UNITED NATIONS DEVELOPMENT PROGRAMME
PACIFIC CENTRE

Keeping on Track: 2008 Feedback
Monitoring Assignment
Highlights
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ACRONYMS

ABG	Autonomous Bougainville Government
ADB	Asian Development Bank
AusAID	Australian Agency for International Development
BCPR	Bureau for Conflict Prevention and Recovery
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CLGF	Commonwealth Local Government Forum
CI	Cook Islands
CO	Country Office
CRP	Community Risk Programme
CPR	Conflict Prevention and Recovery
CROP	Council of Regional Organizations in the Pacific
CSO	Civil Society Organization
CSW	Commission on the Status of Women
CTO	Compensatory Time Off
DPA	United Nations Department of Public Affairs
DRM	Disaster Risk Management
EC	European Commission
ECREA	Ecumenical Centre for Research Education and Advocacy
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
FSOSS	Fiji Council of Social Services
FDC	Foundation for Development Cooperation
FRSC	Forum Regional Security Committee
FSPI	Foundation of the People's of the South Pacific
FWRM	Fiji Women's Rights Movement
GBV	Gender based violence
GM	Gender Mainstreaming
GE	Gender Equality
GOV	Governance Team
GSS	Global Staff Survey
HIES	Household Income and Expenditure Survey
HR	Human Rights
HRBA	Human Rights Based Approach
IOV	Internal Operating Value
IT	Information Technology
KOT	Keeping on Track
KRA	Key Result Area
M&E	Monitoring and Evaluation
MCO	UNDP Multi-Country Office
MDG	Millennium Development Goal
MFIN	Ministry of Finance
MINTAFF	Ministry of Internal Affairs
MPN	Microfinance Pasifika Network
MTDS	Medium Term Development Strategy
NAP	National Action Plan
NCOBA	National Coordination Office for Bougainville Affairs
NSCMED	National Centre for Small and Medium Enterprise Development, Fiji
NGO	Non Governmental Organization
NSO	National Statistics Office
NZAID	New Zealand Agency for International Development
OHCHR	Office of the High Commission for Human Rights
OT	Operations Team
PC	United Nations Development Programme Pacific Centre

PCPI	Pacific Centre for Public Integrity
PCRC	Pacific Concerns Resource Centre
PIANGO	Pacific Islands Association of NGOs
PICs	Pacific Island Countries
PIFS	Pacific Islands Forum Secretariat
PIPSO	Pacific Islands Private Sector Organization
PNG	Papua New Guinea
PPBP	Pacific People Building Peace
PRSP	Poverty Reduction Strategy Paper
PS	Private Sector
PSRC	Pacific Sub Regional Centre
PTI	Punanga Tauturu Inc, Cook Islands
RBM	Results Based Monitoring
RCA	Results and Competency Assessment
RMI	Republic of the Marshall Islands
RRRT	Pacific Regional Rights Resource Team
SAP	Strategic Action Plan
SOPAC	South Pacific Applied Geo-science Commission
SIDS	Small Island Developing States
SMT	Senior Management Team
SPC	Secretariat of the Pacific Community
SSA	Special Services Agreement
TA	Technical Assistance
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDESA	United Nations Department of Economics and Social Affairs
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Fund for Women
UNFPA	United Nations Family Planning Association
UNOHCHR	United Nations Office of the High Commission on Human Rights
USP	University of the South Pacific
UNSCR	United Nations Security Council Resolution
WPHS	Women, Peace and Human Security

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Background

Established in mid-2005, the United Nations Development Programme Pacific Centre[1] (PC) was officially opened and upgraded to a full regional centre in July 2006 as one of UNDP's three regional centres for the Asia-Pacific Region. The UNDP's Regional Centres in Colombo and Bangkok and the Pacific Centre provide policy and technical advice and national capacity building, support knowledge networking and sharing of good practices in the Asia-Pacific Region., with PC being focused more specifically on the Pacific Island Countries (PICs), The PC serves the UNDP Fiji and Samoa Multi-Country Offices (MCOs), the Papua New Guinea Country Office (CO) and the recently established sub-office in the Solomon Islands. The PC builds on the ongoing dialogue between countries and the UNDP offices in the region and strengthens the support provided by UNDP through its country-based activities. It adds value to UNDP's presence in the Pacific by providing regional technical support with international experience in the design and management of UNDP activities implemented at both country and regional level, and responding to specific policy advisory requests.

The PC's goal is "to build regional and national capacity to achieve sustainable and equitable development in the Pacific through the provision of high quality technical assistance (TA), training and support"[2]. The PC puts approximately 70% of its effort into regional work with strategic partners and 30% into supporting UNDP COs in the Pacific region, providing technical advice and assisting COs in the design and implementation of national projects.

The PC covers three UNDP practice areas of Achievement of Poverty Reduction and Achievement of the MDGs, Crisis Prevention and Recovery, and Democratic Governance. Human Rights and Gender Equality represent cross cutting concerns.

