

IRMU Clearance Slip

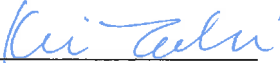
Title: EG Regional Prodoc
Date: 31 October 2019

UNDP CORPORATE STANDARD	IRMU Comment	Clearance Status
Use of correct UNDP standard template ✓	Correct standard UNDP Project document template has been used.	Cleared
Results Based Management ✓	Baseline, Targets and Indicators are at appropriate level. It's in RBM language - Results Resources Framework incorporated - Monitoring and Evaluation Plan incorporated	Cleared
Gender Marker ✓	Assigned	Cleared
PrePAC ✓	PrePac : done through email	Cleared
Budget and Multiyear workplan ✓	- Budget has been cleared by Chintan - Multiyear work plan included in prodoc	Cleared
ATLAS Entry and Quality Assurance ✓	- All ATLAS entry to be cleared by IRMU once completed/prodoc is signed	Pending
Quality Assurance on Corporate Planning System ✓	- Quality assurance (QA - Design and Appraisal) has been completed offline, however to be done online in Corporate Planning System (CPS) ones prodoc is signed.	Cleared, follow up required to get QA approved in system ones prodoc is approved.
Attachments ✓	<ol style="list-style-type: none"> 1. QA (Design and Appraisal) 2. SESP 3. Risk Log 4. Project Board Terms of Reference 5. Endorsed LPAC minute 	Cleared

Quality Assurance:  31/10/2019

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Clearance Signature: 

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Deputy Resident Representative



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PROJECT DOCUMENT
UNDP Pacific Office – Fiji

Project Title: Pacific Regional Governance Programme

Project Number:

Implementing Partner: United Nations Development Programme (Direct Implementation)

Start Date: May 2019 **End Date:** December 2022 **PAC Meeting date:**

Brief Description

UNDP has established a Sub-Regional Programme Document (SRPD) for 14 PICTs in the Pacific Region that outlines three key areas of support to national governments as they strive to achieve the SDGs as part of the Agenda 2030. In addition, the UNDP Papua New Guinea Country Office has a Country Programme Document that is complementary to the Pacific SRPD. One of the key areas of the SRPD is the promotion of governance and political institutions that are inclusive, participatory, transparent, accountable and able to deliver public services in an equitable manner. This is fully aligned with SDG-16 (effective, accountable and transparent government institutions) which has been endorsed by all Pacific Island Countries and Territories (PICTs). Between 2018 and 2022, UNDP in the Pacific through the Pacific Office in Fiji, Samoa Multi-Country Office and the PNG Country Office will implement projects at the national and sub-national levels to realise the SRPD and PNG CPD. The UNDP Pacific Office in Fiji will implement regional projects under this Pacific Regional Governance Programme. The Pacific Regional Governance Programme will aim to improve governance and the achievement of the SDGs through measures including technical assistance, capacity development and knowledge sharing, especially amongst PICTs and other countries from the global South that have been able to achieve key benchmarks for their governance institutions. This Pacific Regional Governance Programme will have three outputs: (i) More inclusive and participatory systems for government decision-making; (ii) more inclusive and transparent sharing of information by governments with regard to how they are implementing policies and spending public funds, and with mechanisms in place to hold them to account for these decisions; and (iii) Government services at the national and sub-national levels, including those related to the justice system, are delivered in an equitable manner.

Contributing Outcome (SRPD): By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.

Indicative Output(s):

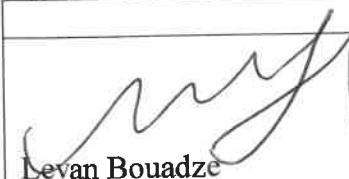
Output 1.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative (GEN 2)

Output 1.2: Increased transparency and accountability in governance institutions and formal and informal decision-making processes. (GEN 2)

Output 1.3: More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice. (GEN 2)

Total resources required:	USD 40,752,240	
Total resources allocated:	UNDP TRAC:	
	DFAT	USD 474,000
	DFAT (unallocated)	USD 1,243,00
	In-Kind:	USD TBC
Unfunded:	USD 38,854,746	

Agreed by (signatures):

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

I. DEVELOPMENT CHALLENGE

The Pacific Islands sub-region¹ includes 14 countries and territories with a total population of 2.4 million people,² inhabiting thousands of islands that cover 15 per cent of the earth's surface. In addition, UNDP has country specific support for Papua New Guinea (PNG) that is well aligned with the organisation's work in the sub-region.

The sub-region is not homogenous, with key differences in geography, size, history, culture, economies and political systems. For example, PNG is the most populous country of the sub-region with about 7.7m residents and Niue - the smallest with about 1,200. Only eight of the countries are ranked in the Human Development Index³: Palau (60th), Fiji (91st), Tonga (101st) and Samoa (104th) are in the high human development category; Federated States of Micronesia (127th), Vanuatu (134th) and Kiribati (137th) are in the medium category; with Papua New Guinea (154th) and Solomon Islands (156th) ranked in the low human development category⁴. Kiribati, Tuvalu, Solomon Islands and Vanuatu⁵ are classified as least developed countries although Vanuatu is in the process of graduation.

The sub-region is affected by geographic isolation, ecological fragility, limited resources and a narrow economic base. It is vulnerable to climate change and disasters and exposed to external shocks, with some countries also having experienced political instability, civil unrest and frequent changes of government. These wide-ranging economic, social, environmental and political challenges threaten the sub-region's development and growth pathways, including achievement of the Sustainable Development Goals (SDGs). Governments in the sub-region often lack resources and capacity to tackle these challenges. Most remain heavily reliant on Official Development Assistance (ODA), overseas remittances and imported goods. Others rely on resource rents and licence fees, and on revenues from national trust funds or sovereign wealth funds.

Most countries have national and sector plans but these plans are generally not well resourced or implemented. UNDP has been at the forefront of assisting countries in the design and implementation of national and sector development plans, MDG acceleration frameworks, poverty surveys and climate finance assessments. This support has highlighted issues such as poor use of evidence and data for policy development; inadequate links between planning and budgets; uneven sharing of capacity and resources between sectors and administrative units; and a lack of capacity to effectively manage development finance.

Unfinished MDG agendas remain important to UNDP's work on localizing Agenda 2030. In the previous programme cycles, UNDP focused its support to the countries on putting in place the building blocks of SDG localization, including the introduction of tools for coordination, planning and budgeting, and data and monitoring. Specifically, UNDP supported national consultations on the SDGs in Tonga, Palau, Fiji, Marshall Islands and Solomon Islands. At the regional level, UNDP supported regional organizations in the design and implementation of the SDG Roadmap and regional SDG indicators.

¹ UNDP has three offices in the sub-region: (1) the Pacific Office in Fiji implementing regional and multi-country programming across the Pacific, and country-level programmes in Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu; (2) The Samoa Multi-Country Office implementing multi-country and country-level programmes in Cook Islands, Niue, Samoa and Tokelau (3) PNG Country Office that implements country-level programming in PNG.

² UN Population, 2016 estimates available on <https://esa.un.org/unpd/wpp/DataQuery/>

³ Lack of reliable data and small sample sizes prevent some of the countries from completing HDI calculations, and present broader challenges to effective development progress monitoring and evidence-based policymaking.

⁴ UNDP Human Development Report, 2016

⁵ United Nations Committee for Development Policy, 2016

Although extreme poverty and hunger are low, poor nutrition, hardship and vulnerability are on the rise in the sub-region, with one in five Pacific islanders continuing to live in relative poverty.⁶ The proportion of the population in most countries living below the national basic need's poverty line has either increased (Federated States of Micronesia, Samoa, Tonga, Tuvalu) or remained unchanged. PICTs are mainly impacted by multidimensional poverty, such as lack of access to cyclone resistant housing, lack of adequate health care, lack of education, inadequate and low living standards, poor sanitation, as well as side effects of these conditions such as domestic violence.

The delivery of public services is inconsistent in the Pacific Region. Migration from outer islands to the urban and peri-urban areas is an increasing trend with associated impacts on service delivery, such as water and sewerage, at the sub-national level. Heart disease, cerebrovascular disease and diabetes account for the largest and fastest growing share of death and disability combined. Noncommunicable diseases risk factors are widespread and driven by both global commercial determinants and local environments. The delivery of health services, especially in remote areas and outer islands is challenging for many PICT governments. Despite low rates of infection for HIV (0.01%) the conditions for increased rates of infection are prevalent, such as widespread migration and mobility, dense sexual networks, a large caseload of untreated STDs, lack of knowledge and high levels of transactional sex. With regard to TB the rate of infection is 17/100,000 with an 84% rate of successful treatment and low rates of Multi-Drug Resistant cases. However, challenges such as access to health services, insufficient quality of care, and lack of financial and social protection hamper further advancement of TB control. Formidable challenges must be overcome if a region free from TB is to be realized.

While some countries made progress towards gender equality and empowerment of women through legal and policy reform, gender discrimination, exclusion and gender-based violence⁷ remain a serious concern. Women comprise only 7.5 per cent of the total number of national legislators. In the sub-region, only Samoa has introduced electoral measures to increase women's national level representation. Women have lower participation rates in non-agricultural labour despite near gender parity in completion rates in primary and secondary schooling.

There remains a lack of employment opportunities for many of the sub-region's youth. The average unemployment rate of young men and women in the Pacific is 23 per cent⁸ compared with the global average of 12.6 per cent. Within that, young women are less likely to be employed compared to young men.⁹ For example, overall, women's participation in the labour market is less than a third of the total share of employment in Fiji, Marshall Islands, Samoa and Solomon Islands¹⁰. Most of the employed youth are in the informal sector with limited opportunities for socio-economic advancement.

