



# 2020 – 2021 ANNUAL REPORT

Version 2: October 2021

GOVERNANCE FOR RESILIENT DEVELOPMENT  
IN THE PACIFIC ( **GOV4RES** ) PROJECT



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## EXECUTIVE SUMMARY











As it entered its second year of implementation, the UNDP Gov4Res project is increasingly seeing significant systems change towards sustainable, locally driven risk informed development, particularly in Tonga and Fiji. With this traction at the country-level it is now contributing to a shift in the regional narrative linking approaches to risk informing development as a key area of reform necessary to improve the effectiveness of climate finances being mobilised in the region. The ongoing COVID-19 pandemic and resulting travel restrictions is leading to implementation delays and impacting results. The project is making substantive adjustments to its implementation strategy given that these conditions are likely to persist. Greater emphasis is being placed on the establishment of a Community Resilience Small Grants Initiative, implementing through partnerships with in-country organisations and maximising opportunities at the regional level to engage other countries.

The context within which the project is operating has drastically changed as a result of the pandemic. Managing this over and above frequent disaster events is incredibly consuming for government officers, particularly the project's primary partners, the ministries responsible for finance and local government. Consequently, longer term adjustments to governance structures, such as those required to meaningfully risk inform development, have not necessarily been a priority issue for governments. On the other hand, a tightening fiscal environment and linking the pandemic to the need for broader resilience has helped maintain the need to risk inform development. Central to this is the disproportionate impact of climate change, disasters and the pandemic on women and marginalised groups which has reinforced the importance of having gender and social inclusion central to the project design and implementation.

Overall, progress against expected results during the reporting period for the project were mixed, with some significant success stories, some progress and some delays, as shown in Table 1 below. Achievements included: establishment of a Community Resilience Small Grants Initiative; negotiating the creation or strengthening of new units and posts in ministries responsible for finance across the region; design and initial construction of risk informed community projects including roads, footpaths and water tanks, and realising systems change initiated during implementation of the Pacific Risk Resilience Project, including adopting of a Risk Screening Toolkit for projects in Tonga, and use of Risk Proofed Planning, Budgeting and Monitoring Guidelines by subnational government in Vanuatu. The project has also established and maintained a range of in country and regional partnerships to support delivery and enhance sustainability of resilience strengthening, particularly in light of ongoing travel restrictions.

To measure change, Gov4Res utilises a multi-layered approach to M&E to provide accountability and inform program improvement at various levels. At the output level, for each country the project classifies interventions for the year as on track, on track with delays or off-track. On track means that the project has achieved targeted outputs planned by country for the reporting period; on track with delays that the targeted outputs are yet to be realised but activities have been delivered; off track that targeted outputs have not been achieved as activities have not been implemented.

TABLE 1 PROJECT 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 delays
	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 GESI risk-informed development	Output 2.1 Accountability: there is risk informed, independent scrutiny of government	 Off track
	Output 2.2 Voice of Society: there is risk informed engagement and scrutiny by civil society	 Off track
 Outcome 3. Regional organisations, policies and practices are actively supporting GESI risk-informed development	Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	 On track with some delays
	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

Priority items for the work plan in the year ahead will pivot around two main entry-points. These are top-down approaches mainly emanating from work with ministries of finance and bottom-up initiatives with sub-national governments. Top-down activities will include establishment or continued support to resilience units and staff in ministries of finance focusing on risk integration into appraisal, budget and reporting systems. Similarly, with local government, the project will support the establishment of new functions, risk integration into local government planning and budgeting, and implementation of risk informed community projects through the Small Grants Initiative. Gov4Res will work actively to ensure a strong evidence base is informing all activities through operationalization of a new gender and social inclusion action plan, and partnerships with geospatial and scientific organizations, and ultimately informs the regional space through regional research and country (or peer to peer) networks.

The risk profile for the project changed considerably during the reporting period, both in terms of project implementation and safety and security of the project team. Both risks are being actively managed, the former through and adjustment to the implementation strategy, and the latter through transitions in working arrangements, ensuring access to psychosocial support, health, medical and any other support as required.

The total budget for the reporting period for the project was USD4,467,671 of which USD1,714,806 was utilised resulting in a utilisation rate of 38%. It was anticipated that travel would resume within the current reporting period, however this did not transpire, impacting in-country engagement and the utilisation rate. As a result, adjustments have been made to the project's implementation strategy and as well as the time frame with the project duration now being extended to 31 December 2025.

# 1. OVERVIEW

## INTRODUCTION

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The Gov4Res project, which has now been operational for 18 months, has experienced implementation delays associated with the ongoing COVID-19 travel restrictions and associated distraction of government partners, has nevertheless contributed to a shift in the regional narrative on climate finance and development effectiveness, and is starting to realise formidable systems change towards sustainable, locally driven risk informed development in some spheres, particularly in Tonga and Fiji.

As it is anticipated that impacts associated with the pandemic will persist for the foreseeable future, the project has made substantive adjustments to its implementation strategy for the forthcoming implementation periods. These include enhanced focus on local government mechanisms, including establishment of a Community Resilience Small Grants Initiative and enhanced reliance on national focal points and capacity, including non-government and civil society organisations. These adjustments have been designed to catalyse systems change from the bottom up, to complement ongoing project work on with national government partners.

The impact of the pandemic has been dichotomous for the project, on one hand impacting results, but on the other elevating the importance of partnerships (at both country and regional levels), accelerating localisation of the risk informed development agenda, and sharpening its focus on change at a community level. The project has also operationalised its gender and social inclusion approach, with development of a GESI Action Plan and substantive pilot activities, including through the Small Grants Initiative.

This report outlines the project context and relevance within that context, successes and challenges from the past year, and the work plan for the coming reporting period. Country specific snapshots are provided in *Annex I*.

## CONTEXT ANALYSIS

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The context within which the project is operating has drastically changed as a result of the ongoing COVID-19 pandemic. The immediate health and welfare impacts, in addition to the medium- and longer-term implications of the border closures and lockdowns, and knock-on effects on overall economic growth, businesses and employment are relatively well understood. These significant and nationwide shifts have been the primary focus of central government agencies (such as planning, finance and local government, as well as parliaments) for the majority of the reporting period. Further intensifying these challenges, and consuming the bandwidth of government officers, have been several severe disaster events, including Tropical Cyclone's Yasa, Ana and Bina impacting Fiji, Vanuatu and Tonga, and numerous floods and landslides across the region. These disaster events are being exacerbated by and are exacerbating the aforementioned economic downturn and reduction in resilience, leading to government and communities operating in a "constant state of recovery".

Furthermore, minority and marginalised groups have suffered more acutely during the pandemic (and through disaster events) as these populations are more likely to be in informal employment, have less access to resources and health care and increased exposure to the virus and natural hazards. This has compounded needs and reliance on governments and service providers.

Consequently, longer term adjustments to governance structures, such as those required to meaningfully risk inform development, have not been a priority issue for the project's government partners. This, combined with travel restrictions, have resulted in lower than anticipated government engagement during the reporting period. On the other hand, a tightening fiscal environment has emphasised the importance of efficient development. Governments are expressing an enhanced desire to pursue sustainable, sensible development to mitigate the fiscal pressure on ministry budgets and ensure they can still serve their target communities.

COVID has also led to significant amounts of financing being directed to the Pacific from donors such as the Australian Government, through the *Partnerships for Recovery*: Australia's COVID-19 Development Response,

the Government of New Zealand's Pacific Reset, and the Government of Korea's Special Grant Assistance Programme. This in turn reinforces the need for well-informed development planning budgeting and implementation to make the most effective use of these externally provided funds.

