUT AREA

As outlined above, the primary of focus of this reporting period was project design and initiation. Nonetheless, some in-country implementation commenced, primarily in parallel with the Initiation activities (between January and June 2020). These activities were concentrated in the PRRP countries (Solomon Islands, Vanuatu, Tonga and Fiji), and Tuvalu, where the team already had strong relationships and had previously laid the foundations for strengthening risk governance.

The project is working towards three long-term outcomes, which will be achieved through delivery of activities across seven output areas. As indicated

in the project log frame, indicators and targets have been established for all of these outputs.

The work plan for the first half of 2020 had conservative targets to be achieved in parallel with the design and initiation activities. The progress towards the targets for each output is highlighted below.

### OUTCOME 1: GOVERNMENT PLANNING AND FINANCING SYSTEMS ENABLE GSI RID

#### Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E



On track with some delays

**Progress is on track in three of the four target areas in Output 1.1.** Initial engagements and activities were concentrated in the Solomon Islands, Tonga, Tuvalu and Fiji, where the project team continued to work despite COVID-19 travel restrictions.

This work included establishment of a Resilient Development and Financing Division (RDFD) in the Tonga Ministry of Finance (MoF), with support from a joint Pacific Islands Forum Secretariat (PIFS), World Bank and Gov4Res team. The RDFD will ensure that climate change and disaster risk considerations are mainstreamed into policies and operational processes of government. This culminated in a Letter of Agreement (LOA) signed by UNDP and MoF to support the governance and mainstreaming aspects of the RDFD.

Risk Screening Guidelines for the Project Investment Analysis Unit (PIAU) within the Solomon Islands Ministry of Finance and Treasury (MoFT) were developed with support from the MoFT Climate & Resilient Financing Unit (CRFU). The Ministry of National Planning and Development Coordination (MNPDC) and Gov4Res also established a partnership to jointly design and deliver a monitoring and evaluation for resilience program in the second half of 2020 and to revise and simplify the ministry's risk screening toolkit.

An agreement has been reached with the Fiji Ministry of Economy (MoE) to embed four resilient development positions within the Ministry, two with the Budget and Planning Division and two with a newly established Project Development Unit (PDU). The Budget and Planning Division focal points will be responsible for integrating resilience measures in

the budget and planning process, and the PDU staff will ensure that projects proposed by the unit are cognisant of current and future risks. This will all be undertaken in collaboration with the Ministry of Lands geographical information systems (GIS) teams, and Ministry of Women Children and Poverty Alleviation to access the necessary risk data.

In Tuvalu an agreement was reached with the Ministry of Finance and Economic Development (MFED) to provide support: 1) scoping of Climate Change Financing Framework and Climate Budget Tagging as tools for fiscal planning purposes and 2) revision of project appraisal criteria and guidelines.

FIGURE 5 SOLOMON ISLANDS MOFT DISCUSSING RISK INFORMED INVESTMENT APPRAISAL



**Output 1.2 Gender and socially inclusive risk informed development is embedded into community and sector development in a way that will influence national government systems**



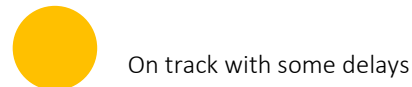
**All activities are on track for this output.** The Solomon Islands Ministry of Agriculture and Livestock (MAL) in collaboration with the Ministry of Health (MOH), commenced a program to reduce nutritional disorders in provinces with support from Gov4Res. The project will see the development of model farms in 6 provinces to diversify food sources, enhancing nutrition and food security. This activity will also gather technical data inputs from Ministry of Environment (MECDM) and Ministry of Women, (MWYCFA) further demonstrating the importance of partnerships to reduce risks (see Output 1.3).

FIGURE 6 SOLOMON ISLANDS PROVINCIAL MODEL FARM DESIGN, GUADALCANAL



An agreement was also reached with Ministry of Rural and Maritime Development in Fiji to integrate resilience measures into policies, plans, budgets and standard operating processes. Further to this, the project will work to integrate resilience into Public Sector Investment Projects at the divisional level and create a Resilience Officer in the ministry.

**Output 1.3 Risk informed decisions are supported by a strong gender, social and scientific evidence base.**



**While progress is being made in this area, some of the work is currently taking longer than expected.**

Work with Department of Women in Tuvalu is proceeding but is not yet completed. In contrast, engagement with the Solomon Islands Ministry of Women to support the MAL model farm project development is fully on track, and a collaboration with the Ministry of National Planning and Development Coordination to provide technical oversight to the revision of the Risk Screening Toolkit and the Monitoring and Evaluation for Resilience training has been initiated.

Gov4Res facilitated a Pacific Regional Dialogue in November 2019, during which the intersection between GSI, climate change and disaster risk management and development was discussed between representatives from ministries of women, regional agencies, civil society organisations and multilateral agencies.

Linked closely with the agreement reached in MRMD for Fiji, there is strong emphasis on strengthening evidence-based risk data for planning and budgeting at Divisional and Sectorial levels. As

such, MRMD, through the support of Gov4Res has agreed to hire a Technical Senior Officer responsible for data integration into plans and budget submissions. Similarly, the Solomon Islands model farm activities will require comprehensive risk mapping. The geographical information systems technical officer from the Ministry of Environment in Solomon Islands, who was previously funded by the PRRP, has agreed to undertake this analysis.

The project has also worked with Geoscience Australia to undertake a 'virtual retrofit' scenario analysis of the impacts of risks reduction efforts in Tonga. It is anticipated this will be used by the government in the next reporting period as a tool to influence decision makers at budget time when considering investment in resilient infrastructure.

FIGURE 7 CEO BALWYN FA'OTUSIA, MINISTRY OF FINANCE, TONGA



## OUTCOME 2: COUNTRY OVERSIGHT AND ACCOUNTABILITY SYSTEMS REQUIRE GSI RID

### Output 2.1 There is risk informed, independent scrutiny of government



On track

The work under this output for 2020 includes collaborating with the floating budget office teams to plan for support that will be provided in Vanuatu and Fiji in the second half of 2020, and Samoa in 2021. This support will involve the development of budget briefings for Parliament on risk informed development. This work is currently on track.

Initial engagements and activities with the auditor general and on the audit reports were undertaken in Tonga and Fiji, with delivery initially anticipated for the second half of the year but now likely to be undertaken in early 2021.