"Keeping on Track" (KOT), the Monitoring and Evaluation Framework for the UNDP Pacific Centre Strategy (2008-2011) is a tool designed to support ongoing efforts by PC staff to:

1) reflect on how well the Centre is practicing its internal operating values, mainstreaming gender and integrating Human Rights Based Approaches (HRBA)
2) consider feedback from partners on the quality of collaborative relationships,
3) monitor its contribution to the work of its partners.

KOT also provides accountability to partners and stakeholders and ensures that learning from monitoring improves ongoing work. Developed by an independent consultant, KOT draws on monitoring exercises carried out by the PC from 2006-2008 and maps out a process for systematic annual monitoring involving PC staff and key partners. To date monitoring exercises have focused on external feedback, covering four areas:

1) Quality, relevance and accessibility of services
2) Integration of gender and HRBA
3) Knowledge and information exchange
4) Challenges to the Pacific Centre

In August 2008 the PC re-envisioned the 8-step exercise proposed in the KOT as a simpler process involving reflections by each team and internal and external feedback gathering feeding into an annual staff retreat.

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[1] Formerly known as the UNDP Pacific Sub-Regional Centre, renamed in November 2006.
[2] UNDP Pacific Centre Strategy 2008-2011.

Purpose

In September 2008 the PC piloted its first annual monitoring and reflection exercise based on KOT. The purpose of this exercise was to monitor the Pacific Centre's progress against the objectives defined in the UNDP Pacific Centre Strategy 2008-2011, providing a holistic, reflective overview of the Centre's thematic work and internal operating values. The Terms of Reference (TOR) called for the exercise to be carried out as follows:

- Get feedback from Pacific Centre stakeholders in the process of assessing achievements/outputs against the PC's intended outcomes and milestones of progress;
- Help reflect if gender and Human Rights based approach to development have been optimally mainstreamed throughout PC's work;
- Help reflect internally if the PC has become a more empowering working place; and
- Support the Pacific Centre team to reflect on the quality of their (thematic) work and learn any lessons about how to improve interventions in the forthcoming years.

The Centre commissioned the support of two independent consultants, a Gender and HRBA specialist to carry out the internal feedback gathering, and a team leader and monitoring specialist to gather external feedback.

This report is structured in four parts. Part I presents the internal feedback on internal operating values and how well the PC mainstreams gender and integrates HRBA, based on information gathered through a confidential staff survey, face to face discussions with staff, and through participation in the staff retreat. Part II presents feedback from partners obtained through interviews (individual, group and email). Given the special emphasis that the PC places on mainstreaming gender equality and integrating HRBA throughout its work, Part III presents the findings related to these areas from an internal and external perspective. Finally, Part IV focuses on next steps.

Part I: Internal feedback

Context

The Pacific Centre Strategy 2008-2011 outlined 12 Internal Operating Values (IOVs) or internal organizational objectives. Only those considered to be key and cross-cutting were subsequently included within the Centre's M&E framework for annual monitoring. *Keeping on Track* prescribes a clear process for monitoring progress in realizing six IOVs:

IOV 1: The Pacific Centre will become a Supportive Learning Environment
IOV 2: Capacity Development and Partnerships are Central to the PC's work
IOV 3: Gender Mainstreaming and Human Rights Based Approach to Development throughout PC's Work
IOV 4: Realization of One UNDP and One UN
IOV 5: Knowledge Management/Communications and Cutting Edge, Appropriate Programme Interventions
IOV 6: South-South Cooperation and Links with Other Small Island Developing States (SIDS)

The internal monitoring process set out in KOT entails three steps:

1) a confidential staff survey by an external consultant in early September to complement UNDP's Global Staff Survey and provide feedback on progress in respect to Internal Operating values 1 and 3;
2) Human Rights Based Approach and Gender assessments to be carried out in August by two consultants (a HRBA specialist and a Gender specialist) as an external verification process to assess progress in integrating gender and HRBA into the staff's internal work processes;
3) an internal team reflection on progress and achievements in early October, drawing on the work of the external consultants and facilitated by the Deputy Manager, the results of which to be written up and discussed at the Centre Staff Retreat in October.

While external stakeholder feedback had been sought annually since 2006, this was the first time that the Pacific Centre was seeking internal feedback from its staff on its performance in respect to the Centre's internal operating values.

Methods
The UNDP's annual Global Staff Survey provided a useful reference for undertaking a confidential staff survey as well as a baseline for monitoring the Pacific Centre's internal performance in a number of areas. The results of GSS 2007 were perused, together with the three earlier Pacific Centre stakeholder feedback reports, and the Monitoring and Evaluation Framework document, *Keeping on Track*, for purposes of designing the staff survey questionnaire. The questionnaire was mostly constructed from the outcomes, intended outputs and milestones outlined in KOT for monitoring progress in each of the six Internal Operating Values (IOVs).