## RELEVANCE

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The highly consultative and government driven design of Gov4Res, coupled with the adaptable and responsive nature of the project (see Box A on 'agile' development) have ensured that it has remains highly relevant in spite of shifts in its operating environment during the reporting period.

The **centrality of ministries of finance** as a key driver to risk inform development is increasingly evident, particularly as fiscal stressors on government increase. The aforementioned economic downturn has renewed the desire for governments to ensure their development activities are more efficient. Furthermore, the current context has emphasised the need to more effectively allocate increasingly scarce resources and to seek opportunities to leverage additional financing. Integrating climate change and disaster risk into public financial management systems enhances the resilience of development, thus enhancing efficiency. The ability to demonstrate a more robust public financial management (PFM) system also increases the likelihood of accessing additional financing sources directly, such as vertical funds.

Correlated with this, research undertaken during the reporting period has revealed that **RID plays a significant role in countries and partners ability to improve effectiveness of climate finance**. More effective finance goes beyond accessing more climate finance towards ensuring climate finance is programmed and delivered in a way that brings about resilient development outcomes, especially for communities. Furthermore, a broader trajectory for climate finance would see climate change and disaster risk considerations more effectively integrated into development finance and broader development work. In-country systems reform coupled with adapting international support to the Pacific context are necessary areas of focus for greater effectiveness to be achieved. Gov4Res is leveraging on this momentum and country programming

experience to date will provide tangible examples of how this can work in practice.

One such area of reform to **enhance resilience is through subnational government**. Having programming entry points closer to communities to ensure immediate assistance is provided is critical in the current context. Further, with an enhanced focus on participatory approaches and bottom-up development, local governments play a key role as 'integrators' of RID. This requires translating the development priorities of communities through to national planning priorities, as well as providing a conduit for financing that is appropriately allocated and bringing about effective RID. Within the COVID context, local governments are becoming even more critical, and yet they are working with significantly less resourcing. On-the ground community development work which purposefully engages local government can provide an important advocacy space for systems change, both within local government systems and at the broader national level. Gov4Res is enhancing the focus on local government and funding directly to communities with the establishment of a Resilient Community Development Small Grants Initiative (as detailed in Section 2, Achievements), and a focus on direct support to subnational government funding disbursement mechanisms (such as the Solomon Islands Provincial Capital Development Fund).

Related to this, the disproportionate impact of disaster events and the pandemic on women and marginalised groups reinforces the importance of having **gender and social inclusion central to all development activities**. Gov4Res shapes its definition of risk informed development through an understanding of the underlying vulnerabilities that arise due to structural inequalities preventing women and marginalised groups from contributing to the development process. For development to be inclusive and sustainable, the project effects change through multiple entry points and partners, and works to strengthen governance and capacity of individuals, groups, networks and systems. Within **all** these entry points and partnerships, the project is working towards transformative GESI approaches by ensuring **all** its activities are gender and socially aware.

## BOX A. WHAT AGILE MEANS TO GOV4RES

This 'agile' approach has been a flagship of the Gov4Res project and continues to provide the foundation for effective implementation and strong ownership of project initiatives. As the pandemic and its associated impacts have persisted well beyond what was originally anticipated, an adjustment to the Gov4Res implementation modality to ensure it remains responsive and relevant has become particularly important, and has been made possible as a result of this agile approach.

More specifically, within each country, the project works where there is momentum and interest, adapting specific activities as required. It focuses on listening to and working with Pacific Island governments and people, co-designing the change required in each country context. It draws from a range of possible activities to best adapt to the needs and opportunities within each context. Project activities are designed to be adapted to each country context. They each contribute to several of the outputs and the project outcomes. Utilising a programme wide action – reflection cycle, the activities are adapted over time to support progress towards outputs and outcomes.

## 2. ACHIEVEMENTS

Progress towards achievement of expected results during the reporting period was mixed, with some significant success stories, some positive progress and some delays. In response to this delayed implementation and changes in the context, the project team sharpened their focus and adopted new strategies, coalescing around three key areas:

- **Local government.** Establishment of a Community Resilience Small Grants Initiative;
- **Finance functions.** Negotiating the creation or strengthening of new units and posts in ministries responsible for finance across the region; and
- **Regional space.** Shifting the climate finance narrative with regional partners by undertaking a research piece on Climate Finance Effectiveness with PIFS and the UK FCDO.

Detailed results for the 2020-2021 reporting period are summarised below. (For more information on the project monitoring and evaluation system used to derive these results, see Section 4. Project Management, and Annex II).

## PROGRESS TOWARDS OUTCOMES

The agile, locally led approach adopted by Gov4Res has allowed it to remain relevant through a highly dynamic and taxing period for Pacific governments.

### OUTCOMES ONE & TWO - CHANGE ACROSS COUNTRY SYSTEMS

**The project has made considerable progress on governance strengthening at a country level in Tonga and Fiji, demonstrating that sustainable change must be locally driven, from multiple entry points, and that there is no single starting point for risk informing development.**

The project has continued to work on a process of altering components across a range of governance structures, as is currently being demonstrated in Tonga. At a national level, enhancing resilience and sustainable development has been enshrined as a priority agenda in the Tonga Strategic Development Plan (TSDFI) and is being operationalised by the Prime Ministers' Office, the Ministry of Finance (MoF), the Legislative Assembly and a number of line ministries. The MoF has established and staffed a Resilient Development and Finance Division and initiated development of a climate change expenditure tracking system. The PMO Planning Division has endorsed risk screening for all Project Proposal Applications from sectors and rolled this out across the entire National Infrastructure Investment Programme (the information from which will ultimately be able to be tracked by the MoF). The Legislative Assembly requested support to develop a Sustainable Development Goal Budget Analysis which assessed the adequacy of annual budget allocations for achieving (or contribution to) sustainable development. Recommendations made to parliament included enhancing the quality of analysis (such as establishing climate budget tagging or tracking systems) and enhancing resilience of investments (such as risk screening), which parliament can then hold the executive accountable for. To date reform has occurred at a national level, and their success will be contingent on the ability of the

government to ensure these translate to enhanced resilience at a community level.

The evolution of the Fiji MRMDM exemplifies systems change for sustainable, locally driven risk informed development. The agenda has been driven from senior leadership, including the minister and permanent secretary, and has strong buy in from middle management, divisional commissioners, and ministry staff. The ministry initiated change by establishing the “building blocks” for sustainable development: creating new resilient development staff; developing a Resilient Strategic Development Plan (2021-2031); establishing partnerships to enhance accessibility of risk data, ensure gender and social inclusion are integral to operations and with civil society organisation; providing training to staff across all divisions; and adjusting monitoring and evaluation and standard operating procedures accordingly. This has culminated in nine government funded community development projects currently being constructed in a manner that is more resilient, inclusive and accessible, and a pipeline of future risk informed development projects. These risk informed projects will be used to advocate for change across the rest of the government, and their climate relevance will be able to be tagged by the MoE’s climate change expenditure tracking system once it is up and running.



**Since 2016, we have embarked on a new development paradigm shift, where we ensure that resilience is at the core of our development priorities.**

Honorable Inia Seriuratu, Minister for Ministry of Rural and Maritime Development and Disaster Management in Fiji

#### **BOX B. COMMUNITY RESILIENCE SMALL GRANTS INITIATIVE ESTABLISHMENT**

Gov4Res have established a Community Resilience Small Grants Initiative for non-government and civil society organisations to support communities implement priority development projects in a manner that is risk informed. This initiative was proposed in the original project design (under Output 1.2.3), however the team now intend to allocate additional human and financial resources in an effort to generate in-country traction.