With regard to government accountability, most PICTs have only relevantly recently adopted systems and processes to provide for oversight of government activities and expenditures, including independent anti-corruption systems and legal frameworks. Access to information - as a cultural and political concept - is limited and legal frameworks have yet to be fully implemented. The role of civil society as active political partners in decision-making has yet to be fully achieved.

⁶ World Bank, *Hardship and Vulnerability in the Pacific*, 2014.

⁷ According to UN WOMEN (<http://asiapacific.unwomen.org/en/countries/fiji/ending-violence-against-women>), violence against women and girls in the Pacific is among the highest in the world, with evidence showing that up to 68% of women in the sub-region are affected.

⁸ SPC employment statistics, 2011

⁹ According to an ADB and ILO report, young women's labour force participation rates in 2012 were 31.3 per cent in Fiji, 32 per cent in Samoa, 41.8 per cent in Solomon Islands and 50.8 per cent in Vanuatu, which is lower than that of young men at 57.7 per cent in Fiji, 53.5 per cent in Samoa, 56.7 per cent in Solomon Islands and 62.8 per cent in Vanuatu

¹⁰ Ibid

All the countries elect their governments through democratic elections, although decision-making remains strongly influenced by both formal and traditional governance systems. Reliance on chiefly systems and religious structures remains widespread. Despite recent successes manifested by credible elections and restoration of democracy in some countries, the sub-region continues to face significant challenges, including political instability and its impact on peace and development; increasing influence of finance on politics and elections; weak or non-existent local governance structures; poor delivery of government services outside of urban areas; and poor connectivity impacting on delivery of more inclusive forms of development.

Nearly half of the Pacific population¹¹ are not yet users of the mobile phone service, with Kiribati and Tuvalu having the lowest mobile subscriptions, at 17.4 and 38.4 per cent, respectively. At the same time, subscriber rates grew at an annual compound rate of 26 per cent¹², with more Pacific islanders accessing Internet and social media using mobile telephony.

While the democratic environment is changing rapidly through the rise of social media, increased urbanization and regional and global economic integration¹³, those remaining furthest behind are often youth, women, people with disability and those geographically isolated. In remote and rural areas, women and youth often play a notably limited role in decision-making and are at risk of further marginalization. Weak governance structures also give rise to disputes on land and other matters, in which national authorities have limited powers, that remain unresolved for extended periods.¹⁴

Evaluations conducted in the previous programme cycle highlight that UNDP has worked effectively to strengthen national institutions including parliaments, anti-corruption bodies and rule of law institutions.¹⁵ Specifically, the evaluation findings noted the need for increased emphasis on oversight of policy implementation and support for specific policy development.¹⁶ Support for increased women's political participation has led to the number of women in parliament increasing, and civil society has started to more effectively engage with governance institutions¹⁷. UNDP has been working to consolidate peace in Solomon Islands and has engaged stakeholders in the country and the sub-region to address issues of political instability that impact on national development and service delivery.¹⁸ UNDP is well positioned to address these concerns as well as new and emerging governance issues such as those linked to natural resource management.

¹¹ "Realizing the Pacific Vision by 2050", Commonwealth Secretariat, 2016.

¹² Ibid

¹³ Australian National University. State of the Pacific 2016 Conference, 2016

¹⁴ UN Pacific Common Country Analysis (CCA) – Meta Analysis, 2016

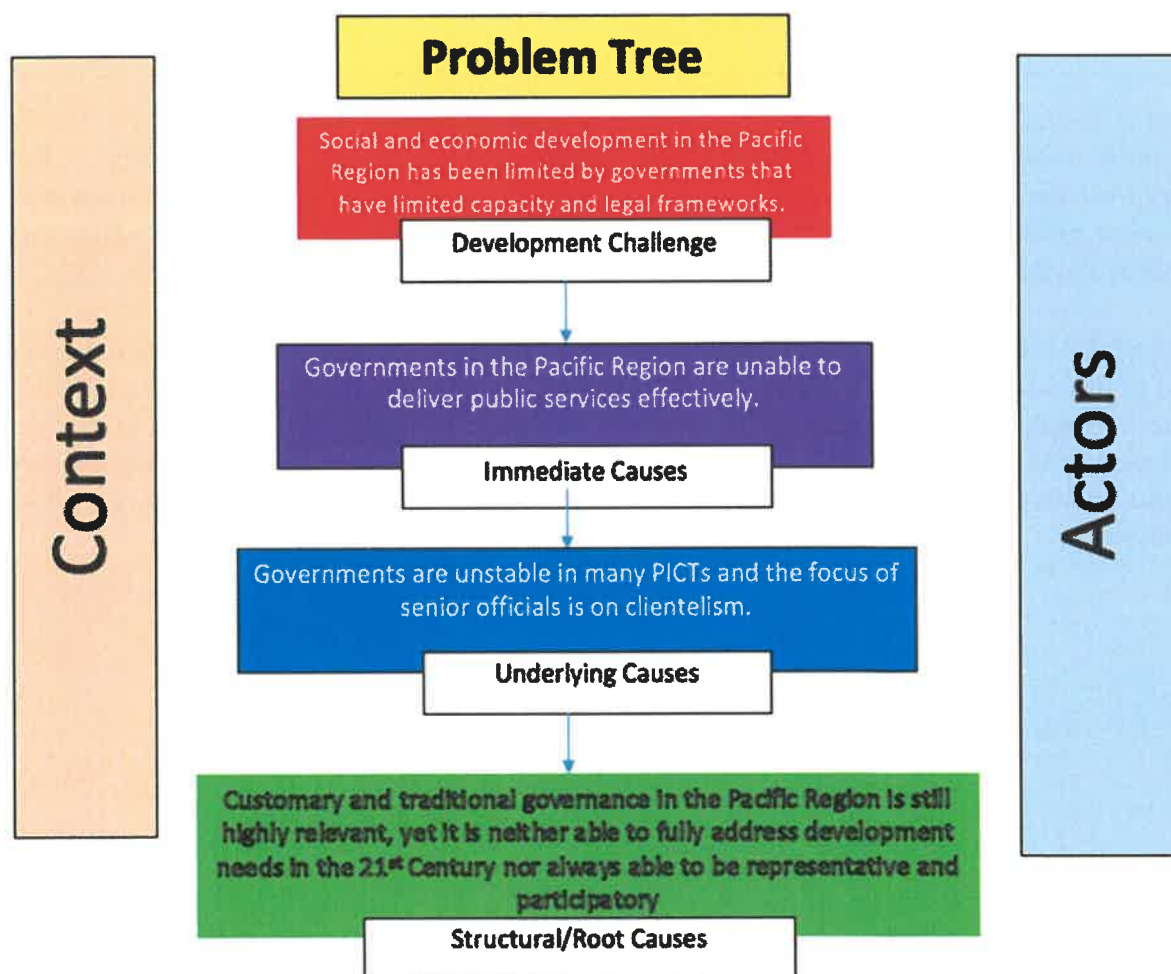
¹⁵ Independent Assessment of the UN Pacific Regional Anti-Corruption Project, June 2016, and Mid-term evaluation of the Fiji Parliament Support Project, November 2015

¹⁶ Ibid

¹⁷ UNDP Fiji Parliament Support Project Annual Report, 2016

¹⁸ Conference Report - Achieving SDG 16 in Melanesia: "Creating Political and Parliamentary Stability to Catalyse Development", June 2016

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



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

UNDP has a global Strategic Plan that runs from 2018-2021 and provides an overarching description of how the organization will work and deliver results for national government partners in the coming years. The Strategic Plan has identified three core objectives: (i) eradicating poverty; (ii) building sustainable development; and (iii) resilient societies. For each objective, there are specific governance outputs and measurements as the document reflects that for each of these objectives there is a critical role for effective governance if the objective is to be achieved.

The United Nations system has defined its relationship with and support to be provided to national governments in the Pacific Region through the United Nations Pacific Strategy.¹⁹ The Strategy

¹⁹ https://www.unicef.org/about/execboard/files/Final_UNPS_2018-2022_Pacific.pdf

outlines the outcomes to be achieved in the four years to support the social and economic development of PICTs.

Flowing from the Pacific Strategy, UNDP has agreed with national governments the support it will provide to achieve the outcomes of the Pacific Strategy. Known as the Sub-Regional Programme Document (SRPD), the document outlines the expected goals of UNDP from 2018-22 and the outputs that will be implemented to achieve those goals.

In Papua New Guinea the UN has established a country-specific UN Development Assistance Framework (UNDAF)²⁰ for 2018-2022 which defines the UN system's planned support for the country over the coming years. UNDP is now in the process of finalising with the Government of Papua New Guinea its Country Programme Document (CPD) that will define its specific support towards achieving the objectives of the UNDAF.

In each of these strategic documents noted above there are specific outcomes, outputs and priorities related to the enhancement of governance and the delivery of public services in the Pacific Region. In order to implement the outputs outlined in the SRPD and the PNG CPD related to democratic governance, UNDP is formulating this Pacific Regional programme document to identify the specific thematic, geographic and financial commitments that are required to deliver regional programming as expected.

²⁰ http://www.asia-pacific.undp.org/content/dam/rbap/docs/programme-documents/cpd-2018-2022/PNG_UNDAF%202018-2022.pdf

II. STRATEGY

General

The Pacific Regional Governance Programme will be implemented by UNDP in close alignment with the national development plans (and other national reform strategies) for each of the 15 Pacific Island Countries and Territories (PICTs). Based on the priorities listed by each PICT, UNDP will work to support each government in the achieving of the goals outlined.