In the following section, the survey results on all IOVs except IOV 3, which will be discussed in Part III, are summarized. Additional information gathered in face-to-face consultations with a number of staff, as well as other information that emerged during the Staff Retreat, and results from the UNDP GSS 2007, are incorporated into the results, where relevant.

Findings related to internal operating values
The Pacific Centre has worked hard in the last year to implement its internal operating values. It has a cohesive team of highly skilled and dedicated staff, who readily cooperate and collaborate with one another within and across programs, and would do so even more but for the constraints imposed by heavy work burdens. There is a high level of commitment to the Centre amongst staff, a strong belief in its core philosophy and in the value of its work, and deep respect for its leadership. Engaging more staff to meet the growing demand for specialist services in some program areas is crucial.

There is some dissatisfaction among staff about uneven workloads and other discrepancies; however, the Centre has shown itself to be very responsive to staff concerns, as demonstrated by its implementation of most of the outcomes from the last staff retreat, and by the very open process followed in the 2008 staff retreat, which allowed everyone to anonymously raise issues and have them answered constructively by the management team.

The Centre's administrative reliance on the Fiji MCO remains an issue. Some staff feel that efficiency would be improved by the Centre having its own administrative unit.

Capacity building and partnerships are clearly central to the Centre's work. Staff see themselves as contributing to development outcomes through partnerships and the feedback from partners in 2008 is mostly affirming of this aspect of the Centre's work. The capacity

building program with regional CSOs is a bold new initiative that will enhance the Centre's credibility with non-state actors. The Center is distinguishing itself through its innovative partnerships and development interventions and through cutting edge knowledge products. Its work with governments, inter-governmental organizations and other UN agencies has significantly raised the profile of UNDP, and the UN more generally, in the Pacific region.

Part II: External feedback

Methods
Twenty six interviews (involving 32 people from 22 organizations; including 10 based outside Fiji) were carried out, structured around three key questions:

- How is the PC perceived as a partner?
- How is the PC contributing to partner's progress and achievements?
- How well is the PC mainstreaming gender and integrating HRBA throughout its work?

A simple outcome model (Figure 1) provided a framework for developing specific questions within this overall framework. Material from the interviews was analyzed for evidence related to each outcome in the model and for unexpected outcomes. Short contribution stories, approved by the source person(s), provide a holistic picture of the PC's contribution to change.

For the question on partnership, a modified version of McLeod's[3], framework on relationships and what compromises them was used to analyze participant feedback. McLeod proposes that relationships can be divided into three types:

- Emotional connection, where those involved wish to be together
- Mutual benefit[4], where each gets what they want or need at a cost they can afford.
- Shared aim[5], where one benefits the other.

He also proposes that problems in relationships arise when the individuals or organizations involved have 1) fundamentally different views of the relationship with lack of clarity about the basis of the relationship, or 2) when one or both are undermining the basis of the relationship. When this occurs, emotional connection, mutual benefit and shared aim relationships can move into the dynamics of exploitation, where one harms the other, or mutual harm. The relationship types considered in this analysis are mutual benefit and shared aim.

According to McLeod, the factors that undermine relationships are (1) lack of clarity about the basis of the relationship, 2) cheating, stealing, excessively high cost, and disparate attitudes to risk, in the case of mutual benefit relationships; and 3) other agendas, in the case of shared aim relationships.

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[3] Source: http://www.unfetteredmind.org/articles/relationship.php
[4] Mutual benefit relationships are transactional, negotiated and aimed at reciprocal benefit
[5] Shared aim relationships involve the provision of a service or benefit by one actor to the other. Examples include student/teacher, doctor/patient, parent/child, client/consultant and donor/grantee, relationships. While the provider of the service may be remunerated, the sole aim of the relationship is the benefit of the recipient.

Figure 1. How the PC contributes to change. The blue boxes are outcomes over which the PC has the most control. Control decreases progressively further along the outcome chain.
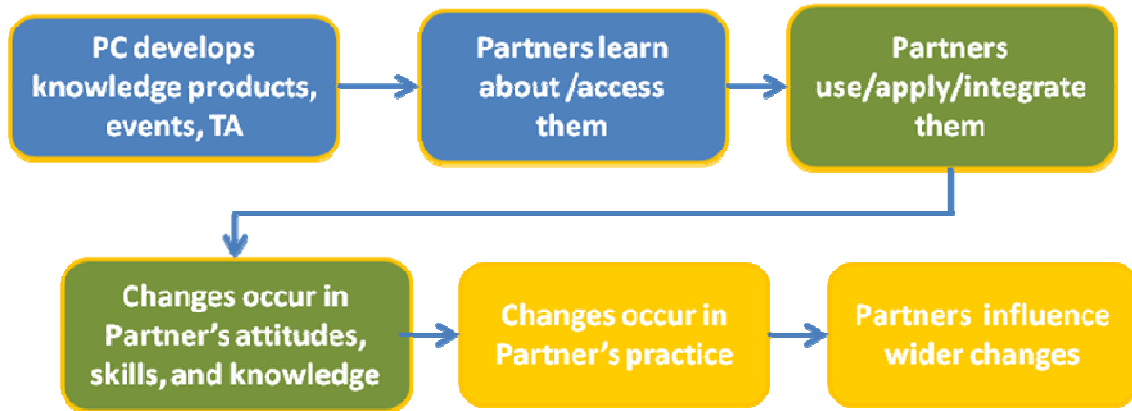
The approach to identifying the PC's contribution to progress and achievements was based on the assumption that the PC's contribution to these unfolds through the influence of the three PC teams, Conflict Prevention and Recovery (CPR), Democratic Governance (GOV) and Poverty Reduction and Achievement of the MDGs (MDG) on the work of partners. The influence occurs through three main vehicles: knowledge products, events and technical assistance (TA). Each of the PC's teams has a different constellation of partners. Based on the list of contacts provided by each team, a partner map was constructed