The design of the Initiative was highly consultative and inclusive. The team engaged with NGO umbrella bodies across a range of countries and regionally (such as MICNGO and PIANGO); NGOs and CSOs, including those representing marginalised groups (such as Fiji Women’s Fund) national and regional subnational government ministries and representative organisations (such as local government from Fiji, Vanuatu and Solomon Islands and CLGF); other small grants mechanisms (such as GEF small grants); gender and social inclusion specialists; a range of donor partners and a number of other entities.

In addition to being inclusive and timely, the design has comprehensive oversight and accountability including a Grants Selection Committee with representatives from local government, national NGO umbrella bodies and with several regional agencies.

### **OUTCOME THREE: SHIFTING THE REGIONAL NARRATIVE**

**The project has made steady progress utilising regional systems and opportunities to influence countries towards risk informed development.**

Research and associated advocacy undertaken on Climate Finance Effectiveness by PIFS, the UK FCDO and the UNDP (through the Gov4Res project) has been instrumental in shifting the narrative on climate finance in the region, from a focus on access to also understanding and tracking effectiveness. The research revealed the importance of risk informed development as a tool to drive systems reform and enhance development effectiveness. Findings from the research were included in the 2021 Forum Economic Ministers Meeting update paper on Leveraging Climate Finance Opportunities and will be used to inform the Conference of Parties (COP) 26 discussions in Glasgow in November 2021.



**This is not just about climate finance; development finance should be made climate responsive.**

Mr George Edgar OBE, British High Commissioner in Fiji



## CHALLENGES

Progress has been slower than anticipated during the reporting period due to the ongoing travel restrictions limiting the team's ability to travel and establish new partnerships, and the distraction to the primary project partners that has been caused by the multifaceted disasters caused by COVID-19, natural hazards and the consequent economic downturn, as detailed in Section 1. Context and Relevance.

Progress towards achievement of Outcome 2, mobilising civil society, parliament and media, has been particularly affected as oversight and accountability are new areas of work for the project and therefore require establishment of new partnerships and networks. Similarly, progress has been slower than anticipated in countries who were not engaged through the first phase of the project, particularly Republic of Marshall Islands, Kiribati and Tuvalu. In an effort to overcome these challenges, the implementation strategy for the project has been readjusted, as detailed in Section 3. Introduction.

## ADDITIONAL ACHIEVEMENTS

## LONG-TERM

During the reporting period, a number of results have emerged from interventions undertaken during the previous phase of the Gov4Res project, the DFAT funded Pacific Risk Resilience Project (PRRP 2012-2019). These results transpiring beyond the life of the project are a clear indication of the success of the "from within" governance strengthening approach adopted through the PRRP.

These governance building blocks are laying the foundation for scaled interventions through Gov4Res, including in Vanuatu where Risk Proofed Planning, Budgeting and Monitoring Guidelines for Sub-national Government were developed by the PRRP and endorsed in June 2016. In 2021 these are now being used by government to support planning, budgeting and risk informing of new Area Council plans and budgets.

Furthermore, in Tonga a Risk Screening Toolkit developed with support from PRRP, was endorsed in 2020 for use in all Project Proposal Applications, a process used for all projects greater than 500,000 Tongan Pa'anga. This has then been used to screen all new projects funded under the government's National

Infrastructure Investment Programme during the reporting period.

## OUTPUT AREA RESULTS AND PROGRESS

The progress and results at the output and activity level are summarised in the following section. Progress and results at the country level can be seen in Table 9 at the end of Section 2.

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



On track with some delays

**Progress under Output 1.1 is on track with some delays, with outputs achieved in Fiji and Tonga, and progressed with some delays in Solomon Islands and Tuvalu.**

Achievements include the development of a Climate Change Typology in partnership with the Fiji Ministry of Economy's (MoE) Climate Change Division (CCD). The typology provides the foundation for the development of a climate budget tagging system. The typology has been developed by the CCD with initial inputs from the budget and treasury divisions and will be presented to sectors for consultation and finalisation. In Tonga, a Climate Budget Tagging (CBT) options paper has been developed in partnership with the Tonga Ministry of Finance's (MoF) Resilient Development and Finance Division (RDFD). Once endorsed by the Chief Executive Officer (CEO) of the ministry, the paper will provide the foundation for the development of a more detailed expenditure tracking system roadmap and Climate Change Typology in the upcoming reporting period.

In Tonga, two new government positions (Principal and Senior Economist) were created and officers commenced work in RDFD's Governance and Mainstreaming Unit. These officers have started design and coordination of risk integration work with MoF budget and treasury, the Prime Minister's Office (PMO) Planning Division and with pilot sectors. In Fiji, the MoE has agreed to embed four resilient development positions within the Ministry, two with the Budget and Planning Division and two within a soon to be established Project Development Unit (PDU). Recruitment of these

positions has been delayed, but cabinet endorsement has been sought and is expected soon. A new resilient development position is also being actively negotiated with the Solomon Islands Ministry of Finance and Treasury (MoFT) and Ministry of Finance, Economy and Development (MFED) in Tuvalu.

Lastly, building on the success of the RDFD, discussions have commenced with Fiji (as noted above), Solomon Islands, Tuvalu and Vanuatu about initiating or strengthening resilient development units or divisions within ministries responsible for finance.

In Tuvalu the MFED included climate change and disaster risk criteria into their new project appraisal template with support from Gov4Res. The project plans to support MFED to seek endorsement to roll out the new template to spending ministries in the forthcoming implementation period. Similarly, the Tongan Planning Division in the PMO endorsed a Risk Screening Toolkit, developed with support from PRRP, for use in all Project Proposal Applications (see details in Additional Long-Term Achievements above).

TABLE 2 PROGRESS AGAINST OUTPUT 1.1 ACTIVITY INDICATORS

Output Indicators	Activity Indicators	Activity Progress by Country						
		FIJ	KBI	RMI	SOI	TON	TUV	VAN
1.1.1 Numbers of nationally endorsed tools, guidelines and checklists that integrate or support RID management	Number of interactions with decision makers that advocate for integration of risk into government systems	7	3	1	6	7	3	4
	Number of coaching, training and working sessions undertaken on risk integration (disaggregated by gender)	10	1	1	2	13	1	4
1.1.2 Number of Investment appraisal guidelines and budget circulars which include clear reference to RID or CBT systems implemented	Number of interactions with decision makers that advocate for integration of risk into financing systems	3	1	0	1	3	1	1
	Number of positions, functions or units created or supported to facilitate risk integration (disaggregated by gender)	0	0	0	0	2	0	0
	Number of coaching, training and working sessions undertaken on risk integration (disaggregated by gender)	2	2	0	3	4	4	3
1.1.3 Number of national level M&E assessments, tools and guidelines which include attention RID	Number of coaching, training and working sessions undertaken on risk integration into M&E (disaggregated by gender)	Not applicable to the current stage of project implementation						
	Number of requests for assistance with further development of M&E tools and guidelines	Not applicable to the current stage of project implementation						
1.1.4 Number of financing strategies which capture RID at national, or sectoral level (for example CC FF).	Numbers of meetings and engagements to contribute to development of financing strategies to capture RID at national or sectoral level	3	1	0	1	3	1	1

**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**



On track

Progress in this output is on track, with significant results in Fiji, progress in Solomon Islands and Kiribati, and the establishment of a Small Grants Initiative for seven project countries.

Nine government funded community development projects have been risk informed and are currently under construction in Fiji through a partnership with Fiji’s Ministry of Rural and Maritime Development and Disaster Management (MRMDDM). These projects include roads, footpaths and water supply facilities, with risk management measures that enhance their resilience to cyclones and flooding, and accessibility to for all members of communities. The Ministry has also developed a new Resilient Strategic Development Plan (2021 – 2031) which will be launched in the third quarter of 2021, two new resilient development positions (Senior Planner and Geographical Information Systems specialist), and plans to revise existing Standard Operating Procedures for project appraisal and monitoring to incorporate risk measurement in the forthcoming reporting period.