All PICTs have National Strategic Development Plans to which the UNPS 2018-2022 is aligned:

Cook Islands: Te Kaveinga Nui – National Sustainable Development Plan 2016-2020

Federated States of Micronesia: FSM Strategic Development Plan 2004-2023

Fiji: 20 Year and 5 Year National Development Plan

Kiribati: National Development Plan 2016-2019

Republic of Marshall Islands: National Strategic Plan 2015-2017

Nauru: National Sustainable Development Strategy 2005-2025

Niue: National Strategic Plan 2016-2026

Palau: Republic of Palau National Master Development Plan 2020

Papua New Guinea: Development Strategic Plan 2010-2030

Samoa: Strategy for Development of Samoa 2016-2020

Solomon Islands: National Development Strategy 2016-2035

Tokelau: Tokelau National Strategic Plan 2016-2022

Tonga: Tonga Strategic Development Framework 2015-2025

Tuvalu: Te Kakeega III – National Strategy for Sustainable Development 2016-2020

Vanuatu: Vanuatu 2030, the People's Plan

However, as noted in UNDP's Strategic Plan (SP) 2018-21, governance is a cross-cutting issue and the development of legal frameworks and capacity within the public sector of each government is not a critical achievement on its own, but a foundational element in the achievement of other objectives of governments, UNDP and the broader UN system. Therefore, the building of capacity within national and sub-national governments in the Pacific Region is not just a goal in itself, but vital to achieving all the outcomes and priorities for the UN and UNDP.

The relevant governance outcomes will be achieved through a three-tier delivery approach. At the regional level, UNDP will design and implement projects that cover a number of PICTs. This is a cost-effective way to deliver programming in a region with a number of micro-states and where, apart from Papua New Guinea, the largest country has less than 1 million citizens. By working regionally, UNDP provides economies of scale that can also allow for the sharing of lessons learned and best practices amongst beneficiaries from each country that is a part of the regional project.

The Pacific Regional Governance Programme will complement national projects that deliver support to specific governments and countries on a bilateral basis. Bilateral national projects will be employed where there are specific needs that require a country-specific stand-alone project. For example, support to the Electoral Commission of Solomon Islands or to the Parliament or Judiciary of Fiji or local state governments in Palau. In these scenarios, UNDP is providing significant and long-term support and has a national partner that is open to a significant number of activities.

The programme will base its work on the best practices in the field of democratic governance. Drawing on UNDP's internal global network of technical experts, policy centres and 135 country offices, along with global and regional partners in various thematic areas, UNDP will be able to deliver highly relevant, timely, and innovative approaches to capacity development and public service delivery. These networks and relevant documents from the networks will be utilised to build a programme that addresses the key development challenges in the Pacific Region.

UNDP has worked in the field of democratic governance assistance since the 1960s when the organization was established. It is the leading implementer of projects and programmes related to all aspects of governance. In the Pacific Region, UNDP has been implementing governance projects at the regional and national levels since the transition to independence for many PICTs in the 1970s and 1980s.

The proposed programme will achieve results through the use of the following tools:

- **Peer-to-Peer Support:** UNDP will use its regional and global networks to link national beneficiaries and partners with counterparts in other countries who are able to share their knowledge.
- **Knowledge Events:** The programme will organise regional and national knowledge events (workshops; seminars) as a part of broader capacity building efforts to share best practices and the exchange of knowledge between technical experts, practitioners and beneficiaries.
- **Exposure Visits:** Also, as part of a broader capacity building programme, beneficiaries will be exposed to counterparts in other countries to observe regional and international best practices being implemented.
- **Mentoring /Coaching:** By engaging government officials within the region and beyond that have experience in building and operating governance systems and sharing this knowledge either one-on-one or in small, less formal groups, it is hoped that the transfer of knowledge will be more thorough.
- **Infrastructure:** Where required to support the capacity development of government institutions, the programme may identify the limited provision of equipment, hardware and infrastructure that is required to enable the capacity building of human resources.
- **Technical Support:** The programme will provide access to technical experts to support the:
 - Development of legal and policy frameworks;
 - Transfer of knowledge regarding service delivery;
 - Promoting an inclusive and participative approach to governance; and
 - Supporting the development of strategic/action plans.

Participation of Women

Specific consideration shall be given to how the programme will ensure gender and various perspectives are fully considered and reflected in the work of the programme. This will be achieved through the following tools:

- **Gender Analysis and Planning:** During all planning exercises, from annual work plans to each specific activity, the programme will apply a gender lens to ensure all inputs are reflecting a gender balance and that all perspectives and voices are heard during implementation.
- **Gender Perspective:** All activities that require participation from beneficiaries will endeavour to have at least 33 percent participation from men and women respectively.

- **Mainstreaming:** Outputs for governance projects implemented under this programme will have specific components that relate to promoting and institutionalising gender equality.
- **Gender-specific Activities:** Where deemed necessary based on planning and analysis, the programme will identify specific project activities and outputs for women as a means of providing the support required to enable those working in government institutions to have the capacity and opportunities to be effective.
- **Monitoring & Evaluation:** The programme, wherever possible, will collect gender disaggregated data to ensure the impact of the programme's work can be measured effectively for each gender.

Relationship to UNDP Strategic Plan and UNDAF

As noted above, UNDP's SP for 2018-21 has three core outcomes related to poverty eradication, sustainable development and resilience to crises. Governance is defined as a cross-cutting issue for each of these outcomes. The governance outputs for each of the three outcomes include:

- Strengthened electoral and parliamentary institutions
- Increased access to justice and enhanced rule of law institutions
- Enhanced anti-corruption systems
- Effective local delivery of public services
- Increased transparency in the work of government

The United Nations Pacific Strategy runs from 2018-22 and is a regional development assistance framework. The Pacific Strategy outlines a number of outcomes to be achieved by the UN in the Pacific Region²¹, including Outcome 5:

By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.

Based on this outcome, the document notes a number of indicators related to specific thematic areas by which achievement of the outcome can be measured. These include:

- Increased representation of women in elected posts
- Adoption and implementation of national anti-corruption policies
- Improvements in access to justice
- Increased birth registrations
- Increased access to public information

Flowing from the UN Pacific Strategy is UNDP's definition of how it will deliver its commitments under the Strategy. The Sub-Regional Programme Document also runs from 2018 to 2022. In the SRPD there are also a number of expected priorities, including the following, which is aligned with Outcome 5 of the Pacific Strategy:

²¹ Outcome 4 of the UN's UNDAF with Papua New Guinea has almost identical wording to the UNPS Outcome 5.

Embrace good governance, the full observance of democratic values, the rule of law, the defence and promotion of all human rights, gender equality, and commitment to just societies.

Under this priority, the SRPD outlines three outputs that UNDP is committed to implementing:

Output 5.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative;

Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making processes;

Output 5.3: More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice.

The Pacific Regional Governance Programme will identify specific projects and activities that will implement the three outputs outlined in the SRPD that are complementary to Outcome 1 of the PNG CPD.

Theory of Change

The theory of change of the Pacific Regional Governance Programme puts into action the change UNDP intends to contribute to in line with vision of the SRPD 2018 – 2022 Outcome 5 “*Effective Governance for service delivery.*”

The Theory of Change (TOC) argues that by building the capacity of key actors in the delivery of public services and the formation and implementation of legal and regulatory frameworks to support effective governance and public finance management, the governance system in each PICT will be capacitated to operate more efficiently, effectively, is inclusive and transparent and support national efforts to achieve SDG 16.

As noted in the SPRD, governance is a cross cutting issue and therefore the TOC recognises that development of legal frameworks and capacity within the public sector of each government is not a critical achievement on its own, but a foundational element in the achievement of other objectives of governments, UNDP and the broader UN system.

To respond to a range of governance challenges in the Pacific, such as geographical remoteness, lack of access, voice, transparency, accountability in decision making structures at local and national level including government institutions, social and cultural barriers to women’s political participation; UNDP through the Pacific Regional Governance Programme proposes to address these issues by capacity building and establishing and implementing legal and regulatory frameworks that provides a platform for (i) more inclusive and participatory systems for government decision making, (ii) sharing of information in a timely and systematic manner by Governments on how they are implementing policies, spending public funds and mechanisms are in place to hold them to account for these decisions and (iii) Government services including those related to the justice systems, are delivered in an equitable manner.

The Pacific Regional Governance Programme proposes to focus on the following institutions to build the capacity; and establish and implement legal and regulatory for effective, transparent, inclusive and accountable governance system:

- Political governance institutions (parliaments; political parties; electoral commissions)
- Integrity and Oversight Bodies (anti-corruption; access to information)

- Security and justice sectors (ministries of justice; legal aid commissions; judiciaries; police; corrections; prosecution services; civil society)
- Service Delivery Ministries (health; education; water & sewer)
- Public finance management institutions (Ministries of Finance; Auditors-General; Public Accounts Committees)
- Local Governments (service delivery; urban planning; G2G²²; public finance management)
- Civil Society

UNDP intends to deliver the relevant governance outcome through a three-tiered approach that emphasize national ownership and implementation. These are direct national support, multi-country programming to deliver cost-effective policy advice and technical assistance from a regional platform, and regional programming to help countries take collective action or seek shared solutions to common challenges through South-South cooperation and knowledge sharing. Choice of implementation modalities, including national or direct implementation, will be determined by assessments of necessary capacities, comparative advantage and sustainability criteria. Where there is a country specific need that require country specific standalone projects, bilateral national projects will be employed and the Pacific Regional Governance Programme will complement the national projects by promoting south-south links, sharing of knowledge, lessons learnt from the region and globally and seeking locally appropriate solutions. By working regionally, regional programming provides economies of scale to help countries take collective action or seek shared solutions to common challenges through South-South cooperation and knowledge sharing. Regional programming is also a cost-effective way to deliver programming in a region with small population size.