The formulation of this activity is currently on track and is expected to pick up after the recruitment of the Oversight and Accountability Specialist and Technical Adviser to support activities in country.

### Output 2.2 There is risk informed engagement and scrutiny by civil society



On track with some delays

The planned activities for this output focused on initiation and planning for inclusion of RID in guidelines for engagement between parliament and journalists in Tonga and providing training to civil society organisations (CSOs) in Fiji to support them to engage effectively with government on the RID components of the budget. During the reporting period the project engaged with PIANGO in relation to delivery of resilience CSO training in Tonga, which it intends to now replicate in Fiji.

The team also supported CSO representatives from Fiji to engage in the Climate Finance Network Regional Dialogue in November, to discuss gender, oversight and accountability. These representatives will be engaged more substantively in the coming reporting period.

Thus, progress was on track in Fiji and slow in other countries on this output, but activities are expected to be completed by the end of the next reporting period.



OUTCOME 3: REGIONAL ORGANISATIONS, POLICIES AND PRACTICES ARE ACTIVELY SUPPORTING GSI RID

**Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government.**



There has been substantial progress for the targets under this output during the reporting period.

A Regional Dialogue on risk informed development was hosted in Fiji in November 2019 by the project. Representatives from seven countries and a number of regional and multi-lateral agencies, participated in the first Pacific Regional event of the Asia-Pacific Climate Finance Network (CFN), contributing to sessions on climate and development financing, gender and social inclusion and local level risk informed development. This represented the first major peer-to-peer learning event supported by the project and is something which will be continued in the coming year (see Annual Work Plan).

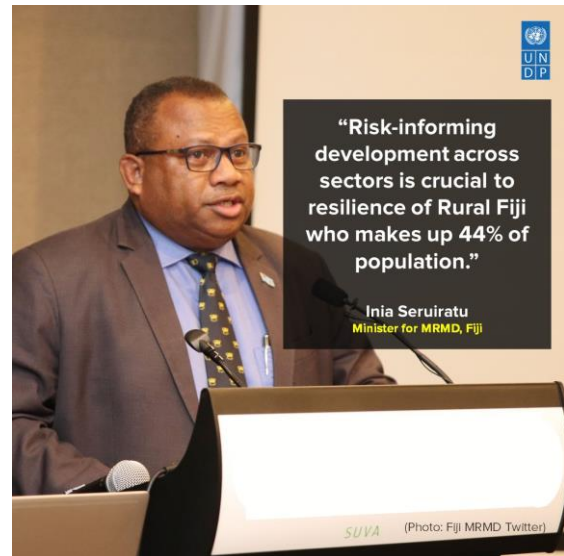
**Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID.**



There has been substantial progress for the targets under this output in the first six months of 2020. A risk informed development lens was introduced to the Forum Secretariat Forum Economic Ministers Meeting Climate Change paper, and UNDP initiated research with the Pacific Islands Forum Secretariat (PIFs) Resilience Team on Public Financial Management and Climate Change Finance Effectiveness.

Gov4Res also collaborated with the PIFs Resilience Team to provide collective support to the establishment of the Tonga Ministry of Finance Resilient Development and Finance Division. Further work with PIANGO and the Forum Secretariat is planned for the second half of 2020.








FIGURE 8 MINISTER INIA SERUIRATU, FIJI MINISTRY OF RURAL AND MARITIME DEVELOPMENT



## COUNTRY SNAPSHOTS

Table 3 below provides a snapshot of activities undertaken and the status of each of the project countries. The status range from on track to off track is reflective primarily of how established the programming relationship was: the majority of the countries with whom the PRRP had worked in the first phase are on-track, countries such as Kiribati and Republic of Marshall Islands where establishment of new relationships was necessary are off track due to COVID-19 related travel restrictions. Fortunately, the agile nature of the Gov4Res did allow the team to increase engagement where there was traction in an effort to achieve targets for the reporting period (for instance undertaking additional activities in Fiji and Solomon Islands). Nonetheless commencing programming in new countries will be a priority in the upcoming reporting period.

TABLE 3 PROJECT STATUS BY COUNTRY

Achievements by Country		
Country	Achievements	Status
Fiji	<ul style="list-style-type: none"> <li>- MOE: creation of Project Development Unit (PDU); agreement to create 4 new RID staff positions, 2 in Budget &amp; Planning Division and 2 in new PDU</li> <li>- MRMD: agreement to create 2 new RID staff</li> </ul>	 On track
Vanuatu	<ul style="list-style-type: none"> <li>- Parliament budget oversight (via 'floating budget')</li> </ul>	 On track with some delays
Solomon Islands	<ul style="list-style-type: none"> <li>- MAL: risk informed Model Farm project</li> <li>- MPGIS/MECDM: commenced establishment of resilience component of Provincial Capital Development Fund (PCDF)</li> <li>- MNPDC: agreement to commence resilience M&amp;E and revise risk screening</li> </ul>	 On track
Tuvalu	<ul style="list-style-type: none"> <li>- MFED: agreement to commence integration of RID into Budget, Planning &amp; Aid Coordination Processes and investigate Climate Budget Tagging system</li> </ul>	 On track with some delays
Tonga	<ul style="list-style-type: none"> <li>- MoF: Creation of Resilient Development Financing Division and 2 new RID staff</li> </ul>	 On track
Kiribati	Due to COVID-19 related travel restrictions, the team were unable to undertake design/inception mission to Kiribati and therefore did not commence work as anticipated	 Off track
Republic of Marshall Islands	Due to COVID-19 related travel restrictions, the team were unable to undertake design/inception mission to the Republic of Marshall Islands and therefore did not commence work as anticipated	 Off track
Samoa	No planned activities in reporting period	No planned activities in reporting period

## 4. PROJECT MANAGEMENT

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### FINANCIAL MANAGEMENT (EFFICIENCY)

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The total budget for the reporting period was USD1,727,451 of which USD 997,910 was utilised. This was made up of funding for 1) Design and 2) Initiation and initial implementation.

#### DESIGN

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Gov4Res had USD832,789 allocated funding for Design, of which it made efficient and appropriate use of USD690,646 during the period April to December 2019. Funding was 83% utilised for the period, which was largely on track as per the budget allocations for the year.

The majority of expenditure during the design phase was on human resources. A lean design team made up of UNDP staff and a specialist design and M&E consultant was assembled, and they undertook extensive consultation in a number of Pacific countries.