FIGURE 1 COMMUNITY MEMBERS PARTICIPATING IN TALANOA AND RISK MAPPING EXERCISES (SOURCE: MRMDDM)



A risk informed water maintenance project was designed and funded in partnership with the Ministry of Infrastructure and Sustainable Energy (MISE) in Kiribati. The project is currently

undergoing Development Coordination Committee approval and would target outer island communities particularly affected by drought.

In the previous reporting period, six model farms have been designed and risk informed in Solomon Islands utilising PRRP risk screening toolkits and government positions. Delivery of these activities has been delayed due to cuts in the Ministry of Agriculture’s budget. An agreement has now been reached with a UNDP Disaster Risk Management project to fund a portion of implementation.

Agreement has also been reached with the Ministry of Provincial Government and Institutional Strengthening (MPGIS) to support implementation of risk informed community development projects utilising the Provincial Capital Development Fund.

FIGURE 2 MINISTRY OF AGRICULTURE AND LIVESTOCK, SOLOMON ISLANDS (SOURCE: UNDP)



Lastly, Gov4Res have established a Community Resilience Small Grants Initiative for non-government and civil society organisations to support communities implement priority development projects in a manner that is risk informed. For full details see Box B.

TABLE 3 PROGRESS AGAINST OUTPUT 1.2 ACTIVITY INDICATORS

Output Indicators	Activity Indicators	Activity Progress by Country						
		FIJ	KBI	RMI	SOI	TON	TUV	VAN
1.2.1 number of sector and subnational plans and policies that are risk informed	Number of interactions with sectoral decision makers and community partners to advocate for risk informed development	9	6	1	11	4	2	3
	Number of new functions, units or personnel established to support the integration of RID in budget submissions and other sector or community inputs (disaggregated by gender)	2	Not applicable to the current stage of project implementation					
1.2.2 Number of budget submissions which have explicit reference to risk informed development	Number of coaching, trainings, meetings, dialogues or working sessions on risk informed development with sectors, local government, communities or community organisations (participants disaggregated by gender)	14	4	0	5	0	0	0
1.2.3 Number of targeted implementation projects able to demonstrate RID	Number of community development project concepts received	15	0	0	6	0	0	0
	Number of development initiatives risk informed and financed at community or local government level	9	0	0	2	0	0	0

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



On track with some delays

While some progress has been made against Output 1.3, results have been delayed as all activities are linked directly to delivery within other output areas, which have been delayed themselves.

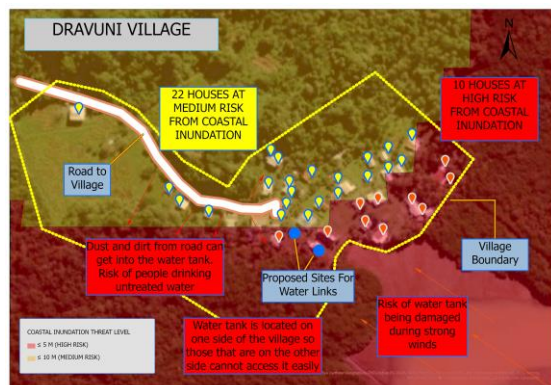
The Fiji Ministry of Women, Children and Poverty Alleviation (MWCPA) and other gender specialists provided technical oversight of the design and consultation for MRMDDM’s nine community development projects. As a result, a number of adjustments were made to project design including the location of water tanks (Dravuni, Tailevu and Sese, Nadroga), the inclusion of accessibility features such as handrails on footpaths (Vatukarasa, Tailevu and Nalovosa, Navosa), and the slope (thus accessibility) of a road connecting a community to the local school.

As part of the design of the Gov4Res Community Resilience Small Grants Initiative, extensive review and input was sought from local gender and social inclusion experts and non-government organisations such as the Fiji Women’s Fund. The results of these consultations included an adjustment to the length of time to respond to the Small Grants call out to ensure it was more accessible, adjustments to the selection criteria and makeup of the grant selection committee, reduction in the minimum project size and simplified criteria for smaller projects to enhance accessibility for less formal and community-based organisations.

A new government geographical information systems (GIS) officer position was established in the Fiji MRMDDM. They developed risk maps for the nine community development projects, identifying threats associated with natural hazards from geospatial mapping and modelling, and in some instances incorporating traditional knowledge to complement this data. As a result of this input and associated consultation, water tanks are now being reinforced to reduce the risk of damage during cyclones, and the slope of proposed roads have

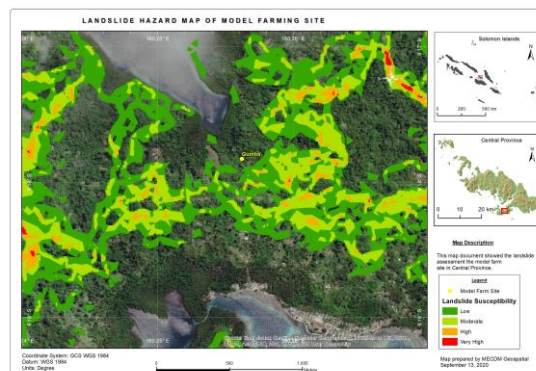
been lessened to reduce landslip risk and enhance accessibility.

FIGURE 3 EXAMPLE OF FIJI COMMUNITY DEVELOPMENT PROJECT RISK MAPS (SOURCE: MRMDM)



Similarly, the Solomon Islands model farm designs were informed by comprehensive risk mapping undertaken by the GIS technical officer from the Ministry of Environment, a position that was created under the PRRP and is now fully government funded. These maps and associated consultations have resulted in the inclusion of additional drainage to reduce flooding and adjustment of site locations to reduce landslip risks.

FIGURE 4 EXAMPLE OF SOLOMON ISLANDS MODEL FARM RISK MAP (SOURCE: SOLOMON ISLANDS MECDM)



During the reporting period the project had intended to utilise GIS expertise to risk inform Solomon Islands PCDF submissions and support the Tonga RFD to influence parliament at budget time with geospatial data. As both of these activities were delayed under Output 1.2 and 1.1 respectively, they have also been delayed to the forthcoming reporting period under Output 1.3.

TABLE 4 PROGRESS AGAINST OUTPUT 1.3 ACTIVITY INDICATORS

Output Indicator	Activity Indicators	Activity Progress by Country						
		FIJ	KBI	RMI	SOI	TON	TUV	VAN
1.3.1 Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions	Number of contacts and interactions with functions responsible for women and social welfare to inform development initiatives	1	1	0	2	2	0	0
	Number of coaching and training sessions held for government, non-government and project team on inclusion of gender and social considerations into development (participants disaggregated by gender)	2	0	0	2	3	0	0
1.3.2 Number of sectors in which a national Ministry responsible for gender informs development of planning and budget submissions	Number of new functions, units or positions created with responsibility for gender and social inclusion integration into risk informed development (disaggregated by gender)	Not applicable to the current stage of project implementation						
1.3.3 Number of sectors and apex ministries using risk maps produced by GIS functions to inform development planning and budgeting.	Number of dialogues, contacts or working sessions facilitated between ministries, sectors and partners around utilisation of risk maps	2	0	0	2	3	0	0
	Number of trainings, information exchange or capacity development processes to support utilisation of risk maps (participants disaggregated by gender)	1	0	0	0	0	0	0

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



Off track

Progress under this output has been severely hampered by COVID-19 and associated travel restrictions.