Material related to the first two questions is covered in this section. Material related to the question on gender mainstreaming and HRBA is covered in Part III.

Figure 2. The partner map of each Pacific Centre Team.
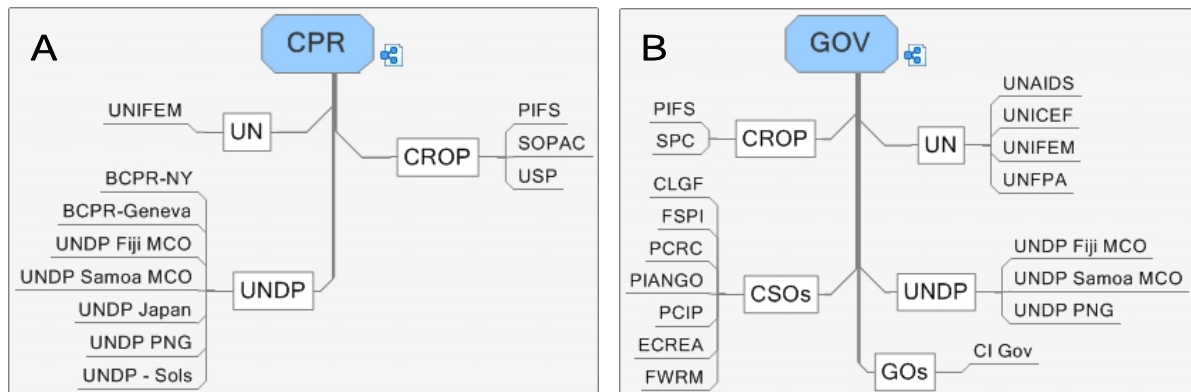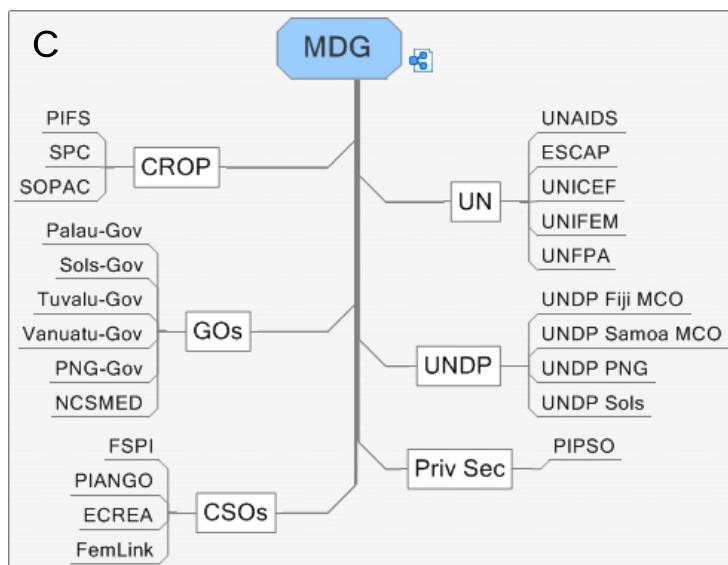
Findings related to partnership

When asked to sum up the quality of the relationship with the PC, most people chose a positive word or phrase (Figure 3). About one quarter characterized the quality of the relationship as variable, and a small number described the relationship with a negative word or phrase. CSOs, donors and Government organizations tended to report the most positive relationships, while CROP agencies tended to report more mixed experiences. The most variable views were held by staff of UNDP offices.

In general, partners are pleased with the quality of the relationship and are seeking greater engagement. Most partners collaborate in one area only, and are not always well informed of the full range of the PC work. There is an awareness and concern among some partners that the PC's capacity to deepen engagement is not always keeping pace with demand.

Figure 3. Quality of relationship with the Pacific Centre in a nutshell. (Text size is proportional to the frequency of use of each word; www.wordle.net)

Partners appreciate the PC's responsiveness and accountability. A few partners would like to see greater transparency, often framing this as earlier and more frequent communication. Excellent technical advice, ability to open doors on contentious issues, hard work and enthusiasm were consistently described as PC strengths. There is great appreciation and high regard for the experience and expertise of the PCs senior management.