This design is considered excellent value for money as a result of the number of countries who were consulted, the thorough collaborative design process and the resultant strong traction that was garnered in the region through this engagement process.

#### INITIATION PHASE (FLATTEN-FIGHT)

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The total budget for the January - June 2020 portion of the Initiation Phase was USD 894,662. The expenditure for this period was 34%. This figure is very low as a result of the impacts on programming from the COVID-19 pandemic (see Context Analysis – flatten phase). The pandemic restricted the ability of the team to recruit, and to travel and engage directly with government partners, and therefore in-country engagement was significantly reduced.

Nonetheless, during this period the team adapted their approach to focus on project setup and preparation for country engagement once PIC government operations resume. This project setup and preparation is critical, however expenditure

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<sup>4</sup> This tool was originally developed by similar program in UNDP and adapted for use in Pacific countries. The version being utilised by Gov4Res includes specific

patterns were low as a result of the aforementioned delay in hiring project staff, reduction in travel and postponement of proposed regional events.

### TIMEFRAME

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To accommodate the impacts of the COVID-19 pandemic on the project and ensure all project targets are met, Gov4Res are proposing to extend the end date of the project by one year, to a new completion date of 31<sup>st</sup> December 2025. To facilitate this extension, it is proposed that all donor budgets, budget disbursements and log frames are adjusted accordingly.

### MONITORING, EVALUATION AND LEARNING

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Development and testing of the monitoring evaluation and learning (MEL) system commenced in the first half of 2020.

#### MONITORING AND EVALUATION

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The initial work for the MEL has focused around development of the program monitoring system with an emphasis upon tracking immediate progress for the purposes of accountability. Utilising the indicators established in the Gov4Res 2020 results frame (see Annex III – Updated Monitoring and Evaluation Indicators), a system to track progress against outputs has been established and is being trialled for this report (see traffic light assessment in Results by Output Area).

It is expected that this system will be maintained for the life of the program, ensuring that donors and other stakeholders including Government, have a clear picture of the progress of the program and its achievements at regular intervals.

The second part of the system, focused on assessing progress against outcomes, is currently under development and also being trialled.

For each of the countries where activities are focused in 2020 (Fiji, Tonga, Solomon Islands, Vanuatu and Tuvalu), baseline assessments have been completed utilising an adapted Climate Change Budget Integration Index (CCBII+)<sup>4</sup>. This

attention to integration of gender and social inclusion alongside measures of technical progress

assessment will be further developed over the coming six months, ensuring that the adapted CCBII++, has been fully applied across each country, allowing for comparative assessment on an annual basis. This will provide more in-depth examination of the progress at the level of outcomes and inform stakeholders about the overall value of the program across those outcomes.

This assessment has also been complemented by additional data collection to test major program assumptions. Data collection will be undertaken through stakeholder interviews and policy analysis processes.

Recruitment for a dedicated MEL officer is currently underway. The officer will be responsible for oversight of all data collection utilising the systems outline above. The MEL officer will manage the data system to ensure it is available for regular reporting.

In addition, the officer will collate the data and present it to the management team for analysis, in particular for consideration around program improvement and further development. It will form the basis of a six-month review and reflection process as described below.

The same information will also be collated and presented in summary form to the program Board. This will provide an opportunity to report on progress, but also to seek analysis and input from the Board in order to shape and further develop the project.

## LEARNING

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Gov4Res utilises an adaptive approach to change, looking to shape activities and strategies in line with a changing context and in response to opportunities to work most effectively towards the intended outcomes. Learning which can inform future action is a critical aspect of the program approach.

To support whole of program learning, Gov4Res will host a six-month review and reflection workshop to consider evidence of progress and lessons learned and the implications of these for ongoing program implementation and development. This will be an opportunity to invite partners, donors and the Australia Pacific Climate Partnership representatives to help review and improve the program work (the first review and reflection workshop will be undertaken as part of the induction for the Monitoring and Evaluation Specialist).

## RISKS AND CHALLENGES

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Delivery of the Gov4Res work plan was severely affected in 2020 as a result of the COVID-19 Pandemic and natural hazard events, such as the tropical depression in February. Specific constraints that arose from the pandemic included:

- Travel. From February 2020 travel was affected, and as of March 2020 travel plans have all been cancelled or postponed.
- Partner engagement. Pacific Government partners are in lockdown and will be pre-occupied with health and economic response and recovery.
- Relationships. Establishment of new relationships, which are a critical element of programming for Gov4Res, were particularly challenging with new countries, namely Kiribati and Republic of Marshall Islands.

The impact of natural hazards on delivery included:

- Tropical depression. Activities planned for Tuvalu for February were delayed due to a tropical depression and flight cancellation. Some adjustments were made, and these activities were partially delivered in March.

In response to the above, the project risk log was updated on April 6, 2020. The major adjustments relate to the new programming circumstances in light of COVID-19: impacts on project staff and families, government partners and achievement of project objectives. The full risk log is provided in **Annex I – Risk Log**.

## COMMUNICATIONS

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A Communications Strategy was developed for the project in the first half of 2020, after hiring of a Partnership Liaison and Communications Specialist and engagement of a Senior Communications Specialist. Additionally, progress was made on diffusion of the government and regional partners progress to risk inform development.

### COMMUNICATIONS STRATEGY

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The central tenet of the Gov4Res Communications Strategy is **placing country and regional partners at the forefront** of diffusion and sharing risk-informed

development stories. The specific objectives of the strategy are to:

- Motivate and support country partners/decision-makers to champion, adopt and engage** with the risk-informed development agenda through systems and behaviour change.
- Strengthen regional visibility** by highlighting and scaling approaches to risk-informing development for adoption by other Pacific countries and scale in the region.
- Promote a broader understanding of Gov4Res' role** by ensuring target audiences and beneficiaries understand the full nature of Gov4Res' work related to risk-informed development.

Under each objective, key target audiences, proposed approaches, and communications channels/tools are outlined. The communication strategy will be implemented in close collaboration with strategic partners such as government focal points and regional agencies.

## COMMUNICATIONS ACHIEVEMENTS




At such an early stage of implementation, the Gov4Res team has actively explored various communications channels/tools to find the most effective way to support national, regional and international diffusion of Gov4Res's work.

The social media posts that highlighted Gov4Res's key events and activities were widely shared via the UNDP Pacific social media platforms. The Gov4Res team also published PRs and an op-ed to further shift the narrative on risk-informed development and they were published across a wide range of media at national and regional level.