The planned activities were to partner with the Pacific Regional Floating Budget Office to support development of budget briefings, and to work with Auditor's General Offices to undertake performance audits. Due to the sensitivities associated with political processes in the Pacific, new engagements with Parliamentary partners has been particularly challenging to establish remotely.

Nonetheless, some early steps have been possible in some locations. As part of the Tonga Floating Budget Office Mission led the by UNDP

Parliamentary Team, a Sustainable Development Goal Budget Analysis was undertaken and briefing developed. The analysis outlined the adequacy of annual budget allocations to achieving (or contribution to) sustainable development and provided several recommendations to parliament on enhancing the quality of analysis (such as establishing climate budget tagging or tracking

systems) and enhancing resilience of investments (such as risk screening).

Further, initial consultations were undertaken with the Fiji Supreme Audit Institution to initiate a performance audit of risk informed community projects funded by the MRMDDM in the upcoming reporting period.

To more substantively initiate activities with Pacific Parliaments, including through the Floating Budget Office, in the forthcoming reporting period, the project is currently hiring a parliamentary specialist who will be situated with the UNDP Parliamentary Development Team, to target work with parliamentary committees in at least two countries, and budget briefings in another two, as detailed in Section 3. Annual Work Plan.

TABLE 5 PROGRESS AGAINST OUTPUT 2.1 ACTIVITY INDICATORS

Output Indicator	Activity Indicator	Activity Progress by Country						
		FIJ	KBI	RMI	SOI	TON	TUV	VAN
2.1.1 Number of Audit reports which give increased attention to RID	Number of dialogues, contacts or working sessions with audit institutions, sectoral partners and other stakeholders to advocate for the integration of risk as part of scrutiny of national government	1	1	0	1	2	0	0
	Number of coaching and training sessions provided on enhancing scrutiny of risk informed development (participants disaggregated by gender)	0	0	0	0	1	0	0
2.1.2 Number of budget analyses and briefs which include mature analysis RID	Number of dialogues, meetings or exchanges facilitated with parliament and parliamentary staff to support increased scrutiny for risk informed development	1	0	0	0	1	0	0
	Number of functions, positions or units created that contribute to scrutiny of development policies planning budgeting and implementation for the extent of risk integration (participants disaggregated by gender)	Not applicable to the current stage of project implementation						

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



Off track

Progress under this output has also been severely hampered by COVID-19 and associated travel restrictions. Similar to Output 2.1, establishing new relationships with civil society organisations remotely, particularly in relation to their role in holding governments to account, has been particularly challenging.

The project has made some initial steps towards engagement with relevant civil society organisations. For example, the Sustainable Development Goal Budget Analysis (detailed above) was also presented to Tonga Civil Society Organisations in an effort to enhance their awareness of and engagement in the budget process.

At the regional level, an expert from the Nepalese civil society umbrella organisation provided inputs into the Pacific Technical Assistance Centre's (PFTAC) Citizens Budget Training for Parliamentarians, and commenced discussions with the Pacific Islands Association of Non-Government Organisations (PIANGO) with respect to a future partnership in this area. It is anticipated that engagement with civil society organisations through the Small Grants Initiative and the Floating Budget Office, will support establishment of relationships which can drive achievement of targets under this output.

Particularly attention will be given to Output 2.2 to ensure that it is brought back on track within the year. This will include monthly activity tracking and a focus through quarterly reporting.

TABLE 6 PROGRESS AGAINST OUTPUT 2.2 ACTIVITY INDICATORS

Output Indicator	Activity Indicator	Activity Progress by Country						
		FIJ	KBI	RMI	SOI	TON	TUV	VAN
2.2.1 Number of times there is public scrutiny of the RID inclusion in development investments	Numbers of engagements or meetings with civil society and community partners to inform and support their scrutiny of government	1	2	1	0	1	1	1
	Numbers of information exchange/training and other capacity development with civil society and community partners to inform their scrutiny for risk informed development (participants disaggregated by gender)	1	1	2	0	0	0	0
2.2.2 Number of times CSO are engaged, particularly women's organisations, in scrutiny of development investments	Number of meetings with women's organisations to encourage their engagement in scrutiny for risk informed development	No activities were planned against indicator in the current period						
	Number of trainings, capacity development and/or information exchange around risk informed development with women's organisations (participants disaggregated by gender)	No activities were planned against indicator in the current period						

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



On track with some delays

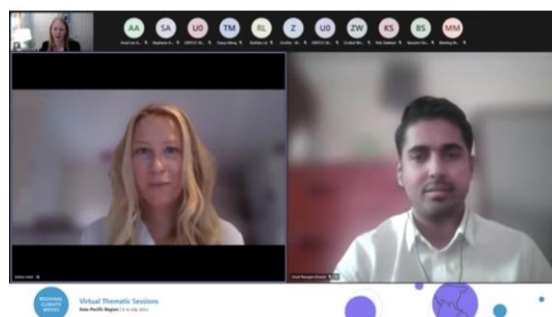
Progress is on track with some delays, with outputs achieved in relation to representation in regional and global fora but delayed in relation to establishment of networks.

Pacific Island government representatives shared experiences and advocated for risk informed development at the Asia Pacific Climate Finance Network Green Budgeting Forum in November 2020 (Fiji MRMDDM), the Asian Development Bank’s Asia-Pacific Roundtable in July 2020, and the Asia Pacific Climate Week in July 2021 (Fiji Ministry of Economy) to name a few. The project team also contributed and hosted sessions at the Inclusive Climate Action Forum in March 2021, Asia Pacific Roundtable in July 2020 and the Nationally Determined Contributions Hub Strategy 2030 Consultations in October 2020. These engagements elevated discussions about RID to the regional and global spaces, and have provided concrete examples of how the Pacific region is currently adopting this approach.

The model for RID that has been developed in partnership with PICs over the past 8 years, is now informing UNDP’s global strategic direction and operations, with risk informed development included for the first time as an ‘offering’ in UNDP’s global Strategic Plan 2020-2030. The Gov4Res team are also supporting design of a UNDP corporate offer on RID, including highlighting experiences of Fiji and Tonga.

FIGURE 5 FIJI MOE PRESENTATION AT THE ASIA PACIFIC CLIMATE WEEK

**Session: Climate finance budgeting and planning experiences with social inclusivity and gender lenses - Watch**



Due to the delayed engagement with governments across the region, the establishment of networks of government representatives was correspondingly delayed. With a number of new partnerships established by the project (see Networks and Partnerships for Collective Action below) it is anticipated that this activity will be able to be initiated in the next reporting period.

TABLE 7 PROGRESS AGAINST OUTPUT 3.1 ACTIVITY INDICATORS

Output Indicator	Activity Indicator	Regional
3.1.1 Number of actions and statements related to RID, not initiated by the project, emerge from PI countries	Number of peer-to-peer engagements on risk informed development:	2
	Number of coaching training and other capacity development activities undertaken to support risk integration across networks and between countries.	Not applicable to the current stage of project implementation



**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

There has been substantial progress on shifting the climate finance narrative with regional partners over the past year. In partnership with PIFS and the UK FCDO, a research piece on Climate Finance Effectiveness was developed, reviewed by the Informal Technical Working Group on Public Financial Management and Climate Change Finance and finalised. Findings from the research were included in the 2021 Forum Economic Ministers Meeting update paper on Leveraging Climate Finance Opportunities. This has given new light to the relevance of risk informed development, clearly highlighting that to enhance effectiveness of climate finance systems reform is required. Conversations have been initiated with PIFS regarding formalisation of the TWG, with project support to design and support its staffing.
























Furthermore, key messages from the paper have informed interventions in recent financing events, including the SIDS Access to Finance Pacific Dialogue.