The programme priorities and interventions outlined above reinforces the work of UNDP and its contributions to the enhancement of governance in the 15 PICTs for: (i) increased voice and inclusive participation; (ii) transparent and accountable governments; and (iii) Equitable delivery of public services, the three output areas under UNDP SRPD Outcome 5.

The TOC includes a number of assumptions (Refer to Fig. 2) that cut across the 3 key result areas that UNDP proposes to work in. They relate to the commitments from Governments to undertake the necessary reforms that result in greater transparency and inclusivity, that political will exists to implement the development goals, the recognition of gender equality, women empowerment and participation as a development accelerator and that capacities exists to deliver on reforms outlined in development plans. The assumptions will be revisited and/or validated over the course of the SRPD period.

Working on complex development challenges also comes with risks that are present across various development settings (Refer to Fig. 2). They related to the high risks of disaster in the Pacific that can distract governments from other issues and commitments. If there is insufficient political support to address the issues of structural inequalities, exclusion or discrimination, interventions aimed at strengthening engagement and participation across all segments of society, including for women and youth, will be ineffective. Cultural and religious value system may influence overarching political agendas and negatively affect the advancement of gender quality including women political participation. The political context in the Pacific remains very fluid and as a result, Governments changes frequently and may results in change in priorities for development. The lack of resources to mobilise and invest in technical assistance and support is a common inhibitor for sustainable development in the Pacific.

²² Usage of G2G-Government to Government ICT led innovation for sub-national service delivery

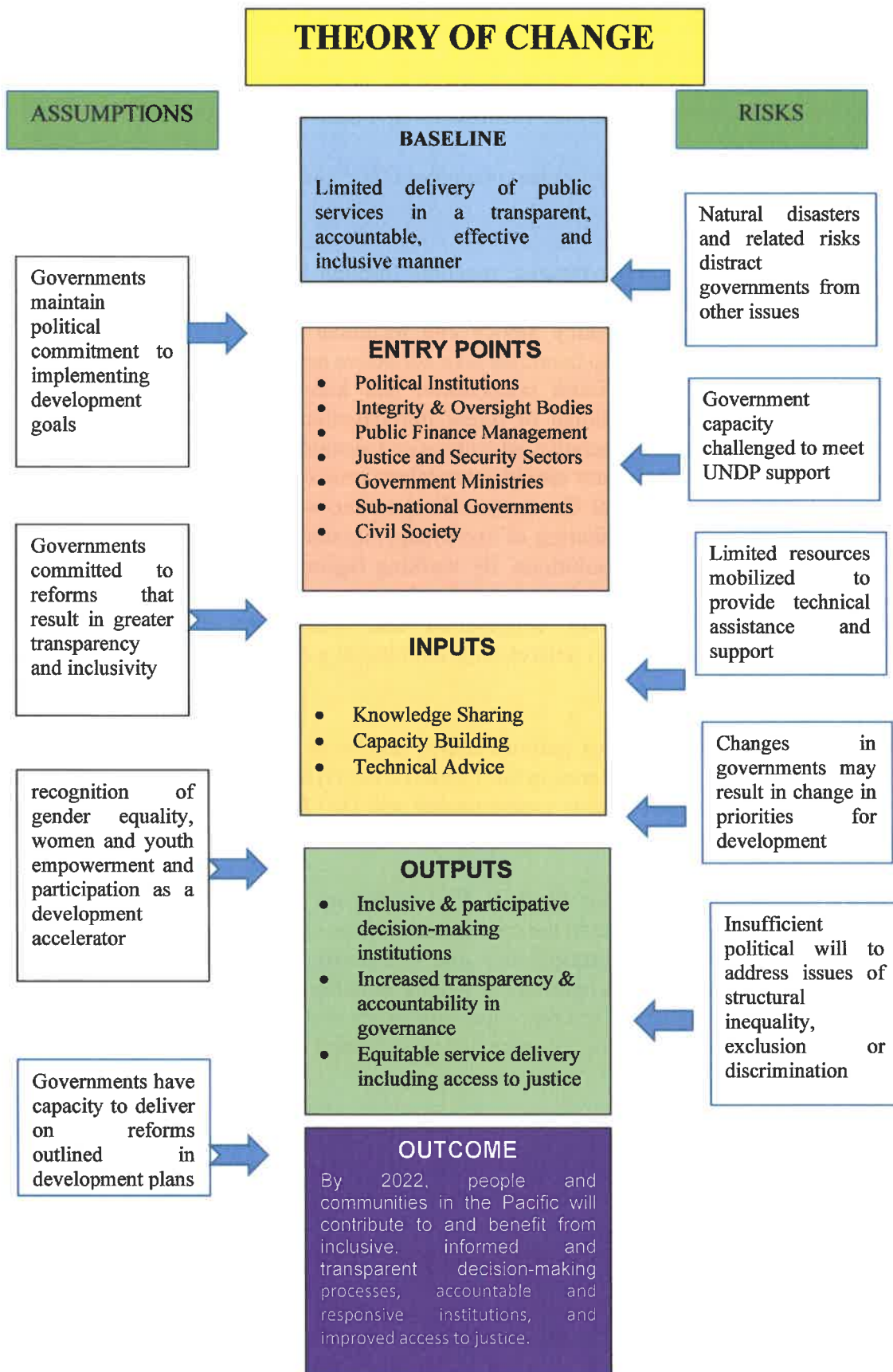


Figure 2: Graphical representation of the Programme’s Theory of Change including Assumptions and Possible Risks.

III. RESULTS AND PARTNERSHIPS

Expected Results

Each of the 15 PICTs have endorsed the Sustainable Development Goals (SDGs) and, therefore, are committed to achieving these Goals as part of the Agenda 2030. UNDPs SP for 2018-21 is almost singularly focused on supporting the achievement of the SDGs in each country. Unique to the SDGs is SDG-16, which states:

*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*²³

SDG-16 builds on the lessons learned from the Millennium Development Goals which were implemented from 2000-2015. From their implementation it was observed that a critical factor in the achievement of any development goal is an effective system of governance. SDG-16 attempts to provide as a goal in itself for countries, the establishment of a governance system that is effective, but also accountable and inclusive.

The SRPD and PNG CPD are the articulation of how UNDP will work with national government partners to achieve the SDGs in the Pacific Region, including SDG-16. The SRPD notes three key outputs that will be the focus of the work of UNDP with regard to the enhancement of governance in the 14 PICTs: (i) Increased voice and inclusive participation; (ii) Transparent and accountable governments; and (iii) Equitable delivery of public services.

This programme is the basis upon which UNDP will support the 15 PICTs to achieve SDG-16 and builds on the SRPD and PNG CPD. Governance is a large thematic area and it can be sub-divided into key areas of work in the Pacific Region that are priorities for national governments to address to ensure they have effective, accountable and inclusive governments.

Based on ongoing dialogues with national government partners, UNDP will focus on the following sectors under this programme, noting that a number of thematic areas cut across more than one Output:

SRPD Output ²⁴	Pacific Regional Governance Programme Focus
Output 5.1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative	<ul style="list-style-type: none"> ● Parliamentary Development ● Women's Political Empowerment ● Peacebuilding & Social Cohesion ● Political Party Assistance ● Constitution Building ● Electoral Assistance ● Citizen Engagement in Decision-making
Output 5.2: Increased transparency and accountability in governance institutions and formal and informal decision-making processes	<ul style="list-style-type: none"> ● Access to Information ● Anti-Corruption ● Public Finance Management ● Parliamentary Development ● Transparent Government
Output 5.3: More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice	<ul style="list-style-type: none"> ● Access to Justice ● Health and Development ● Local Governance and Urban Development

²³ <https://sustainabledevelopment.un.org/sdg16>

²⁴ Outcome of 1 of the UNDP PNG CPD provides similar outputs to the SRPD

Result 1: More inclusive and participatory systems for government decision-making

The Pacific Region has one of the lowest rates of women's representation in national parliaments. It is also a region with a high rate of youth as a percentage of the various national populations, yet few are engaged in the political process. UNDP will work with political governance institutions (electoral management bodies; parliaments; political parties; civil society) to support more women and youth candidates standing for election. Parliaments will be provided with technical support to engage more citizens, including those from marginalized groups, to participate in committee hearings and other methods of adding their voices to political debates.

Result 2: Governments are sharing information in a timely and systematic manner on how they are implementing policies and spending public funds and mechanisms are in place to hold them to account for these decisions.

Effective systems of governance have in place legal frameworks, mechanisms and institutions that ensure citizens and civil society have access to information in a timely and systematic manner and opportunities to participate in the decisions of their government with regard to implementing laws and annual state budgets. Best practices in this area include access to information regimes that enable citizens to request and receive information with regard to their government's activities in a systematic manner. It includes parliaments with public accounts and other oversight committees that are active and effective. It also means robust oversight institutions, such as anti-corruption and integrity bodies and auditors-general. It includes the adoption and implementation of key international conventions, such as ICCPR and UNCAC. UNDP will work with key institutions, such as parliaments, oversight institutions, and non-state actors to promote the adoption of legal frameworks and the implementation of government systems to ensure transparency and accountability of governments.