In an effort to support country partners to lead the way of sharing stories, the Gov4Res team provided communications support. These include a [joint press-release](#), led by the Tonga Ministry of Finance (MoF) and reporting/storytelling and photography sessions facilitated by the Gov4Res team for teams including the Solomon Islands Ministry of Agriculture and Livestock (MAL).

Advocacy materials such as tailored made presentation materials, developed to support the PIFS Resilience team and the Fiji Ministry of Economy (MoE) for the regional events contributed to the regional and international diffusion of Gov4Res's work for risk-informed development.

TABLE 4 COMMUNICATIONS ACTIVITY SUMMARY

Channels/tools	Inputs	Outputs
<b>Social Media</b> - Facebook - Twitter - Instagram 	- 12 FB posts	- 14.5K people reached - 1,954 engagements - 202 likes - 32 shares
	- 13 tweets	- 241 likes - 110 retweets
	- 9 IG posts	- 225 likes
<b>News and Stories</b> - PRs - Op-ed 	- PR: risk-informed development that is climate sensitive and socially inclusive is sustainable	Published by - The Fiji Times - Fiji Sun - PACNEWS - UNDP Pacific website
	- Joint PR: Strengthening central agency leadership capacity for resilient development	Published by - Nu'ukalofa Times - Tonga MoF website
	- Op-ed: climate-resilient development: the future of financing in the Pacific	Published by - Fiji Times - PACNEWS - UNDP Pacific website - UNDP RSD Medium
<b>Advocacy and Information Materials</b> - Presentation materials - Training materials 	- Presentation for Climate Change Finance Technical Working Group meeting	Supported the PIFS Resilience team to pitch Climate Change Effectiveness
	- Presentation for Asia Pacific Climate Finance Network CBT discussion	Supported the Fiji MoE to share CBT lessons and experiences
	- Presentation for reporting/storytelling and photography sessions	Supported the SOI MAL to build communications capacity

## HUMAN RESOURCES

The Gov4Res team structure consists of a central project team based in UNDP Pacific Office in Fiji, who are responsible for day-to-day management of project interventions, achieving project outputs, and for the effective use of resources, who will be supported by a range of technical specialists, short-

term advisers and government posts to support delivery of the initiative.

During the reporting period, the Project Manager, Finance, Administration and Operations and Public Financial Management and Partnership Liaison and Communications specialists were hired for the central project team. Hiring of some central project staff, technical specialists, short term advisers and government posts has been initiated, but was delayed due to COVID-19. Recruitment has commenced but not been completed for:

### Central Project Team

- Deputy Project Manager
- Monitoring and Evaluation Specialist
- Oversight and Accountability Specialist.

### Technical Advisers

- Risk Informed Development Advisers
- Gender and Social Inclusion Adviser
- Public Financial Management Adviser
- Oversight and Accountability Adviser.

Additionally, recruitment has started for a short-term position to support the Solomon Islands Ministry of Environment and Ministry of Provincial Government to risk inform the Provincial Capital Development Fund has commenced.

## PARTNERSHIPS

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### Delivery partnerships

To support delivery and enhance sustainability of the risk informed development agenda, the Gov4Res has established a range of partnerships during the inception and initiation of the project. These include a partnership with the:

- Pacific Islands Forum Secretariat Resilience team to undertake research on Public Financial Management and Climate Change Financing Efficiency, in addition to working with them to ensure that risk informed development features in the 2020 Forum Economic Ministers Meeting Paper on Climate Finance.
- UNDP Pacific Parliamentary Effectiveness Initiative (PPEI) who have an existing network of partners in Parliamentary Offices across the region. Gov4Res are working with this team to deliver Outcome 2.

- Australia Pacific Climate Partnership Support Unit, utilising existing technical expertise for gender and social inclusion and risk data (such as through Geoscience Australia), as well as using their events as a platform for diffusion.

Gov4Res is a member of the Technical Working Group for Public Financial Management and Climate Finance as well as the climate finance partners coordination group, to coordinate with other donors and implementing partners, and avoid duplication in programming.

### In-country partnerships

During the reporting period, the team successfully developed and agreed upon Aide Memoires with four countries: Solomon Islands, Fiji, Tonga and Tuvalu.

## 5. ANNUAL WORK PLAN 2020/2021

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The following section provides an overview of the Gov4Res Annual Work Plan for July 2020 – June 2021.

The work plan priorities for the next reporting period will centre around: 1) completion of the initiation activities (which were delayed due to COVID-19) and preparatory activities for re-engagement with country and regional partners (the “fight phase”), such as positioning at country level, and development finance research work; and 2) work plan by output (in-country and regional programming), which is anticipated to accelerate in the second half of the reporting period.

These activities have been devised based on country and regional partner consultation, analysis of the monitoring and evaluation outcomes and work undertaken to date during the Design and Initiation Phases.

### INITIATION AND PREPARATORY ACTIVITIES

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Gov4Res originally anticipated the Project Initiation Phase would be completed by mid 2020. However, COVID-19 was responsible for delays in a number of initiation activities, such as hiring new staff and staff inductions, which led to delays in finalisation of some programme strategies (such as the Communications Strategy and Monitoring and Evaluation Strategy) and subsequent delays in finalising baseline analysis and developing indicators. As such, these activities will be completed in the first half of the next reporting period.

Whilst travel and in country engagement continues to be restricted, the team will continue to adapt the ways in which it engages (e.g. enhanced virtual and desk-based support) and adjust the focus areas for this engagement. As outlined in Flatten: Adjusted Working Arrangements and Project Revision, this “Fight Phase” will be used to prepare for re-engagement with countries and regional actors, and to operate in what will likely be a drastically different context in Pacific Island Countries. In the forthcoming reporting period, these activities will include:

- **Research.** Collaborating with the Pacific Islands Forum Secretariat (PIFS) Resilience team to commission research into climate finance effectiveness and Public Financial Management (PFM). This research will be delivered through the regional Climate Change Finance and PFM Technical Working Group.
- **Positioning at country level.** Preparing to re-engage with country partners by drafting Aide Memoires, Letters of Agreement, new government staff Terms of Reference’s and Memorandum’s of Understanding which will allow the team to efficiently support countries once borders re-open and/or governments pass through their response and recovery periods.
- **Greening the recovery.** The pandemic has also opened new programming opportunities related to [Greening the Recovery](#), which means a number of things, including ensuring that recovery activities are risk informed. In this vein, countries are beginning to specifically request support on more climate resilient recovery, for instance Fiji and Tuvalu. These recovery activities are starting to provide entry points for Gov4Res, particularly risk informing recovery infrastructure such as clinics, and ensuring new infrastructure doesn’t create new risks. The project team will continue to pursue these new entry points in the coming year.
- **Peer to peer learning.** Fostering dialogue across countries using virtual platforms, for instance a climate change and development finance effectiveness dialogue, or discussions on climate finance readiness and internal reform. This activity may also include reinvigorating the Protection in the Pacific (ProPa) network.