Contributions were made to the new PEFA climate module through a peer review of its pilot in Samoa. This is the first time the climate module has been applied in the Pacific and the Gov4Res team provided peer review of the report and its analysis, as well as recommendations to the PEFA Secretariat on the methodology. The assessment was approved by the Samoan Government and adopted by the PEFA secretariat. Gov4Res have also initiated partnerships with the Commonwealth Local Government Forum and Pacific Islands Association of Non-Government Organisations, particularly relating to subnational government and the Small Grants Initiative, looking at where RID can be integrated within ongoing sub-national support work.

TABLE 8 PROGRESS AGAINST OUTPUT 3.2 ACTIVITY INDICATORS

Output Indicator	Activity Indicator	Regional
3.2.1 Regional agents report that they are promoting GS&I RID	Number of meetings with regional organisations to support advocacy for risk informed development.	16
	Number of coaching, training, capacity development inputs provided to regional organisations on risk informed development.	3
3.2.2 Number of regional resilience initiatives and policies supporting country led GS&I RID	Number of dialogues, meetings or working sessions facilitated with and between regional agents to support their inputs to country level risk informed development.	28
	Number of pieces of research, policy briefs and information sheets developed for regional level organisations.	12

TABLE 9 PROJECT ACHIEVEMENTS BY OUTPUT ACROSS PROJECT COUNTRIES

Outputs	Activity Progress by Country						
	FJ	KBI	RMI	SOI	TON	TUV	VAN
Output 1.1: GS&I RID is integrated into government systems of policy, planning, budgeting, and M&E							
Output 1.2: GS&I RID is embedded into community and sector development in a way that will influence national government systems			NA			NA	NA
Output 1.3: Risk informed decisions are supported by a strong gender, social and scientific evidence base							
Output 2.1: Accountability: there is risk informed, independent scrutiny of government		NA	NA			NA	NA
Output 2.2: Voice of Society: there is risk informed engagement and scrutiny by civil society		NA	NA	NA		NA	NA

## ADDITIONAL ACHIEVEMENTS: NETWORKS AND PARTNERSHIPS FOR COLLECTIVE ACTION

The implementation challenges faced by the project have forced the team to reassess its foundations and keys to success, which has led to some opportunities for streamlining processes and accelerating localisation, which will ultimately allow team to use the crisis as an opportunity to elevate programming and results, some of which are outlined below.

### PARTNERSHIPS

**Partnerships to support delivery and enhance sustainability of resilience strengthening activities are proving to be especially important for the project in light of COVID-19.** As such, Gov4Res has established and maintained a range of delivery and in country and regional partnerships during the reporting period. These include partnerships with the:

#### Delivery partnerships

- **Commonwealth Local Government Forum** to support integration of risk at the local government/subnational level, including membership on the grant selection committee for the Gov4Res Small Grants Initiative and support to establish a local government resilience network.
- **United Nations Capital Development Fund (UNCDF) Local Climate Adaptive Living Facility (LoCAL)** to jointly support the integration of climate change and disaster into planning and budgeting systems of local government, and leverage or provide financing for resilient community development.
- **Pacific Islands Association of Non-Government Organisations (PIANGO)** to provide advisory support to national NGO associations on resilience, and as a member of the Gov4Res Small Grants Initiative grant selection committee.
- **Pacific Islands Forum Secretariat** resilience team to undertake research on climate finance effectiveness in the Pacific, provide briefings to the Forum Economic Ministers Meeting (FEMM), and in relation to formalisation, design and staffing of the recently endorsed Technical Working Group on Climate Finance and Public Financial Management.

- **Geoscience Australia** to provide expert advice to country partners to enhance evidence-based decision making at all levels.
- **UNDP Parliamentary Development Team** to enhance budget scrutiny of risk informed development initiatives by parliament.

#### BOX C. APCP SUPPORT UNIT PARTNERSHIP

The APCP Support Unit (SU) established a network of consultants who have experience working in or a technical background in climate change, are Australian University alumni and are located in Pacific Island countries, called the Australia Pacific Climate Alumni Network. This network is coordinated by a Fiji based consultancy, Talanoa consulting, and is readily available for partners to draw down on for consulting and advisory support.

In response to the challenges associated with COVID, the Gov4Res has established a Small Grants Initiative. Gov4Res were able to fast track identification of high-quality national specialists by utilizing the already vetted SU network. The team is currently negotiating with consultants in three PIC the project hadn't previously worked in and hope to commence work with them in the second half of 2021.

#### Donor partnerships

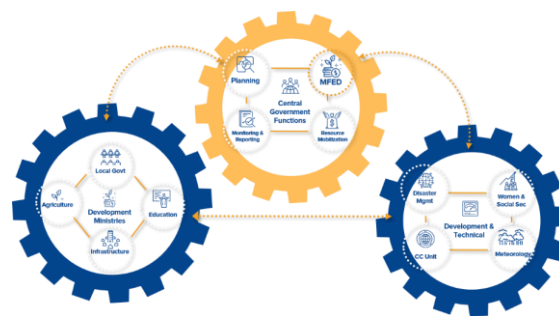
A new partnership with the United Kingdom Foreign, Commonwealth and Development Office (FCDO) to undertake research on climate finance effectiveness in the Pacific, provide briefings to the Forum Economic Ministers Meeting and diffuse findings at the UN Climate Change Conference (COP26) was established.

#### In country partnerships

As the project has matured, in country partnerships are increasingly coalescing around two parts of government: ministries and departments responsible for finance, and the local, subnational government functions. The team have active partnerships with ministries of finance in Fiji, Tonga, Solomon Islands, Tuvalu and with subnational government in Fiji, Solomon Islands, and Vanuatu.

## ACCELERATED LOCALISATION

The COVID-19 travel restrictions have compelled the Suva based project team to enhance collaboration with local actors, thus accelerating localisation, resulting in enhanced use of local knowledge to risk inform development, and increasingly contextualized responses. The local actors include NGOs, CSOs and CBOs and national technical advisory support, engagement with whom reinforces the role of local leadership in driving the risk informed development agenda. This has and will continue to enhance the use of national systems and has resulted in a wide variety of entry points across countries to ultimately achieve the same outcomes. For instance, in the Solomon Islands the project is starting to utilise the Ministry for Provincial Government and Institutional Strengthening's Provincial Capital Development fund as the mechanism for engaging subnational government, whereas in Kiribati the team are engaging with the Ministry of Infrastructure and Sustainable Energy on a water specific project.



Due to the COVID-19 situation the Gov4Res project has had to adjust the delivery of activities significantly and has replaced all travel with remote communications with project stakeholders outside of Fiji. In recognition, however, of these new realities for countries and programming, the project team has adjusted its implementation strategy as follows:

- **Leveraging off existing local and UNDP networks.** Utilising local expertise such as in country technical advisers<sup>1</sup> and an expanded network of government posts, supported where necessary by Suva based technical advisers; partnerships including non-government and civil society organisations (through the project's Small Grant Initiative); and programming through existing UN/UNDP projects and country offices.
- **Small Grants Initiative.** The Gov4Res Community Resilience Small Grants Initiative will be launched in August 2021. This is based on Output 1.2.3 of the project design and is part of the effort to increase in-country traction whilst borders remain closed. The first call is targeted at non-government organisations (NGO), civil society organisations (CSO) and community-based organisations (CBO) and implementation of the projects will be undertaken in collaboration with local government and NGO umbrella bodies.
- **Regional work.** Momentum for climate-related initiatives has continued despite the pandemic, enabling the project to accelerate regional work during the reporting period. The team will continue to partner with the Pacific Islands Forum Secretariat to strengthen the climate finance and public financial management technical working group in the next reporting period. This will serve as an important entry-point for country-level work to inform the regional fora, alongside providing a high-level forum for regional

## 3. ANNUAL WORK PLAN 2021/2022

### INTRODUCTION

#### IMPLEMENTATION STRATEGY

Project implementation will **pivot** around two main entry-points for risk informing development. This includes top-down approaches mainly emanating from work with Ministries of Finance and bottom-up initiatives mainly with Local Governments and Sectors (see Box B). This part of the work-plan draws significantly on the climate change budget integration index (CCBII) work being conducted by the team (see Annex IV). A more detailed work-plan is presented in Annex III with country specific initiatives outlined in the country snapshots in Annex I.