Result 3: Government services, including those related to the justice system, are delivered in an equitable manner.

A key role for any government is to deliver public services, such as health, education, and security to all citizens. This means that women and men should equally benefit from access to such services. It also means rural areas and remote islands in the Pacific Region should also be able to access such services. UNDP will work with ministries and local governments to support the delivery of key services. A key area of support will be the use of ICT-led innovative approaches for local service delivery. Citizens, no matter their gender or location, should have access to legal aid and a justice system that allows for fair and timely resolution when issues arise that require the intervention of the justice system. UNDP will provide focused support to security institutions, legal aid providers and judicial actors to ensure such services are effectively, efficiently, and equitably delivered.

Resources Required to Achieve the Expected Results

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

Partnerships

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

Partners will include:

- **National Governments:** Building on the adopted national development plans, the programme will work with governments to build government systems to deliver on the plans.

The programme must align its work with government's intentions to deliver on the programme's expected results.

- **Local Governments:** In addition to national governments, the programme will engage local and sub-national governments. A key aspect of the work of the programme is to promote the delivery of public services to all parts of the Pacific and to deliver such services from the centre to the periphery. Work on urban policy development and urban planning is also required in the Pacific region. Neither of these areas of work can be achieved without a key role for local governments and councils.
- **Parliaments & Political Parties:** Key aspects of the work of the programme will focus on political governance, including parliamentary development and political party assistance. Other aspects of the work, including women's political empowerment and more inclusive decision-making are directly linked to the work of these institutions.
- **Integrity and Oversight Bodies:** Electoral management bodies, anti-corruption commissions, audit institutions and national human rights institutions (among others) will be engaged to draw on their knowledge and to support the building of their capacity.
- **Law Enforcement Institutions:** The programme will work with national law enforcement institutions to build national capacity, compliance with both national and international norms, and enhance victim protections, in particular for vulnerable victims (e.g. SGBV cases).
- **Judiciary and Legal Aid Providers:** The programme will build partnerships with national judiciaries and legal aid providers (both state and non-state) to (i) support their capacity development; and (ii) support broader access to justice goals.
- **Regional Governance Forums:** Pacific Island Forum Secretariat and others are venues for cooperation and dialogue amongst national governments and political institutions in the Pacific region. The programme will work with these fora to build regional standards for governance and to ensure broad regional support for the implementation of the programme's goals.
- **Non-State Actors:** In addition to work with national and local governments, UNDP will engage non-state actors (i.e. – CSOs; Business; Trade Unions; Faith-based Groups; Media; CBOs) working at the local, national and regional levels to leverage their knowledge and expertise in the delivery of the programme outputs.
- **Governance Implementers:** Numerous INGOs and bilateral agencies have been working in the region to build effective governance institutions.²⁵ The programme will need to be well-coordinated and, perhaps, partnered, with these groups and others to ensure support to relevant governance sectors in the region is as effective as possible.
- **Donors:** Bilateral donors, including the EU, Australia, New Zealand and Japan, are committed to investing significant resources into the Pacific Region to build effective governance institutions and systems. Their support for the objectives of this programme is critical to its success.
- **UN Agencies:** Work being conducted by other UN agencies in the region, including UN Women, OHCHR, UNODC and WHO²⁶, will be relevant to the work of this programme.

Risks and Assumptions

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

²⁵ For example: International Women's Development Agency work in Women's Political Empowerment; Open Budget Society work in public finance management and financial transparency

²⁶ UNDP and WHO signed a MoU in May 2018 outlining cooperation and partnership for health. UNDP and WHO will support countries to strengthen the capacity of their health systems, including by addressing the social, economic and environmental determinants of health.

Stakeholder Engagement

This programme is the result of extensive consultations and ongoing dialogue between UNDP and the national government partners in the 15 PICTs. All PICTs have endorsed and signed either the UN Pacific Strategy and the SRPD, or the PNG UNDAF and CPD. This programme is a direct result of the adoption of those documents and is the tool by which UNDP is providing specific details as to how it will utilise its Pacific regional programme to achieve results with its partners in the field of effective governance.

South-South and Triangular Cooperation (SSC/TrC)

The programme will utilise opportunities for the sharing of knowledge and capacity development through regional and national project activities that will bring together counterparts from beneficiary countries in the Pacific Region. This will include interactions between counterparts doing similar tasks in different countries in the thematic areas supported by each project in the region. The sharing of lessons learned from those countries that have already adopted key reforms will be a key aspect in the adoption of similar reforms in other countries. Where possible, peer-to-peer exchanges will be utilised to allow for mentoring and coaching by counterparts in the region.

UNDP will engage governance implementers working in the region. Lessons learned from this programme will be shared with regional and global UNDP and UN staff who work in or tangential to this field of work to allow them to provide inputs as the programme is implemented. UNDP will also engage other implementers in the various governance sectors (e.g. - IFES; IPU; Transparency International;) in sharing lessons from the programme and in gaining knowledge from their work in the field, both in the region and globally.

Knowledge

The programme will primarily focus on the transfer of knowledge to national partners, including government officials, civil society actors, parliamentarians and the judiciary. The transfer will be achieved through a number of methods, including knowledge events, knowledge products, peer-to-peer exchanges, mentoring, coaching and piloting of new approaches.

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

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

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

Sustainability and Scaling Up

The programme outputs will be implemented by specific initiatives and projects at the regional level that complement activities at national level. For each project there will be a specific strategy as to how the work of each project will promote sustainability.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the programme management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the SRPD, the Pacific Annual Review and the Management Committee. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office in Fiji leverages activities and partnerships among a number initiatives and projects in the Pacific Region.

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

Project Management

The Pacific Regional Governance Programme programme and the related projects are expected to be directly implemented by the UNDP Effective Governance Team (EGT) at the UNDP Pacific Office in Fiji and in the Solomon Islands office in close coordination and collaboration with Samoa MCO and PNG offices; where applicable, some activities related to the latter countries may be implemented there directly. Technical experts with the expertise required for the various project activities will be recruited on an as-needed basis.

EGT will include the following posts:

- Effective Governance Team Leader (Programme Manager)
- Effective Governance Deputy Team Leader (Deputy Programme Manager)

Projects established under this programme will have a designated Project Manager (and other staff, where feasible). Each Project Manager will report to the EGT Leader and submit annual work plans, quarterly and annual reports and other relevant documentation for approval. The costs associated with the two posts noted will be funded as Direct Project Costs through the projects formulated and approved.

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

- ❖ Outcome 5: Embrace good governance, the full observance of democratic values, the rule of law, the defence and promotion of all human rights, gender equality, and commitment to just societies.

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

Outcome Indicator 5.1: Number of PICTs with established and implemented anti-corruption policies.

Baseline(2016): Baseline: 1 PICTs

Target: Fully Achieved: 7 PICTs

Outcome Indicator 5.2: Number of PICTs in which the proportion of seats held by women in national parliaments has increased based on the latest available data.

Baseline (2017): Baseline: 0 PICTs

Target: Fully Achieved: 14 PICTs

Output Indicator 5.3: Number of PICTs in which the unsentenced detainees as a proportion of overall prison population has decreased based on the latest available data.

Baseline(2017): 0

Target: TBC

Applicable Output(s) from the UNDP Strategic Plan:

- SP Output 1.2.1 Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services.
- SP Output 1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication.
- SP Output 2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability.
- SP Output 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups.
- SP Output 2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment.
- SP Output 3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.
- SP Output 3.2.2 National and local systems enabled and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security.

Project Title and Atlas Project Number: Pacific Governance Programme 2018-22

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS

			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	FINAL	
Output 1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative	1.1: Proportion of women (to men) participating as candidates in national elections (<i>SP indicator 2.1.3</i>) 0 = 10.6% of candidates are women (SDG Indicator 16.7)	Electoral Management Bodies' statistics Political Party Data Media Reports	10.6%	10.6%	12.5%	17%	21%	25%	25%	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
	1.2: Number of countries with increased participation by citizens in Parliament work through giving evidence to Parliament committees, disaggregated by gender. (SDG Indicator 16.7)	Parliament statistics Media Reports CSO Data	0 PICTs	0	-	1	-	4	4	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
Output 2: Increased transparency and accountability in governance institutions and formal and informal decision-making processes. GEN 2	2.1: Number of countries in which Parliaments are more effective in their oversight functions. (SDG Indicator 16.7)	CSO Reports	0 PICTs	0	1	3	5	7	7	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
		Media Reports Parliamentary Reports								

	2.2: Number of countries that address more than 60 per cent of gaps identified in UNCAC reviews. (SDG Indicator 16.5)	UNCAC Country Review Reports Government Reports CSO Reports Media Reports	0 PICTs	0	1	3	5	7	7	UNCAC Reviews Project Activity reports Quarterly & Annual Project Reports UNDP mid-term and end of cycle evaluations
	2.3: Number of PICTs that adopt and implement access to information legislation. (SDG Indicator 16.10)	CSO Reports Media Reports Parliamentary Debates	0 PICTs	0	1	3	5	7	7	CSO Monitoring Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
Output 3: More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice. GEN 2	3.1: Number of project beneficiaries, disaggregated by sex and rural/urban localities, with access to legal support services. (SDG Indicator 16.3)	Government Reports Legal Aid Commission Reports CSO Reports/Data	1,117 male 1,815 female	1,117 Male, 1,815 female	1,500 (male) ; 2,500 (femal e); 80% rural; 20% urban	2,000 (male) ; 4,000 (femal e); 80% rural; 20% urban	4,000 male; 6,500 femal e; 80% rural; 20% urban	6,000 male; 9,000 femal e; 80% rural; 20% urban	6,000 male; 9,000 femal e; 80% rural; 20% urban	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports

	3.2: Number of countries implementing effective multi-sectoral approaches to non-communicable diseases. (SDG Indicator 16.6)	Health Ministry Reports CSO Reports/Data UNDP Reports	0 PICTs	0	1	3	5	7	7	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
	3.3: Number of PICTs that increase percentage of citizens in rural areas and remote islands with access to public services. (SDG Indicator 16.6)	Local Government Reports Media Reports CSO Reports/Data	1 PICT	0	-	2	-	5	5	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports
	3.5: Number of PICTs that have developed and are implementing national and/or sub-national urban development policies and plans. (SDG Indicator 16.6)	Government Reports UNDP Reports IFI Reports Media Reports	1 PICT	1	-	3	-	7	7	Partner Reports Project Teams through data and information collection. Technical specialists through reporting on activities. Project Activity reports Quarterly & Annual Project Reports

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track progress results	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP and Report to Management Committee	Identified in Multi-Year Work plan
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP and Report to Management Committee	Identified in Multi-Year Work plan
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP and Report to Management Committee	Identified in Multi-Year Work plan
Annual Programme Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every 2 years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP and Report to Management Committee	Identified in Multi-Year Work plan

<p>Review and Make Course Corrections</p>	<p>Internal review of data and evidence from all monitoring actions to inform decision making.</p>	<p>At least annually</p>	<p>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</p>	<p>UNDP EGT and Report to Management Committee</p>	<p>Identified in Multi-Year Work Plan</p>
<p>Annual Programme Report</p>	<p>A progress report will be presented to the Management Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the Programme (Final Programme Report)</p>	<p>Report to be reviewed by the EGT Management Committee and any issues associated with lack of progress in achieving outputs, financial and human resources and other factors will be discussed and appropriate course of action to deal with such issues will be decided.</p>	<p>UNDP EGT and Report to Management Committee</p>	<p>Identified in Multi-Year Work Plan</p>
<p>Programme Review (Management Committee)</p>	<p>The programme's governance mechanism (i.e. – Management Committee) will hold regular reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the final year, the Management Committee shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize results and lessons learned with relevant audiences.</p>	<p>Annually and at the end of the Programme</p>	<p>Any quality concerns or slower than expected progress should be discussed by the Management Committee and management actions agreed to address the issues identified.</p>	<p>UNDP EGT and Report to Management Committee</p>	<p>Identified in Multi-Year Work Plan</p>

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Programme Evaluation	UNDP	SP Output 1.2.1 SP Output 1.2.3 SP Output 2.2.2 SP Output 2.2.3 SP Output 2.6.1 SP Output 3.2.1 SP Output 3.2.2	Outcome 5: Embrace good governance, the full observance of democratic values, the rule of law, the defence and promotion of all human rights, gender equality, and commitment to just societies.	July 2020	Government Ministries; Judiciary; Parliaments; Political Parties; CSOs; Local Governments	Identified in Multi-Year Work Plan
Final Programme Evaluation	UNDP	SP Output 1.2.1 SP Output 1.2.3 SP Output 2.2.2 SP Output 2.2.3 SP Output 2.6.1 SP Output 3.2.1 SP Output 3.2.2	Outcome 5: Embrace good governance, the full observance of democratic values, the rule of law, the defence and promotion of all human rights, gender equality, and commitment to just societies.	December 2022	Government Ministries; Judiciary; Parliaments; Political Parties; CSOs; Local Governments	Identified in Multi-Year Work Plan

VII. MULTI-YEAR WORK PLAN 2728

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Responsible Party	PLANNED BUDGET		
		2019	2020	2021	2022	Funding Source		Budget Description	Amount (USD)	
Output 1: Increased voice and more inclusive participation by women, youth and marginalized groups in national and sub-national decision-making bodies that are more representative.	1.1 Activity: Promote and build capacity of women as candidates for elected offices and local and national levels.	a) Support the development of legal and regulatory frameworks to promote women's political participation	60,000	60,000	60,000	60,000	UNDP		Knowledge Events; Knowledge Products; Technical Assistance	240,000
		b) Support the capacity development of potential women candidates	320,000	355,000	250,000	230,000	UNDP		Knowledge Events; Knowledge Products; Technical Assistance	1,155,000
		c) Transform gender norms by working with male advocates, political parties and key stakeholders in the community so that women are accepted as legitimate and effective leaders	100,000	100,000	100,000	100,000	UNDP		Knowledge Events; Knowledge Products; Technical Assistance	400,000

²⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the Management Committee. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.2 Activity: Strengthen the law-making and oversight functions of Parliaments with increased public participation									
a) Support the work of the Parliamentary Committees to strengthen the inclusive and participatory nature of the committee work when undertaking its legislative and oversight function.	1,056,729	1,191,910	595,000	595,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	3,438,639
b) Support the professional development of MPs, including women MPs, and staff to strengthen the role of parliament to effectively undertake its legislative, oversight and representation roles.	1,056,729	1,191,910	595,000	595,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	3,438,639
c) Support parliamentary outreach and citizen engagement activities aimed at increasing public participation in work of parliaments for better development outcomes.	1,056,729	1,191,910	595,000	595,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	3,438,639
1.3 Activity: Build capacity and promote engagement of citizens in development of political party policy positions									
DFAT Regional Funds will contribute to this Activity Area, US\$29,850 for Y1									

	a) Support the development of legal frameworks in select countries and the capacity of political party regulatory bodies to regulate political parties to be more transparent and accountable.	600,000	600,000	600,000	600,000	600,000	600,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	2,400,000
	b) Enhance the capacity of political parties to be broad-based and inclusive	600,000	600,000	600,000	600,000	600,000	600,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	2,400,000
	Sub-Total for Output 1	4,850,187	5,290,730	3,395,000	3,375,000					16,910,917
Output 2:	2.1 Activity: Increase effectiveness and accountability of Pacific Public Financial Management and Governance									
	a) Support institutions to improve Public Finance Management (PFM) practices and procedures	600,000	1,000,000	700,000	700,000			UNDP	Knowledge Events; Knowledge Products; Technical Assistance	3,000,000
	b) Support oversight bodies including non-State actors, to perform PFM oversight more effectively	400,000	300,000	300,000	300,000			UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,300,000
Increased transparency and accountability in governance institutions and formal and informal decision-making processes.	2.2 Activity: Increase integrity, transparency and accountability in governance of public affairs, through supporting countries to progress towards UNCAC and SDG 16 anti-corruption related targets									

	a) Support PICTs to improve their anti-corruption related policies, legislation, stakeholders' capacities and dialogue. DFAT Regional Funds will contribute to this activity, US\$65,000 for Y1	250,000	250,000	250,000	250,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,000,000
	b) Promote and support adoption and implementation of integrity in service delivery and management of public affairs	400,000	400,000	400,000	400,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,600,000
	c) Support countries to create enabling environments for inclusive and transparent governance, such as through Right to Information (RTI) regimes and other related policies	250,000	250,000	250,000	250,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,000,000
	Sub-Total for Output 2	1,900,000	2,200,000	1,900,000	1,900,000			7,900,000
3.1 Activity: Access to justice for all citizens improved through support to justice and law enforcement institutions								

Output 3: More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice.	a) Support development and improved service delivery of government and legal aid services to remote and vulnerable populations. DFAT Regional Funds will contribute to this activity, US\$85,000 for Y1	350,000	350,000	350,000	350,000	350,000	350,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,400,000
	b) Support professional development of justice and law enforcement officials to improve access to justice.	400,000	400,000	400,000	400,000	400,000	400,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,600,000
	c) Develop and strengthen legislation, policies and systems to improve efficient and effective functioning and monitoring of the justice system.	400,000	400,000	400,000	400,000	400,000	400,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,600,000
	d) Empower national prison services to care for and rehabilitate detainees in line with international standards.	350,000	350,000	350,000	350,000	350,000	350,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,400,000
3.2 Activity: Support national governments in reducing the impact of non-communicable diseases (NCDs) and controlling HIV, STDs, TB and Malaria										

a) Support selected PICTs in controlling HIV, sexually transmitted diseases and tuberculosis, as well as Malaria (where applicable).	4,409,378	3,962,489	4,500,000	4,000,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	16,871,867
b) Technical assistance and support to strengthen governance to address Noncommunicable Diseases, accelerate tobacco control and support Universal Health Coverage	600,000	600,000	600,000	600,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	2,400,000
3.3 Activity: Build capacity of national and local governments to deliver public services to all citizens, including those in remote areas DFAT Regional Funds will contribute to this activity area and Activity Area 3.4, US\$57,000 for Y1							
a) Support capacity development of national, subnational governments and relevant stakeholders to improved service delivery	400,000	400,000	400,000	400,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	1,600,000
b) Initiate activities to develop and sustain Government ICT led innovation for improved service delivery at subnational level	500,000	500,000	500,000	500,000	UNDP	Knowledge Events; Knowledge Products; Technical Assistance	2,000,000

	c) Develop and strengthen capacities and legal policy and regulatory frameworks at the sub-national for inclusive decision making and enhanced citizen engagement.	300,000	300,000	300,000	300,000	300,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	1,200,000
3.4 Activity: Support national, sub-national and local governments to develop urban development policies and plans in a participative and inclusive manner.											
DFAT Regional Funds will contribute to this activity area and Activity Area 3.3, US\$57,000 for Y1											
	a) Strengthen technical capacities around urban planning, urban infrastructure development & town/city planning to improve urban living conditions.	400,000	400,000	400,000	400,000	400,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	1,600,000
	b) Provide support to develop and strengthen urbanization policy and regulatory frameworks	300,000	300,000	300,000	300,000	300,000		UNDP		Knowledge Events; Knowledge Products; Technical Assistance	1,200,000
	Sub-Total for Output 3	8,409,378	7,962,489	8,500,00	8,000,000						32,871,867