### WORK PLAN BY OUTPUT

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The overall structure of the Annual Work Plan for country and regional engagement will not change for the coming year. The project will continue to work in the countries who were engaged during this reporting period: Solomon Islands, Tonga, Fiji, Vanuatu and Tuvalu, as well as commencing activities with Republic of Marshall Islands, Kiribati and Samoa.

The activities in the following section are anticipated to accelerate in the second half of the reporting

period, from early 2021 as this is when it is anticipated the Pacific will be shifting from the fight to the new future phase of managing the pandemic. A number of these activities were delayed from the previous reporting period.

A detailed Work Plan for country and regional engagement is provided in **Error! Reference source not found.**

## OUTCOME 1 - GOVERNMENT PLANNING AND FINANCING SYSTEMS ENABLE GSI RID

### Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E

Implementation of planning, budgeting and M&E activities will build on the initial engagements in 2020 with the Ministry of Economy in Fiji, the new Resilient Development and Financing Division in Tonga, the Climate Change Unit in the Ministry of Finance in Solomon Islands and the Ministry of Finance and Economic Development in Tuvalu, as outlined in the respective Aide Memoires and Letters of Agreement. These activities will include development or revision of risk screening toolkits (Solomon Islands, Fiji and Tuvalu), enhancement of project appraisal criteria (Tonga, Tuvalu, Kiribati and Fiji), development of climate budget tagging process/typology (Fiji and Vanuatu), integration of resilience criteria into M&E (Solomon Islands and Tonga) and budget circular (Tonga). The team will also scope opportunities to implement Output 1.1 activities with the Ministry of Finance in Samoa and Republic of Marshall Islands.

### Output 1.2 Gender and socially inclusive risk informed development is embedded into community and sector development in a way that will influence national government systems

This output focuses on reform from the “bottom up” through implementation and change at community and sectoral levels, which establishes examples of successful implementation to use as advocacy tools for broader reform. Activities in 2020-2021 will focus on: laying the groundwork for risk informed submissions through policy reform in Tuvalu and Fiji; supporting countries to make risk informed budget submissions through government systems with the Fiji Ministry of Rural and Maritime Development, Tonga Ministry of Agriculture, Foods and Forests and Solomon Islands Provincial Capital Development Fund; and supporting final implementation of risk informed projects in Fiji and Solomon Islands.

### Output 1.3 Risk informed decisions are supported by a strong gender, social and scientific evidence base

Consistent with Gov4Res’ broader approach to gender and social inclusion, all Output 1.3 activities relating to GSI will be linked directly to delivery of activities within other outputs. For instance, the Tuvalu Department of Women will support MFED to ensure a GSI lens is woven into the revision of their appraisal criteria, and Solomon Islands Ministry of Women, Youth, Children and Family Affairs will bring ensure GSI is integrated into the PDCF submissions.

Similarly, a strong emphasis will be placed on strengthening the evidence base that is used to inform planning and decision making, particularly at divisional and sectorial levels. Activities will include supporting Fiji Ministry of Rural and Maritime Development to hire a Senior Technical Officer with responsibility for data integration into plans and budget submissions, and development of mapping for the Solomon Islands model farm activities will require through the Ministry of Environment.

FIGURE 9 SEVE PAENIU, MINISTER MFED, TUVALU



## OUTCOME 2 – COUNTRY OVERSIGHT AND ACCOUNTABILITY SYSTEMS REQUIRE GSI RID

### Output 2.1 There is risk informed, independent scrutiny of government

The project will work with parliaments and State Audit Institutions, in collaboration with the UNDP Parliament and Public Financial Management projects to achieve Output 2.1. With respect to parliaments, the team will work with the Pacific Regional Floating Budget Office to support development of Risk Informed Development budget



briefings in Fiji, Solomon Islands and Vanuatu. In the audit space, the work will be focused in Fiji and Tonga with the Auditor General's Offices, including RID in audit reports and considering RID when reviewing audit reports respectively.

### **Output 2.2 There is risk informed engagement and scrutiny by civil society**

Implementation of Output 2.2 will similarly be delivered in partnership with the UNDP Public Financial Management project, and the Pacific Islands Association of Non-Government Organisations (PIANGO). Activities will include inclusion of RID in guidelines for engagement between Parliament and journalists in Tonga, and training to support CSOs in Fiji to engage effectively with government on risk informed budgeting and planning. Progress was slow during the previous reporting period, but activities are expected to be completed by the end of 2020-2021 reporting.

## **OUTCOME 3 – REGIONAL ORGANISATIONS, POLICIES AND PRACTICES ARE ACTIVELY SUPPORTING GSI RID**

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### **3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government**

The project will continue to support countries to work collectively to influence regional agencies and other countries, to ultimately shift internal systems and government towards more resilient development across the region. Specifically, this will include supporting an enhanced contribution of Pacific Islands countries to the Asia-Pacific Climate Finance Network, supporting the reinvigoration of the Protection in the Pacific (ProPa) network, and the establishment of an informal Pacific Climate Finance Network (with representatives from Ministries of Finance), building on the finance session at the November regional dialogue.

### **3.2 Regional agents are cognisant of, equipped to and in some situations are leading on GSI RID**

Work already commenced with regional actors, such as the PIFS, on shifting the narrative towards an enhanced focus on climate finance effectiveness and development finance will continue during the next reporting period. The collaborative research on climate finance effectiveness and public financial management proposed in early 2020, will be undertaken and presented to the 2021 FEMM meeting for endorsement. In collaboration with

PIANGO and a climate finance module and PFM training course will also be developed and delivered.

All regional work will continue to be delivered in partnership with regional partners, such as the Pacific Islands Forum Secretariat, the Public Financial Management and Climate Change Finance Technical Working Group, the Pacific Technical Assistance Centre and the Asia-Pacific Climate Finance Network.