The most frequently raised issue concerned the basis of the PC's relationship with partners, with many expressing a desire for greater reciprocity and more clarity about the nature of the relationship. Another concern is a perception that PC staff may sometimes be motivated by an agenda other than assisting the partner in question. Procurement was the third most frequently raised partnership issue. The procurement policies are seen as potentially excluding individuals and organizations who find the costs of engaging in process too high, implying the potential to exclude regional expertise. Some partners are uncomfortable with the non-reciprocal, client/contractor mode of engagement set up between the PC and themselves. The procurement policies can pull partners into relationship dynamics different from those they aspire to with the PC, thereby muddying the waters around the basis of the relationship. The third problem is that the bureaucracy around procurement significantly slows down implementation.

In the previous monitoring assignment there were numerous suggestions on how to improve the PC's knowledge role, centred on increasing awareness of resources, distributing them more widely and organizing learning opportunities around topics of particular interest. Partners were hopeful that the PC could tackle procurement issues. They also suggested recruiting Pacific Islanders as advisers, taking a long term view and working more slowly, allowing time to build relationships and finding ways to work more as "One UN." While all of these were reiterated in the current feedback, the main suggestion articulated was to do much more to clarify and formalize relationships and to engage in proactive, upfront, high level discussion, coordination, and joint planning with partners.

Findings related to progress and achievements
Use of knowledge products by partners was confirmed in over half of responses. In four cases partners had not accessed any PC knowledge products. The remainder did not provide information on whether or not they had made use of knowledge products. CEDAW related publications are used by the broadest range of partners (Table 1). MDG, disaster management and materials related to parliaments are also used by several different types of partners. The results suggest that CROP agencies may be a particularly important user of knowledge products.

Thirteen partners confirmed the usefulness of UNDP PC events. Six partners had not attended an event, with several of these mentioning that they are not aware of events, or that information about events has not been reaching them. The remainder did not indicate whether or not they had attended events or found them useful. In several cases partners indicated that further training and follow up would be necessary in order to make practical use of material introduced at the event. In two cases partners felt an event had not been useful because of low relevance in the national context. MDG related events have been useful to a range of partners (Table 2). UNDP offices and CSOs may be greater consumers of events than the other partner types. Two partners mentioned specific events dedicated to information sharing by the PC as having been particularly useful.

Partners identified a number of other useful or significant contributions by the PC to their work. These ranged from personal professional benefits from informal mentoring and advice provided by PC staff, contributions to partner's products, networking and information sharing, to opening doors on contentious issues.

Table 1. UNDP Pacific Centre knowledge products used by partners

UN	UNDP	GO	CSO	CROP	Donor
National MDG reports	Human Rights pubs	MDG Costing & Budgeting Tools	MDG related material	Human Security in Pac Region (07)	Regional Action Plans on Disaster Prevention & Recovery
Poverty reports	CEDAW pubs	CEDAW pubs	CEDAW pubs	CEDAW pubs	Parliamentary Support pub (07)
Gender Needs Assessment & Costing Tool	Disaster Management Mainstreaming (07)	Six steps to Setting up a Business	Fast Facts (07)	Legislative Needs Assessments	
	Financial Literacy Training Module	Parliamen-tarian's Roles		Accountability Workshop CD	
				HIV Migration & Mobility	
				Costing tool for DRM National Action Plans	

Table 2. UNDP Pacific Centre events considered useful by partners

UN	UNDP	GO	CSO	CROP	Donor
Subregional MDG Workshops	Sharing CPR Experiences	Subregional MDG Workshops	MDG consultations	Pac Island Nat Security Wrkshp	Freedom of Info Wrkshp
MDG Conference (06)	Pacific Parliamentary Wrkshp (07)	MDG Conference (06)	CSW 52	Human Rights & Disaster	Security Ref Group
Quarterly info sharing w/PC	Gender & Governance (08)	MDG Costing	Strategic planning for CSW 53		Gender mainstreaming training
	Freedom of Info Wrkshp		Women in Peace and Security		
	Gender training		Track II dialogue		
	Launch of Asia Pacific HDR		PC Stakeholder Wrkshp		

Ten contribution stories were authorized for inclusion in this report. These illustrate multiple levels of change including 1) use of knowledge products, events and technical assistance; 2) changes in partner's attitudes, skills and knowledge; 3) changes in partner's practice; and 4) partners influencing wider changes.

Three to four contribution stories emerged in each of the PC's thematic areas (Table 3), with several stories relating to more than one thematic area (Annex 1). The majority of stories provide evidence of mainstreaming gender and/or integration of HRBA. Several document outcomes of effective technical assistance provided by the PC.

These stories provide evidence of progress against the strategic objectives, intended outputs and milestones in the Monitoring and Evaluation framework for the PC's Strategy for 2008-2011. An overview of evidence for specific milestones for each thematic area is provided in Tables 5, 6 and 7 in Annex 1. Evidence for several unintended outcomes was also identified.