1.2 Activity b)	2,248,639	1,190,000
1.2 Activity c)	2,248,639	1,190,000
1.3 Activity a)	14,949	2,400,000
1.3 Activity b)	14,949	2,400,000
2.1 Activity a)	2,300,000	700,000
2.1 Activity b)	1,000,000	300,000
2.2 Activity a)	225,000	840,000
2.2 Activity b)	160,000	1,440,000
2.2 Activity c)	160,000	840,000
3.1 Activity a)	85,000	1,400,000
3.1 Activity b)		1,600,000
3.1 Activity c)		1,600,000
3.1 Activity d)		1,400,000
3.2 Activity a)	8,371,867	8,500,000
3.2 Activity b)	1,200,000	1,200,000
3.3 Activity a)	14,250	1,600,000
3.3 Activity b)		2,000,000
3.3 Activity c)	14,250	1,200,000
3.4 Activity a)	14,250	1,600,000
3.4 Activity b)	14,250	1,200,000
4.1 Activity a)	262,000	1,248,000
Evaluation		60,000
GMS	1,713,983	3,014,240
TOTAL (USDS)	23,612,767	40,752,240
	US\$63,891,007	

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

Pacific Management Committee (PMC):

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

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

The Pacific Management Committee encompasses the following three roles:

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

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

Asia-Pacific Advisory Board:

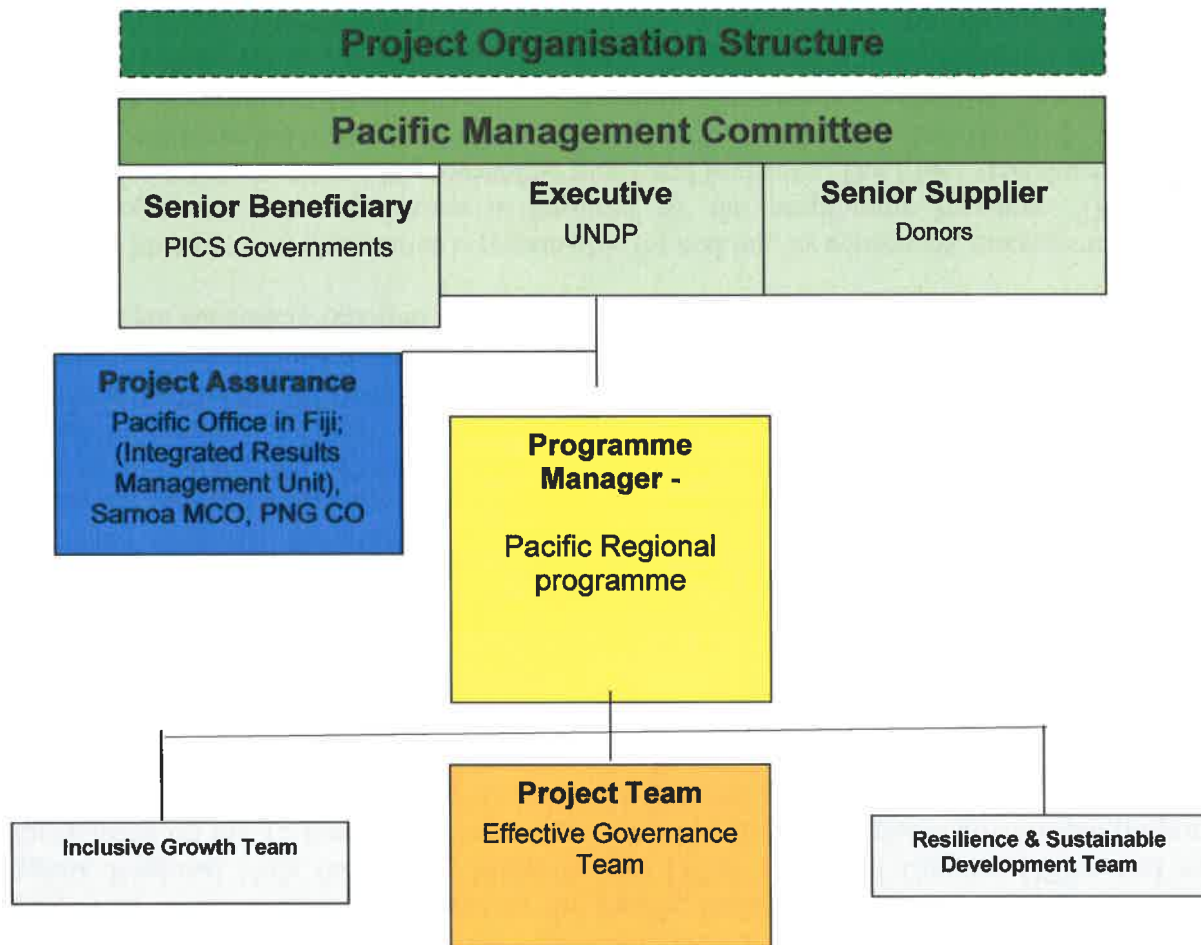
Beyond the direction provided by UNDP’s global and regional strategies, the Regional Governance Programme receives guidance from the Asia-Pacific Outcome Board comprising government representatives, including PICTs, Resident Representatives, other stakeholders, The Programme Board will be used as a key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

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

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

** Since the Pacific Management Committee will take place for the three teams at once, the Programme Manager will be person overseeing the Regional Programme. In the past, it was Bakhodir. Now it is still to be determined but I am assuming there will be an overall Coordinator for the Pacific Regional Programme.

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



Legal Context Standard Clauses

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Risk Management Standard Clauses

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/secu-stds>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
- a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head

g. Choose one of the three following options:

Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

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

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> ● APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. ● APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. ● DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change? <ul style="list-style-type: none"> ● 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. ● 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. ● 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i>	3	2	Evidence	
		1		
2. Is the project aligned with the UNDP Strategic Plan?	3	2		
	1			

29 The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

30 The six signature solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<p>Eviden ce</p>	<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan²⁹ and adapts at least one Signature Solution³⁰. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.
<p>Yes No</p>	<p>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</p>
<p>RELEVANT</p>	
<p>Eviden ce</p>	<p>4. Does the project target groups left furthest behind?</p> <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritizing discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p>*Note: Management Action must be taken for a score of 1. <i>Projects that build institutional capacity should still identify targeted groups to justify support</i></p>
<p>Eviden ce</p>	<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>
<p>Eviden ce</p>	<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-a-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-a-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed

<p>engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.</p> <ul style="list-style-type: none"> • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>							
PRINCIPLED							
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							

<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	Evidence	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes s (3)	No (1)
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	Evidence	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of 	3	2
	1	
	Evidence	

EFFECTIVE		
<p>contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</p> <ul style="list-style-type: none"> • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>		
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 		
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p> <p>Yes (1) No (3)</p>		
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>Yes (1) No (3)</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>		
EVIDENCE		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 		
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 		
EVIDENCE		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <p>3 2 1</p>		
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <p>3 2 1</p>		

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Ye s (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Ye s (3)	No (1)

Annex 2: Social and Environmental Screening

Project Information

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

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project design includes measures to assist national governments to realise and implement human rights as identified under their respective Constitution and foundational laws. The project is expected to ensure that individual staff, board members and MPs in government and political institutions have an increased understanding of human rights standards and commitments, as well as a clear understanding of their roles and responsibilities. Further, the project enhances the capabilities of institutions and beneficiaries to conduct analysis from a human rights perspective and, where appropriate, monitor government policies and actions regarding the realization of human rights commitments, as well as addressing inequalities. The project will enable marginalized individuals and groups to claim and achieve their right of political participation.

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

The project design includes measures for increasing the meaningful participation of women in decision-making and promoting women into leadership positions. The project will capacitate women to seek elected office and, if elected, capacitate them as MPs. Further, the project will build the capabilities of government institutions to conduct gender mainstreaming with regard to relevant work. To the extent possible, the project will incorporate gender-disaggregated data and gender statistics, as well as specific, measureable indicators related to gender equality and empowerment, with the Results Framework including outputs and indicators to address gender inequality. Gender is effectively mainstreamed and all three project outputs have gender equality as a significant objective.