## ANNEXES

### ANNEX I – RISK LOG

#	Description	Risk Category	Risk Level	Risk Treatment / Management Measures	Risk Owner
1	COVID-19 pandemic reduces project staff ability to travel, pre-occupies partner governments and reduces ability of project to form new relationships which has immediate impact on ability to achieve activities proposed in annual work plan	Operational	Likelihood = 4 Impact = 4	<ul style="list-style-type: none"> <li>Undertake scenario planning for potential impacts on project considering different impacts on countries, and management responses</li> <li>Maintain open lines of communication regarding impacts with all donors, and facilitate donor forum/working session to adjust plans</li> <li>Increase programming focus on countries team has existing relationship with (e.g. SOI, TON, FIJ, VAN, TUV)</li> <li>Adjust work plan and manage expectations with impacted country partners, including giving consideration to supporting immediate response needs of governments</li> </ul>	UNDP
2	Project staff and families are personally impacted by COVID-19	Safety and Security	Likelihood = 3 Impact = 4	<ul style="list-style-type: none"> <li>Support all project staff to transition to working remotely to minimise risk of exposure to virus (with equipment, virtual login etc.).</li> <li>Maintain open and regular lines of communication with all project staff to ensure well-being, including weekly team meetings and daily check-ins in the form of short messages or calls</li> <li>Maintain open and regular lines of communication with UNDP Resilience and Sustainable Development Team, Pacific office and Regional Bureau to access psychosocial and re-programming support, and updates on evolving COVID-19 situation</li> <li>Undertake internal assessment of insurance status and allowances, and communicate with project team</li> </ul>	UNDP
3	Pacific countries suffer from economic recession leading to longer term social implications as a result of ongoing COVID-19 crisis (e.g. global travel restrictions reducing tourism)	Social & environmental	Likelihood = 3 Impact = 4	<ul style="list-style-type: none"> <li>Re-programme to support countries to undertake risk informed livelihood recovery activities, to use as demonstration</li> <li>Assess potential for extending project duration beyond 2024</li> <li>Re-write annual work plans</li> <li>Contribute to broader UNDP preparedness and response efforts through provision of health supplies, contribution to public outreach and awareness etc.</li> </ul>	UNDP
4	Governments are consumed with other developmental/political challenges (e.g. coup, disaster) further compounding impact of COVID-19	Social & environmental	Likelihood = 3 Impact = 3	<ul style="list-style-type: none"> <li>Maintain strong partnerships with government, donors and regional agents to ensure all needs and expectations are clarified and met</li> <li>Re-programme to support countries with new immediate needs</li> <li>Emphasise Outcome 2 on oversight as a mitigation measure for countries</li> </ul>	UNDP

5	Project is misunderstood as the approach to climate change is unusual	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>• Communication is regular, stakeholders are given clear understanding of project strategy</li> </ul>	UNDP
6	Government partners do not prioritise or see the value of the project	Operational	Likelihood = 3 Impact = 2	<ul style="list-style-type: none"> <li>• Maintain close relationships with government partners and work with existing (converted) partners</li> <li>• Early research and communications</li> <li>• Ongoing communications and advocacy</li> </ul>	UNDP
7	The project won't get traction as it does not have extensive experience in PFM and oversight	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>• Work closely with and through existing UNDP governance and parliamentary teams in Pacific Office and Bangkok, who have relationships with key stakeholders</li> </ul>	UNDP
8	Government systems aren't able to influence development	Operational	Likelihood = 1 Impact = 4	<ul style="list-style-type: none"> <li>• Risk has been included as a key assumption which the project team will monitor on a 6-monthly basis</li> </ul>	UNDP
9	Risk of duplication as a result of operating in a crowded climate change space	Strategic	Likelihood = Impact =	<ul style="list-style-type: none"> <li>• Highlight niche role the Governance for Resilience project and APCP can play in connecting projects and partners</li> <li>• Joint missions coordinated with/through CROP agencies</li> <li>• Regular communications with wide range government and partner of partners</li> </ul>	UNDP
10	Fiduciary risk of fraud	Financial	Likelihood = 1 Impact = 4	<ul style="list-style-type: none"> <li>• UNDP have strong and appropriate HACT guidelines (all cash transfers are direct to government and implementing partners)</li> <li>• UNDP will directly fund most activities</li> </ul>	UNDP
11	Existing budget, planning, policy and oversight systems and process are difficult to modify	Operational	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>• Project will select entry points where partners are open to change, and systems can absorb change</li> <li>• Align interventions with ongoing PFM and Planning reforms</li> <li>• Partner with existing reform projects</li> </ul>	UNDP
12	Resettlement and relocation	Safety and Security	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>• Project will not be involved directly in any displacement or resettlement activities but will engage the respective Government and/or affected communities to manage CDDR risks</li> <li>• Should resettlement or relocation arise, project will ensure any activity complies with the principles or donor's relevant policies and ensure engagement is at a policy level rather than any direct planning</li> </ul>	UNDP
13	Broader systems reform delayed or poor quality	Operational	Likelihood = 4 Impact = 2	<ul style="list-style-type: none"> <li>• Project will adopt an agile approach to work planning and budgeting to be responsive to reform timing</li> </ul>	UNDP
14	Counterparts cannot sustain reforms that have been introduced	Operational	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>• This is a project intent, and therefore there will be constant monitoring of risk</li> <li>• Undertake ongoing training and coaching with counterparts</li> </ul>	UNDP
15	Advocacy stakeholders will not (or cannot) engage constructively with government	Political	Likelihood = 2 Impact = 2	<ul style="list-style-type: none"> <li>• Maintain as a core programming assumption which will be revised six-monthly</li> <li>• Partner with internal UNDP CSO expertise</li> </ul>	UNDP
16	Advocacy stakeholders engage with government or parliament and there are repercussions	Safety and security	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>• Undertake regular monitoring of potential repercussions</li> <li>• Liaise and work closely with advocacy groups</li> <li>• Undertake political economy analysis on an ongoing basis as part of regular programming</li> </ul>	UNDP