Table 3. Map of Contribution Stories (Bold type indicates that the primary focus of a contribution story is in that particular thematic area. Stories that provide evidence of mainstreaming gender and/or integrating HRBA are labeled G and HR respectively)

Partner	Thematic area		
	CPR	GOV	MDG
UN			**ESCAP**[(G, HR)]
UNDP		**UNDP PNG-CO**	
CSO	**femLinkpacific**[(G, HR)]	femLINKpacific[(G, HR] **PTI, CI**[(G, HR)] ECREA[(G, HR)]	**ECREA**[(G, HR)]
CROP	**PIFS SOPAC**[(G, HR)]		
GO		**MINTAFF, CI**[(G, HR)]	**MFIN, SI**[(G)]
Private Sector			**PIPSO**

Part III: Feedback on Gender mainstreaming and integration of HRBA

Internal feedback
Significant advances have been made in building conceptual understanding of gender mainstreaming (GM) and HRBA among staff, although levels of understanding are evidently uneven. Bringing all members of the team aboard on these two development approaches is important, and in this regard it would be useful to remind staff of their obligation to complete the mandatory online course, *Gender Journey,* and ensure that time is allowed those who have not yet done the course to do so. Beyond understanding GM and HRBA, however, lies the question of who should have responsibility for their incorporation across all programs of the Centre. Although several staff had GM outputs and indicators inserted into their KRAs this year, in the words of one staff member 'You cannot expect people to deliver when they do not know how'.

To date the Pacific Centre's approach to implementing GM and HRBA has been laissez-faire. Political direction from the Centre's management has been strong enough, but implementation has largely depended on the commitment, imagination and technical

competency of individual specialists and advisors who have to conceptualize how to apply GM and HRBA to achieve particular results or outcomes (measured by indicators) in their own program areas, and where cross practice has taken place, in other programs of the Centre. Political direction for mainstreaming gender and HRBA into the Centre's program is often not followed by Centre staff for the reasons that they do not know how to operationalize these approaches in their programs, or because they 'do not have time to do it'. As a result, in areas where some strong and effective technical work is being done, the gender component is weak or absent.

As one of the PC staff put it, 'The Centre needs a gender mainstreaming and HRBA strategy'. While several staff felt that not enough was being done on GM and HRBA, the Centre has made commendable progress in these areas. The informal advisory role played by the Human Rights (HR) Specialist has clearly been critical, illustrating the immense value of cross-practice work, but playing this role has unfairly extended her workload. As one respondent put it, the HR Specialist 'has been the gender and HR conscience of the Centre even though this is not her responsibility, but a management responsibility'.

A more serious commitment to GM and HRBA requires processes and mechanisms to be put in place, and followed, to ensure that *all* programs and proposed programs of the Centre include gender and HRBA analyzes and key results from the design stage, that they are subsequently monitored/evaluated for these results, and that there are periodic reporting requirements. To be effective, a more structured approach to technically implementing GM and HRBA in all the Centre's programs would also demand cross-practice work from the conceptualization/design stage. There are staff time implications in this but if GM and HRBA are to be taken seriously, this cannot be avoided.

In program areas where the normative framework of rights guides programming, a combination of innovative thinking, regional knowledge, appropriate partnerships and solid commitment to achieving GM and HRBA results can produce very successful program interventions. In the Financial Inclusion project, both values are very well reflected at all levels - advocacy, training, and service provision – and it is expected that there will be gender-disaggregated, poverty-reduction impact monitoring. Other programs and projects can similarly be re-designed for GM and HRBA 'compatibility' and if some time were to be devoted to work-shopping one project from each of the three programs at a time, a methodology could well be developed and applied to every other program by individual teams. How to ensure that in each of the three program areas, and their various sub-programs, gender and HRBA are *effectively* being addressed is the challenge.

The last two sections on GM and HRBA strategies and indicators are intended to challenge program staff to consult some of the excellent analytical work that is available and reflect on what GM and HRBA are intended to achieve and lessons learnt.

External feedback
As in the previous monitoring assignments, the PC is widely seen by partners as a strong advocate for gender mainstreaming, and some noted that this advocacy emanates from all levels of the organization. Partners report that gender mainstreaming is consistently covered in PC- organized workshops and other events and in most, but not all, TA. While a number of partners reported that the PC has either helped them to initiate gender related work or has reinforced and added value to what they were already doing, a small minority were concerned about what they perceived as paradigm differences in how they and the PC approach gender, with the partner expressing a preference for a softer approach that allows more space for shared values to emerge, and the tailoring of advocacy for different audiences. Another concern expressed in a few interviews was a gap between gender mainstreaming at the conceptual and operational level. These partners reported difficulties

in introducing gender mainstreaming in country-level programming and want more practical guidance and support for doing this.