<sup>1</sup> Leveraging off the Australia Pacific

Climate Alumni Network where possible

partners and donors to coordinate and dialogue on these important issues.

## WORK PLAN BY OUTPUT

### 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

Activities to risk inform development planning, budgeting and reporting systems will take place mainly with Ministries of Finance and National Planning. For planning (1.1.1) this will include the integration of risk into project appraisal templates and processes (Tuvalu) and the public sector investment programme (Fiji). For the integration of risk into budget processes (1.1.2) risk will be integrated into budget manuals and budget call circulars, supporting line ministries to prepare budget submissions that are risk informed (Solomon Islands and Fiji). For the inclusion of risk into reporting systems (1.1.3) a climate change typology (CCT) will be developed to identify and track risk management elements, through budget coding (Fiji, Tonga and Tuvalu). This will be used in the future to develop expenditure tracking systems, which can provide quantitative risk information to decision-makers. In terms of resource mobilization and financing of risk informed development (1.1.4), climate and disaster aspects will be included in development finance strategies being developed by Ministries of Finance and Planning (Vanuatu and Solomon Islands). Opportunities to implement this output in other countries such as RMI and Samoa will also be explored.

#### 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 of work focuses on opportunities to risk-inform sector and sub-national development, from the 'bottom-up'. This will include the integration of risk into local level development planning (1.2.1) mainly through partnerships with ministries for local government (Fiji, Solomon Islands and Vanuatu). The project will also work directly with communities in risk informing community development through a Small Grants Initiative

aimed at CSOs across all project countries. It is expected that these community projects will help 'demonstrate' what risk informed development practically entails at the community level and will be used for broader advocacy and reform purposes. The project is also exploring the opportunity to build capacity of local government funding mechanisms to absorb and implement funding for risk informing development (in Solomon Islands, Vanuatu and Fiji).

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

The project will focus on strengthening technical partnerships between national ministries responsible for gender (1.3.1) and sectors ministries (1.3.2) through joint programming of activities under Outcome 1 and Outcome 2. These will include embedding of staff in Ministries of Women, involvement of technical ministries and CSOs in design, consultation for and delivery of risk informed systems and processes (1.1.1-1.1.3) in at least three countries, community development projects (1.2.2) and budget/parliamentary discussions (2.1 and 2.2).

Further, the project will continue to support GIS posts in Fiji and Solomon Islands with equipment, tools and technical expertise (through Geoscience Australia (1.3.3)) to provide geospatial evidence to inform project activities particularly in Output 1.1 and Output 1.2.

FIGURE 6 PRESENTATION OF RISK MAPPING EXERCISE RESULTS (PHOTO: MRMDDM)



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

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

The project will work with parliaments in collaboration with the UNDP parliament and public financial management projects to achieve output 2.1. This will include efforts to integrate risk into the budget briefings provided by the Pacific Regional Floating Budget Office (FBO) in Fiji, Solomon Islands and Vanuatu (2.1.2). The project will target parliamentary committees to raise the importance of risk informing development such as public accounts, climate change and SDG related committees. Partnerships with audit functions will also be explored in at least two countries to embed climate change as part of performance auditing processes (2.1.2).

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

Implementation will be delivered in partnership with the UNDP Public Financial Management project and in conjunction with the Pacific Islands Association of Non-Government Organisations (PIANGO). Activities will focus on the inclusion of RID in CSO budget briefings in at least two countries for CSOs to engage effectively with government on risk informing budgeting and planning. Additionally, in collaboration with the FBO, CSO workshops on national budgets will be supported.

## 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**

The project will focus on the establishment of, or building on existing ‘country-led’ platforms for continuous knowledge sharing and learning, which is anticipated to provide the following benefits: 1) generate and diffuse knowledge across countries in the Pacific; 2) facilitate peer-to-peer cooperation between countries and better organise technical assistance and capacity building initiatives from partners; and 3) allows space for determining common positions across countries in the Pacific to further substantiate the Pacific’s position in regional and global arena. This will primarily involve

Ministries of Finance in terms of effective access and implementation of climate finance as well as the role of local governments in fostering risk-informed development at the community level. The learning and exchange will focus on topics as deemed important by countries and could include: access and accreditation issues relating to climate finance; PFM reform required for more effective use of climate finances; financing strategies and instruments, including climate and gender responsive budget tagging systems; gender equality and social inclusion (GESI); and private sector engagement. Gov4Res is also negotiating the prospect of supporting the Government of Fiji as the co-chair of the global Task Force for access to climate finances, building on the regional research and climate finance effectiveness as well as in-country experiences around risk informing development finance.

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

The work in this output area are firmly embedded within the newly formed Technical Working Group on Climate Finance and PFM, based on a recent Forum Economic Ministerial Meeting (FEMM) decision in July 2021. UNDP, through the Gov4Res project, is officially recognized as leading on the design and implementation of a work-stream relating to enhancing the effectiveness of climate and development finance in delivering on the resilience agenda in the region. This will involve 1) further research emanating from the initial discussion paper conducted with PIFS and the UK in assessing the effectiveness of climate finance; 2) identifying possible areas of reform (largely based on risk-informing development finance as well as climate finance); and 3) testing approaches across countries based on outcome 1 and 2 of Gov4Res to enhance the effectiveness of financing for resilience.

## 4. PROJECT MANAGEMENT

### MONITORING, EVALUATION AND LEARNING

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A full time Monitoring, Evaluation and Learning (MEL) Specialist and a Senior MEL Strategic Adviser were hired during the reporting period. They have led development of a new MEL Framework which has been operationalised through a comprehensive data tracking system in specialist software called Coda. Coda stores data from a variety of MEL tools, and is used for tracking progress (e.g. at an Activity level as detailed in Section 2. Output Area Results and Progress) and for gleaning longer term results and lessons.

As is outlined in the MEL Framework, the project utilises a multi-layered and agile approach to M&E to provide accountability and inform program improvement at various levels. Project results are collected at outcome, output and activity level:

- **Outcome.** Progress towards outcomes is assessed utilising the Climate Change Budget Integration (CCBI) tool, which provides a comparable measure of progress against a wide range of climate change and risk informed development dimensions (see Annex IV).
- **Output.** The project outputs summarise the change required in country and regional systems. The M&E against outputs focuses largely on asking evaluative questions about performance (What changes have been achieved? Why has that change come about?), utilising quantitative and qualitative data collection methods. This methodology underpins an adaptive program approach and is widely utilised in monitoring and evaluation of governance programs.<sup>2</sup>
- **Activity.** Work is undertaken according to a detailed activity plan. This plan reflects specific activities in each location and across the region. As part of implementation accountability, the project has established targets against these activities (see Section 3. Annual Work Plan). This is to ensure that

it makes effective and efficient use of time and resources.

A detailed Explainer on the Gov4Res approach to M&E can be found in Annex II.

### COMMUNICATIONS

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The Gov4Res Communications Strategy produced in the first half of 2020 is being implemented with development of range of communications products, including e-newsletters, briefs, infographics and an animated video, shared widely via the UNDP Pacific channels and collectively reaching 22,500 people on Facebook, receiving 414 likes on Twitter and 225 likes on LinkedIn. Support has also been provided to government partners to produce press-releases and country success stories published with government branding and through their own channels, with Fiji MRMDDM and the Solomon Islands MAL.