17	Advocacy stakeholder's or oversight functions activities cause repercussions which have reputational risks for UNDP and donors	Operational	Likelihood = 3 Impact = 3	<ul style="list-style-type: none"> <li>Undertake regular monitoring of potential repercussions</li> <li>Liaise and work closely with advocacy groups</li> <li>Undertake political economy analysis on an ongoing basis as part of regular programming</li> </ul>	UNDP
18	The rapid decline in the exchange rate has implications for the amount of USD available for programming implementation	Financial	Likelihood = 2 Impact = 3	<ul style="list-style-type: none"> <li>All activities, budget and expenditure will be analysed more tightly in terms of 'value for money'</li> <li>Contingency budget will be established</li> <li>Closer alignment of anticipated spending needs to tranches of funding are reflected in future disbursement schedule</li> </ul>	UNDP
19	Regional agents don't have the capacity to influence PICs policies and practices	Operational	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>Identified as a core assumption in the project which will be regularly monitored and programming will be adapted</li> <li>Select regional agents according to the influence</li> </ul>	UNDP
20	Regional agents have motivations and interests that do not align with or shift from the project	Political	Likelihood = 3 Impact = 4	<ul style="list-style-type: none"> <li>Identifying agents that have common interests</li> <li>Undertake ongoing Political Economy Analysis</li> <li>Ongoing monitoring of regional agents and their relative influence in the RID space</li> <li>Team to undertake PEA training</li> </ul>	UNDP
21	Country representatives do not value lessons from other Pacific countries	Strategic	Likelihood = 2 Impact = 4	<ul style="list-style-type: none"> <li>Team will work sub-regionally (Micronesia, Melanesia and Polynesia) as well as regionally</li> <li>Bring in global, regional and national expertise, to diversify potential inputs</li> </ul>	UNDP

ANNEX II – ANNUAL WORK PLAN

EXPECTED OUTPUTS	ACTIVITIES	INPUTS	OUTPUT INDICATORS	2020	TARGET DETAILS	J	F	M	A	M	J	J	A	S	O	N	D		
				TARGET															
<b>OUTCOME 1: Government planning and financing systems enable gender and socially inclusive risk-informed development</b>																			
<b>Output 1.1</b> 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	<b>1.1A Advocacy</b> for integration of risk into government planning and budgeting systems	* IC * Staff * Travel	<b>1.1.1</b> Numbers of nationally endorsed tools, <b>guidelines and checklists</b> that integrate or support RID management	4	SOI: MNPDC Risk Screening Toolkit revised				x										
					TUV: MFED risk screening toolkit for planning developed					x									
					TON: Adjusted appraisal criteria for AWP and CP through PMO										x				
					FIJ: MOE risk screening toolkit for PSIP developed												x		
		<b>1.1B Provide coaching and training</b> on risk integration	* IC * Staff * Travel	<b>1.1.2</b> Number of <b>Investment appraisal guidelines and budget circulars</b> which include clear reference to RID, or CBT systems implemented	4	FIJ: CBT options paper agreed and design commenced												x	
						FIJ: Adjusted PSIP appraisal criteria developed and proposed with MOE												x	
						TON: Inclusion of Risk Screening in budget circular - MFNP							x						
						SOI: PIAU risk informed guidelines developed				x									
		<b>1.1D Facilitate dialogues or working sessions</b> to support ministries to engage sectors and partners	* IC * Staff * Travel * Workshop	<b>1.1.3</b> Number of national level <b>M&amp;E</b> assessments, tools and guidelines which include attention to RID	3	SOI: MNPDC M&E for resilience programme commenced								x					
							TON: Resilience indicators in M&E system developed								x				
						TUV: Inclusion of RID in MFED Internal Audit criteria							x						
			<b>1.1.4</b> Number of financing strategies which capture RID at national, or sectoral level (e.g. CCFF)	2	Agreement from at least 2 countries to develop financing strategies												x		
<b>Output 1.2</b> 1.2 GS&I RID is embedded into community and sector development in a	<b>1.2A Advocacy</b> for integration of risk into sector and community development	* IC * Staff * Travel	<b>1.2.1</b> Number of sector and subnational plans and policies that are risk informed	2	TUV: TISIP MCA tool used to risk inform MFED submissions							x							
					FIJ: MRMD include resilience in ministerial SOPs											x			

way that will influence national government systems.	<b>1.2B Provide coaching and training</b> on risk integration for policies, planning, budgeting and implementation	* IC * Staff * Travel	<b>1.2.2</b> Number of budget submissions which have explicit reference to RID	10	FIJ: MRMD + MOI make 4 RID submissions							x							
													x						
	<b>1.2C Creation of new functions or units</b> to integrate GSI RID (build internal capacity)	* Government posts * IC * Staff			SOI: MAL make 2 RI submissions, and formulation of 3 RI activities							x							
	<b>1.2D Facilitate dialogues or working sessions</b> on risk informed development within a sector, local government, or community level development	* IC * Staff * Travel * Workshop	<b>1.2.3</b> Number of targeted implementation projects able to demonstrate RID	3	FIJ: implementation of 1 subnational project														x
	<b>1.2E Facilitate financing</b> of RID initiatives	* Grants * Staff			SOI: delivery of 2 risk informed nutrition projects														
<b>Output 1.3</b> Risk informed decisions are supported by a strong gender, social and scientific evidence base	<b>1.3A Advocacy</b> for integration of risk into government planning and budgeting systems	* IC * Staff * Travel * Workshop	<b>1.3.1</b> Number of national ministries responsible for gender who participate in <b>assessment and appraisal</b> of planning and budget submissions	2	SOI: Min of Women support MNPDC to develop GSI informed project appraisal criteria							x							
	<b>1.3B Provide coaching</b> and training on risk integration	* IC * Staff * Travel * Workshop			TUV: Dept of Women support MFED to integrate GSI into CP appraisal criteria								x						
	<b>1.3C Creation of new functions</b> or units in GIS and GSI	* IC * Staff * Travel * Workshop * Software and equipment	<b>1.3.2</b> Number of <b>sectors</b> in which a national ministry responsible for gender informs development of planning and budget submissions	3	SOI: Min of Women risk inform review of indicator and measures for PCDF submissions								x						
					SOI: Min of Women provide advice to MAL to develop GSI informed Annual Work Plans														
	<b>1.3D Facilitate dialogues or working sessions</b> to support	* IC * Staff * Travel * Workshop	<b>1.3.3</b> Number of sectors and apex ministries using risk maps produced by GIS functions to inform	2	SOI: MECDM GIS staff produce risk maps which are used by sectors (e.g. MAL) to inform planning														x