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

The project has no negative environmental effects. The project support to government institutions will be offering trainings and technical assistance, ensuring that the SDGs and development issues are mainstreamed across all work, including gender mainstreaming, reducing inequality, and inclusive and equitable quality education, while at the same time promoting inclusive economic growth, action to combat climate change and its impacts, and conserve and sustainably use the oceans and marine resources.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p> <p>Risk Description</p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
	<p>Impact and Probability (1-5)</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
Risk 1: No Risks Identified	I = P =	
Risk 2: No Risks Identified	I = P =	
Risk 3: No Risks Identified	I = P =	
Risk 4: No Risks Identified	I = P =	
<p>QUESTION 4: What is the overall Project risk categorization?</p>		
<p>Select one (see SESP for guidance)</p>		<p>Comments</p>
<p>Low Risk</p>		<input checked="" type="checkbox"/>
<p>Moderate Risk</p>		<input type="checkbox"/>

	High Risk	<input type="checkbox"/>	
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>			
Check all that apply			Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³¹	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women’s Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

³¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<p><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i></p>
	<p>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</p>
	<p>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</p>
1.1	<p>Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>
1.2	<p>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>
1.3	<p>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>
1.4	<p>Would Project activities pose risks to endangered species?</p>
1.5	<p>Would the Project pose a risk of introducing invasive alien species?</p>
1.6	<p>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>
1.7	<p>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>
1.8	<p>Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>
1.9	<p>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>
1.10	<p>Would the Project generate potential adverse transboundary or global environmental concerns?</p>
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>

Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No

³² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

³³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

No	4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?
Standard 5: Displacement and Resettlement	
No	5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?
No	5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?
No	5.3 Is there a risk that the Project would lead to forced evictions? ³³
No	5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?
Standard 6: Indigenous Peoples	
No	6.1 Are indigenous peoples present in the Project area (including Project area of influence)?
No	6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?
No	6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>
No	6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?
No	6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?
No	6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?
No	6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?

6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Log

OFFLINE RISK LOG



Project Title: Pacific Regional Governance Programme						Project No:		Date: 01 January 2018	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
1	Political organisational environment impacts on project implementation through events, such as political tension, dissolution of a parliament, or leadership change in a government.	01 July 2018	Political Organisational	Probability - 2 Impact - 4	Build trust through continuous dialogue with governments, political institutions and political leaders in opposition, in order to retain flexibility, strong stakeholder ownership, accountability through oversight by the Management Committee. Build formal and informal networks with a broad spectrum of champions across and within programme stakeholders, including senior government staff, political parties, MPs, oversight commissions and CSOs.	UNDP	Project Manager		New / Monitoring
2	Challenges within government institutions to implement and participate in project activities such as	01 July 2018	Operational Organisational	Probability - 3 Impact - 3	Careful and pragmatic prioritisation, planning and sequencing of project activities together with stakeholders to achieve that: project activities are reflected in stakeholders'	UNDP	Project Manager		New / Monitoring

absorptive capacity to adopt change or resistance to reform.	01 July 2018	Political Organisational Strategic	Probability - 2 Impact - 3	<p>annual plans, that updates to the Management Committee on potential challenges and mitigation strategies are identified early, that change leaders are identified early, that over ambitious scheduling is avoided.</p> <p>Ensure that the pace of implementation is appropriate to avoid 'project fatigue' and matches the absorptive capacity.</p> <p>Ensure the scope of activities and terms of references are endorsed by stakeholders.</p>	UNDP	Project Manager	New Monitoring
3 Change in priority areas for stakeholders resulting in lack of priority to implement programme projects.				<p>Through Management Committee's ongoing review on Programme Theory of Change and adjustments if feasible.</p> <p>Some flexibility in project designs, for example in selection of training and workshop topics and with regard to timing of implementation.</p> <p>Avoid abrupt and unilateral changes adopting a more measured and inclusive response.</p> <p>Identify priorities through inclusive annual planning processes along with long term guide points.</p>			

4	Programme is unable to be fully implemented due to a lack of human resources – both short and long-term.	01 July 2018	Operational Financial	Probability - 3 Impact - 3	Appropriate management arrangements established and maintained to distribute resources to ensure all identified beneficiaries have access to projects and technical expertise. Flexibility will be required in implementation, including regional projects and joined up activities between projects, where possible.	UNDP	Project Manager		New Monitoring
5	Natural disasters that impact directly on stakeholder priorities and ability to implement and participate in projects and activities.	01 July 2018	Environmental	Probability - 2 Impact -- 2	Ensure flexible schedule for project and activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary.	UNDP	Project Manager		New Monitoring
6	Programme funding not fully mobilised or expended.	01 July 2018	Operational Financial	Probability - 2 Impact -- 3	Application of monitoring and evaluation processes combined with Management Committee oversight and monitoring.	UNDP	Project Manager		New Monitoring

Annex 4:

Management Committee

Terms of Reference

Overall responsibilities

The Management Committee is the group responsible for making by consensus management decisions for the programme when guidance is required by the UNDP Pacific Office in Fiji senior management, including recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Management Committee decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition³⁴. In case a consensus cannot be reached, the final decision shall rest with the UNDP Programme Manager. Programme reviews by this group are made at designated decision points during the running of the programme, or as necessary when raised by the EGT Leader. This group is consulted by the EGT Leader for decisions when manager tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved Annual Work Plan (AWP), the Management Committee may review and approve programme quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the programme or negotiates a solution to any problems between the programme and external bodies. In addition, it approves the appointment and responsibilities of the EGT Leader and any delegation of its Programme Assurance responsibilities.

Composition and organization

This group contains three roles, including:

- 1) An Executive: individual representing the programme ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the programme. The Senior Supplier's primary function within the Committee is to provide guidance regarding the technical feasibility of the programme.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the programme. The Senior Beneficiary's primary function within the Board is to ensure the realization of programme results from the perspective of programme beneficiaries.

Specific responsibilities

Initiating a programme

- Agree on EGT Leader's responsibilities, as well as the responsibilities of the other members of the Programme Management team;
- Delegate any Programme Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);

³⁴ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

- Set tolerances in the AWP and other plans as required for the EGT Leader
 - Ensure that there is a coherent programme organisation structure and logical set of plans
- Specific Responsibilities** (as part of the above responsibilities for the Management Committee)

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the programme is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the programme gives value for money, ensuring a cost-conscious approach to the programme, balancing the demands of beneficiary and supplier.

Executive

- Assure that all Programme deliverables have been produced satisfactorily;
- Review and approve the Final Programme Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission programme evaluation (only when required by partnership agreement);
- Notify operational completion of the project to the Outcome Board.

Closing a project

- Assess and decide on programme changes through revisions.
- are exceeded;
- Provide ad-hoc direction and advice for exceptional situations when EGT Leader's tolerances
- Review and approve end programme report, make recommendations for follow-on actions;
- and inform the Outcome Board about the results of the review;
- Appraise the Programme Annual Review Report, make recommendations for the next AWP, Partner;
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing satisfactorily and according to plans;
- direction and recommendations to ensure that the agreed deliverables are produced
- Conduct regular meetings to review the Programme Quarterly Progress Reports and provide required;
- Agree on the EGT Leader's tolerances in the Annual Work Plan and quarterly plans when specific risks;
- Provide guidance and agree on possible countermeasures/management actions to address
- Address programme issues as raised by the EGT Leader;
- specified constraints;
- Provide overall guidance and direction to the programme, ensuring it remains within any

Running a project

- Review and appraise detailed Programme Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

- Monitor and control the progress of the programme at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about programme progress
- Organise and chair Management Committee meetings

The Executive is responsible for overall assurance of the programme as described below. If the programme warrants it, the Executive may delegate some responsibility for the assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the programme. The role represents the interests of all those who will benefit from the programme, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Management Committee)

- Ensure the expected output(s) and related activities of the programme are well defined;
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective;
- Promote and maintain focus on the expected programme outcome and outputs;
- Prioritise and contribute beneficiaries' opinions on Management Committee decisions on whether to implement recommendations on proposed changes;
- Resolve priority conflicts.

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored;
- Where the programme's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below).

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the programme (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Committee is to provide guidance regarding the technical feasibility of the programme. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Management Committee)

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected programme outcomes and outputs from the point of view of supplier management;
- Ensure that the supplier resources required for the programme are made available;

Initiating a project

Specific responsibilities would include:

- required procedures.
- Management Committee's decisions are followed and revisions are managed in line with the
- Quality management procedures are properly followed;
- Adherence to RMG monitoring and reporting requirements and standards;
- Any legislative constraints are being observed;
- Applicable UNDP rules and regulations are being observed;
- Internal and external communications are working;
- The scope of the programme is not "creeping upwards" unnoticed;
- The programme remains viable;
- An acceptable solution is being developed;
- The right people are being involved;
- Programme fits with the overall SRPD;
- Adherence to the Programme Justification (SRPD);
- Risks are being controlled;
- Beneficiary needs and expectations are being met or managed;
- Management Committee;
- Maintenance of thorough liaison throughout the programme between the members of the

the approved plans and continues to meet the planned targets with quality. Programme Assurance throughout the programme as part of ensuring that it remains relevant, follows the implementation of the assurance responsibilities needs to answer the question "What is to be assured?" The following list includes the key suggested aspects that need to be checked by the Official typically holds the Programme Assurance role.

Programme Assurance has to be independent of the EGT Leader; therefore, the Management Committee cannot delegate any of its assurance responsibilities to the Team Leader. A UNDP Senior member, however the role can be delegated. The Programme Assurance role supports the Overall responsibility: Programme Assurance is the responsibility of each Management Committee

Programme Assurance

If warranted, some of this assurance responsibility may be delegated (see also the section below)

- Advise on the selection of strategy, design and methods to carry out programme activities;
- Ensure that any standards defined for the programme are met and used to good effect;
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective;
- Monitor any risks in the implementation aspects of the programme.
- Contribute supplier opinions on Management Committee decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- The supplier assurance role responsibilities are to:

- Ensure that programme outcomes and outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the programme;
- Ensure that all preparatory activities, including training for staff and logistic supports are timely carried out.

Running a programme

- Ensure that funds are made available to the programme;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical programme information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Programme Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Management Committee and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”;
- Ensure that the Programme Data Quality Dashboard remains “green”.

Closing a project

- Ensure that the programme is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that programme accounts are closed and status set in Atlas accordingly.