In an effort to enhance visibility, accessibility and engagement of partners in joint communications, a project [Trello Board](#) has been developed which provides a live feed of all past and planned communications activities and products. Trello will be an important engagement tool, particularly for publicity around the Small Grants Mechanism, for the upcoming reporting period.

For more details and links to communications products, see Annex V.




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<sup>2</sup> [Monitoring, Evaluation, and Learning in Adaptive Programming: Expanding the State of the Art | The Asia Foundation](#)

[Measuring Impact on the Immeasurable? Methodological](#)

[Challenges in Evaluating Democracy and Governance Aid by Jennifer Gauck :: SSRN](#)

TABLE 10 COMMUNICATIONS ACTIVITY SUMMARY

Tools/Channels	Key Achievements	Results/UNDP Pacific Analytics
<b>Social Media</b> 	22 FB posts	22.5K people reached 1.9K engagement 354 likes 36 shares
	25 Tweets	414 likes 163 shares
	14 Instagram posts	309 likes
	9 LinkedIn posts	225 likes
	1 YouTube post	218 views 3 likes
	<b>Press Releases</b> 	Fiji MRMDDM M&E workshop
Solomon Is MAL model farm workshop		Published by: Scoop NZ, Solomon Is Government, PACNEWS
Fiji MRMDDM high-level virtual meeting		Published by Fiji Government and Fiji Times
Fiji MRMDDM annual planning workshop		Published by Fiji Times
LoA signing ceremony with the Fiji MRMDDM (Joint)		Published by UNDP Pacific, Fiji Government, and Fiji Times 228 views on the UNDP Pacific website
Fiji MRMDDM IT equipment handover ceremony		Published by UNDP Pacific, Fiji Government and Fiji Sun 97 views on the UNDP Pacific website
<b>Communications/ Knowledge Products</b> 	E-newsletter	Distributed to 100+ country/regional/donor partners and UNDP First & second: total opens 1,773, total clicks 141
	Project brief	Published by UNDP Pacific, Fiji Government, and Fiji Times 24 views on the UNDP Pacific website
	Project animated video	800+ views on the UNDP Pacific social media platforms
	Risk-informed development explainer	Published by UNDP Pacific, Fiji Government, and Fiji Times 47 views on the UNDP Pacific website
	Fiji MRMDDM community-based development pipeline project profiles/infographics	Published by UNDP Pacific, Fiji Government, and Fiji Times 65 views on the UNDP Pacific website
	Solomon Is MAL model farm story	Published by UNDP Pacific, Fiji Government, and Fiji Times 16 views on the UNDP Pacific website
	Presentation materials for the Tonga Floating Budget Office mission	Presented to the Tonga parliament and CSOs
	Team social media trello board, including social media resources and quick tips	Shared with the Gov4Res team

## GENDER AND SOCIAL INCLUSION

A team of specialists from a Pacific based consultancy, Talanoa Consulting, have been hired to provide gender and social inclusion technical advisory support and strategic advice to Gov4Res. The project has embarked on an ambitious process of developing a GESI Action Plan, including establishing four detailed GESI pilots: the Small Grants Initiative, climate finance research, monitoring, evaluation and learning and internal learning. To develop an inclusive Action Plan which will be owned and driven by the project team, a series of training and design sessions were facilitated which included designing our values and operating principles, analysing power structures and determining what transformation means to the project and project team.

For full details on the GESI pilots, see Section 3. Work Plan, and a summary of the GESI Action Plan can be found in Annex VI.

## RISKS

The ongoing nature of the COVID-19 pandemic, and its associated knock-on economic, travel and other effects (see Section 1. Context Analysis) have been the primary focus of the project's primary partners, finance and local government functions during the reporting period. This poses a risk to the project's successful implementation as longer term adjustments to governance structures, such as those required to meaningfully risk inform development, have largely not been a priority issue for governments. Further exacerbating these challenges, and consuming the bandwidth of government officers, have been several severe disaster events, including Tropical Cyclone's Yasa, Ana and Bina impacting Fiji, Vanuatu and Tonga, and numerous floods and landslides.

The project's approach of establishing relationships and partnerships to jointly design and implement RID interventions and undertaking detailed political economy analyses have also been significantly hampered by the ongoing travel restrictions to PICs.



Safety and security risks increased significantly between March and June 2021 for the project team as there was a major outbreak of COVID-19 in Fiji, where the majority of the project team are based. To mitigate these risks, project and UNDP to support all staff to transition to working from home, provide support and maintain lines of communication to ensure health and wellbeing, provide access to counselling and psychosocial support for all team members and their families and where necessary support staff to access health facilities and insurance (see Table 11 below).

In response, the project risk log and implementation strategy have been updated. The risk log was most recently updated in June 2021. 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 VII Project Risk Log.

TABLE 11 SAMPLE OF RISK MITIGATION STRATEGIES

Risk	Risk Level	Risk Treatment / Management Measures
Project staff and families are personally impacted by COVID-19 virus, which includes being affected by lockdowns, possibility of contracting virus, hospitalisation or death.	Likelihood = 5 Impact = 5	<ul style="list-style-type: none"> <li>Support all project staff to transition to work remotely to minimise risk of exposure to virus (with equipment, virtual login etc.) as required by national government</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>

## FINANCIAL MANAGEMENT (EFFICIENCY)

The total budget for the reporting period for the project was **USD4,467,671** of which **USD1,714,806** was utilised, resulting in a **utilisation rate of 38%**. The total budget for the project is USD19,087,936, of which the cumulative expenditure is USD2,712,716.

In the 2019-2020 reporting period the project team reported low expenditure resulting from the shock of the COVID-19 pandemic, restricted ability to recruit and travel and thus a diminished ability to engage directly with government partners. It was anticipated that travel would resume within the current reporting period, however this did not transpire, and therefore in-country engagement continued to be impacted and the utilisation rate has remained lower than anticipated.

In an effort to ensure to enhance expenditure for the forthcoming reporting period, an adjustment has been made to the project's implementation strategy, as outlined in Section 3. Annual Work Plan.

## HUMAN RESOURCES

The core Gov4Res project team based in Suva, Fiji, has expanded during the reporting period to now include a new Deputy Project Manager, Monitoring and Evaluation Specialist, Risk Informed Finance Specialist, Risk Informed Development Advisers, and Gender and Social Inclusions specialists. The core team also has a focal point in Solomon Islands, and specialist Public Financial Management and Risk Informed Development providing remote support to the team and government. The team has also hired a part time Innovation and Experimentation specialist to support with sensemaking, scenario analysis and piloting activities (e.g. GESI pilots) which are increasingly becoming a core component of the projects work. Additionally, recruitment has started for Public Financial Management, Sub-National Government, Communications for Development and Parliamentary specialists.

## TIMEFRAME

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During the reporting period the Gov4Res project was extended by one year, to a new completion date of December 31, 2025. The decision to extend was in response to the ongoing impacts of COVID-19 on the project teams' ability to implement, particularly new countries. To facilitate this extension, the work plan has been adjusted, and donor budgets, log frames and disbursements have been adjusted according

## ANNEXES (SEPARATE DOCUMENT)

ANNEX I COUNTRY SNAPSHOTS

ANNEX II MERL EXPLAINER

ANNEX III ANNUAL WORK PLAN 2021/2022

ANNEX IV CLIMATE CHANGE BUDGET INTEGRATION INDEX (CCBII)

ANNEX V COMMUNICATIONS PRODUCTS

ANNEX VI GESI ACTION PLAN SUMMARY

ANNEX VII RISK LOG

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