	ministries to engage sectors and partners		development planning and budgeting																	
	1.3E Undertake research and develop user friendly briefs	* IC * Staff			FIJ: GIS unit established to develop risk maps which inform sectoral planning														x	
<b>OUTCOME 2: Country oversight and accountability systems require gender and socially inclusive risk-informed development</b>																				
<b>Output 2.1</b> There is risk informed, independent scrutiny of government	2.1A Advocacy for integration of risk as a part of scrutiny	* IC * Staff * Travel	2.1.1 Number of audit reports which give increased attention to RID	2	FIJ: auditor general includes RID in audit report														x	
	2.1B Provide coaching and training on scrutiny for risk	* IC * Staff * Travel * Workshop			FIJ: parliament agrees to consider RID when reviewing audit report in 2021															
	2.1C Creation of new functions or units in oversight functions to scrutinise development policies, planning, budgeting and implementation for extent of risk integration	* Government posts * IC * Staff	2.1.2 Number of budget analyses which include mature analysis of RID	3	TUV: Induction for new parliamentarians includes component on RID (maturing from climate finance training)															x
	2.1D Facilitate dialogues or working sessions with oversight functions to scrutinise for RID	* IC * Staff * Travel * Workshop			SOI: floating budget office develop budget briefing for parliament on RID								x							
<b>Output 2.2</b> There is risk informed engagement and scrutiny by civil society	2.2A Advocacy for integration of risk as a part of scrutiny	* IC * Staff * Travel	2.2.1 Number of times there is public scrutiny of the RID inclusion in development investments	2	TON: RID included in Guidelines for Engagement between parliament and journalists														x	
	2.2B Provide coaching and training on scrutiny for risk	* IC * Staff * Travel * Workshop			FIJ: PIANGO supports national liaison unit to develop citizens budget on RID (through grant mechanism)															
	2.2C Facilitate dialogues or working sessions with independent	* IC * Staff * Travel * Workshop	2.2.2 Number of times CSO are engaged, particularly women's organisations, in scrutiny	2	FIJ: CSOs invited to government led training on understanding how to engage in budgeting and planning															x





	implement and scrutinise RID																		
<b>PROJECT MANAGEMENT</b>																			
Project Management	Staff and international consultant recruitment	* Staff			NA	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Communications	* IC * Staff			NA	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Monitoring and Evaluation	* IC * Staff			NA	x	x	x	x	x	x	x	x	x	x	x	x	x	x

## ANNEX III – UPDATED MONITORING AND EVALUATION INDICATORS

OUTCOMES AND OUTPUTS	INDICATORS	EVALUATIVE QUESTIONS	DATA COLLECTION METHODS
<b>OUTCOME 1:</b> Government planning and financing systems enable gender and socially inclusive risk-informed development	Increase in (adapted) ***CCBII score	Are improvements in national and local planning and technical systems leading to changed development practice?	CCBI baseline and annual assessments. Stakeholder interviews
<b>Output 1.1</b> GS&I RID is integrated into government systems of policy, planning, budgeting and M&E	<ul style="list-style-type: none"> <li>• Numbers of nationally endorsed tools, <b>guidelines and checklists</b> that integrate or support RID management.</li> <li>• Number of <b>Investment appraisal guidelines and budget circulars</b> which include clear reference to RID, or CBT systems implemented</li> <li>• Number of national level <b>M&amp;E</b> assessments, tools and guidelines which include attention to RID</li> <li>• Number of financing strategies which capture RID at national, or sectoral level (e.g. CCFE)</li> </ul>		Country reports  Monitoring visits and reviews
<b>Output 1.2</b> GS&I RID is embedded into community and sector development in a way that will influence national government systems	<ul style="list-style-type: none"> <li>• Number of sector and subnational plans and policies that are risk informed</li> <li>• Number of budget submissions which have explicit reference to RID</li> <li>• Number of targeted implementation projects able to demonstrate RID</li> </ul>		Country reports  Monitoring visits and reviews
<b>Output 1.3</b> Risk informed decisions are supported by a strong gender, social and scientific evidence base	<ul style="list-style-type: none"> <li>• Number of national ministries responsible for gender who participate in <b>assessment and appraisal</b> of planning and budget submissions</li> <li>• Number of <b>sectors</b> in which a national ministry responsible for gender</li> </ul>		Country reports  Monitoring visits and reviews  Interviews with Ministry and sector representatives

	<p>informs development of planning and budget submissions</p> <ul style="list-style-type: none"> <li>Number of sectors and apex ministries using risk maps produced by GIS functions to inform development planning and budgeting</li> </ul>		
<b>OUTCOME 2: Country oversight and accountability systems require gender and socially inclusive risk-informed development</b>	<ul style="list-style-type: none"> <li>Increase in (adapted) ***CCBII score</li> </ul>	Is increased scrutiny and accountability leading to changes in Government systems and practice?	CCBI baseline and annual assessments. Stakeholder interviews
<b>Output 2.1</b> There is risk informed, independent scrutiny of government	<ul style="list-style-type: none"> <li>Number of audit reports which give increased attention to RID</li> <li>Number of budget analyses which include mature analysis of RID</li> </ul>		Country reports  Monitoring visits and reviews
<b>Output 2.2</b> There is risk informed engagement and scrutiny by civil society	<ul style="list-style-type: none"> <li>Number of times there is public scrutiny of the RID inclusion in development investments</li> <li>Number of times CSO are engaged, particularly women's organisations, in scrutiny of development investments</li> </ul>		Media monitoring  CSO reports
<b>OUTCOME 3: Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development</b>	<ul style="list-style-type: none"> <li>The narrative between regional agents and PI countries reflects GS&amp;I RID.</li> <li>There is increased attention to RID in non-focus countries.</li> </ul>	Is the power and relationships between regional agents and PIC shifting and what implications does this have for pacific led RID	CCBI baseline and annual assessments. Stakeholder interviews.  Policy analysis.
<b>Output 3.1</b> Countries are working collectively to influence other countries, regional actors and their own country systems and government	<ul style="list-style-type: none"> <li>Number of actions and statements related to RID, not initiated by the project, emerge from PI countries</li> </ul>		Media review  Regional policy analysis  Country reports
<b>Output 3.2</b> Regional agents (CROP, donors, regional	<ul style="list-style-type: none"> <li>Regional agents report that they are promoting RID</li> </ul>		Regional policy analysis

programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	<ul style="list-style-type: none"><li>• Number of regional resilience initiatives and policies supporting country led RID</li></ul>		
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