Partners' responses concerning HRBA were sparser and more variable. A few partners admitted that they were not familiar with HRBA approaches and did not really understand them. Some commented that there was a long way to go in HRBA across the board and noted that PC was active in promoting this, including coverage of HRBA in workshops and other events. Some said that their engagement around HRBA was just beginning or that they were open to HRBA. Several partners had not noted evidence of HRBA approaches in their collaboration with the PC. Other partners said it was implicit. A few partners are actively working with HRBA approaches and indicated that collaboration with the PC is helping to advance and reinforce the work they are doing.

As with gender mainstreaming, the challenge of moving from a conceptual to practical level was noted with HRBA and the need for the PC to provide more practical guidance and support was raised. One partner suggested that the process of integrating HRBA could be helped along by developing human rights related regional frameworks and aligning programs to these.

This feedback suggests that while HRBA is not perceived as being as well integrated in the PC's work as gender mainstreaming, there appears to be more awareness by partners of HRBA and more engagement between partners and the PC on HRBA than was picked up in previous monitoring assignments.

Part IV: Keeping on Track: Next steps

Gender Mainstreaming and Indicators
Gender mainstreaming is a strategy for attaining the goal of gender equality. Gender mainstreaming should rightly be termed 'gender equality mainstreaming' - despite apparently wide attention to GM since 1995, 'evaporation' of policy commitments to gender equality is widespread.

Having an organisational commitment to gender equality mainstreaming means that all program staff are responsible for ensuring that the goal of gender equality is embedded in each of their programs and projects. Gender Based Analysis (GBA) is the starting point for mainstreaming gender equality in programs. GBA needs to be included from the design stage of programs (to understand how men and women are likely to be differently affected by the issue/s to be addressed through the project because of gender-differentiated roles and responsibilities, unequal access to land and other resources, and unequal enjoyment of personal autonomy and decision-making power). Seeking ways to ensure that both women and men benefit from the project, and that there are tangible and sustainable equality gains for women, becomes a key focus of program planning.

Effective GM depends on 'the skills, knowledge and commitment of the staff involved in [both] management and implementation.' If the Centre is organizationally committed to GM it has to allocate resources for GM capacity development and recruit at least one gender specialist onto the team. Insufficient understanding and capacity is a common problem in implementing GM. It is not sufficient to have a policy. A recent assessment of Oxfam (GB)'s work on GM in PRSPs concluded with recommendations that the organization organize training of its staff in general gender awareness, gender and PRSPs, gender and trade, and broader gender and macroeconomics, and enhance its country office gender advocacy capacity by appointing gender experts.

The task of developing indicators for GM is one that needs to be undertaken by the program/project designers since indicators must be program and context specific. There is no one size fits all however there is a wealth of resources on GM practice in a range of different development areas available on the web. They provide ideas and guidance aplenty as well as useful evaluations of what has/has not worked in GM experience. A number of these resources and papers are included in the References. They cover experiences with GM in HIV and AIDS, water management, police training, and in advocacy work on PRSPs.

In the context of new aid modalities, gender could become sidelined or confined to specific program areas. The governance team can play an important advocacy role in keeping gender on the agenda, as well as strengthening, through its CSO capacity development work, the capacity of women's organizations to advocate for macro policy changes, such as gender budgeting. Work plans for 2009 may already include such activities. Developing results/indicators for them would be straightforward enough.

The UNDP RBA Strategy and Indicators
The UNDP is considered a 'notable intellectual leader within the UN' in elaborating what a rights-based approach to development means. Among the rights considered central to UNDP's development work in 1998 were: rights of participation, rights to food, health, habitat and economic security, rights to education and to health, rights to work and rights of workers, rights of children, rights of minorities and indigenous people, rights to land, rights to equality, rule of law and administrative due process, and rights to environmental protection. Other rights will have since been added, including women's rights to equality, reproductive rights, and the rights to security and freedom from violence.

UNDP developed a rights and development framework which lay down an initial two-step assessment and analysis process, however, a recent evaluation was unable to find any evidence of the formula being used by UNDP in any country program and say little has been done to incorporate a rights framework into UNDP's poverty eradication and sustainable human development programs. The most likely explanation for this is that COs have likely been resistant to re-orienting their human development work to incorporate a rights-based approach, and it is much easier to start new programs in the 'new area of democratic governance and strengthening of human rights institutions.

For the Pacific Centre, with its strong commitment to incorporating HRBA, the UNDP 'formula' offers a useful starting point for planning or re-orienting the Centre's programs towards HRBA. Reflecting on what rights lie at the core of each program area, followed by an assessment of the existing obligations of regional states and how they are/are not being met etc, followed by an analysis of which groups are the most disadvantaged by non-fulfillment of these rights, provides a solid foundation for designing a project from a rights based framework. All of the Centre's program areas - MDG and poverty-reduction, sustainable development, HIV and AIDS, financial inclusion, local government, legislative strengthening, freedom of information, CSO capacity development, conflict prevention, security sector reform, disaster relief management and climate change – could be re-oriented to a HRBA using this approach. Once expected outcomes have been drawn up, indicators can easily be worked out for monitoring/evaluation purposes.

Two indicators for HRBA impact that are suitable for monitoring the Centre's financial inclusion work were suggested by UNDP's reflections (in 1998) on what a rights based approach to poverty would mean: numbers/percentage of financially-included people/households whose standard of living has improved; and numbers/percentage of people/households whose choices and freedoms have been expanded. Such indicators are possibly already being used. The example illustrates the importance of qualitative data showing the empowerment impacts of the change brought about by the project, rather than

simply statistical data, when planning M&E for HRBA results. Gender disaggregating data would show GM and gender equality results.

Monitoring Framework, Approach and Methods for External Feedback
In considering how the approach and methods could be adjusted for future monitoring assignments, it is useful to re-visit the process for external feedback proposed in KOT. The intention of the KOT approach was to gather feedback on partnership regularly (annually, to build up a picture of the PC's contribution to partner's progress and achievements progressively over time, and to carry out these processes separately. An advantage of this approach is that it avoids the central problem encountered in this year's exercise, of trying to do too much in the context of a single interview.

A number of possibilities exist for implementing the KOT approach. Exploration of progress and achievements (Contribution Monitoring) in a thematic area and feedback on partnership (Partnership Monitoring) could be carried out annually as separate exercises or carried out in alternate years. A hybrid approach could also be considered, with feedback on partnership carried out every other year and exploration progress and achievement carried out annually. If the PC's information needs so require and resources are available, the contribution of all three teams to the progress and achievements of partners could be explored on an annual basis. These approaches are summarized as four scenarios in Table 4 with advantages and risks identified.

Table 4.Scenarios for carrying out partnership and contribution monitoring in future years

Focused approach			Comprehensive Approach		
	Monitoring	**Frequency**		**Monitoring**	**Frequency**
F1	Contribution	Annual	C1	Contribution	Annual
	Partnership	Annual		Partnership	Annual
F2	Contribution	Annual	C2	Contribution	Annual
	Partnership	Alternate yrs		Partnership	Alternate yrs

Scenario	Characteristics	Resource requirements	Meeting information needs	Risk of participation fatigue
C1	Annual partnership and contribution monitoring in all thematic areas	Highest	Greatest availability of information for planning and reporting	Highest
C2	Partnership monitoring in alternate years and annual contribution monitoring in all thematic areas	Intermediate	Intermediate	Intermediate
F1	Annual partnership monitoring and contribution monitoring in one thematic area			
F2	Partnership monitoring in alternate years and annual contribution monitoring in one thematic area	Lowest	Lowest availability of information for planning and reporting	Lowest

The KOT does not provide specific guidance on how the in depth exploration of thematic areas is to be carried out, however the draft contribution stories shared at the staff retreat had a positive reception and resonated with discussions about the value of people-centred ways of communicating.

The PC could also consider incorporating outcome models as a complement to the results-based output/milestone frameworks in the KOT. The adoption of Results Based Monitoring (RBM) is not surprising, given UNDP's role in establishing the Millennium Development Goals; however, RBM is somewhat of a "black box." Collecting information to report against outputs and milestones will not necessarily help to facilitate learning, or reveal problems or opportunities in implementation in a timely manner. A complementary approach, introduced through the September 2008 monitoring assignment is the use of outcome models or theories of how the changes that PC aims to contribute towards are believed to come about. In particular, developing outcome models that reflect the PC's key cross cutting themes of GM and HRBA will help to ensure more effective monitoring of the Centre's contributions in these areas in the future.

Recommendations

	Recommendations arising from the internal feedback process	Time-frame*	Who respon-sible**
1	The Pacific Centre's organizational arrangements need reviewing in the light of the Centre's rapid expansion. There is an urgent need to strengthen its Operations Team and related administrative support services.	3	DM
2	A job evaluation exercise is recommended to sort out existing discrepancies. There is also a need to build the capacity of junior staff.	3	DM
3	With increasing demand for technical assistance from the Centre, consideration should be given to establishing a contingency fund and a roster of available experts for rapid deployment in response to requests for technical assistance.	4-5	SMT
4	Given the centrality of partnerships to the work of the Pacific Centre, it is important that all staff have clarity on what precisely constitutes partnership. Consideration should be given to providing room for less formal kinds of partnerships to enable responses to be made to one-off requests from governments or CSOs working in PC program areas.	1	SMT
5	Serious consideration should be given to engaging a Gender Specialist with experience in successful gender mainstreaming interventions elsewhere, to assist the PC more systematically mainstream gender across all program areas	4	SMT
6	Both the UNDP Gender Scorecard and the institutional and results framework being developed to operationalize UNDP's Gender Equality Strategy 2008-2011, should be used to develop effective GM and HRBA results and outcomes	4	SMT
7	All program heads and specialist and advisory staff should have GM and HRBA KRAs. GM, HRBA and cross–practice work should be rewarded in RCAs	4	PC heads

	Recommendations arising from the external feedback process			
8	Clarify UNDP roles and relationships and work with UNDP partners to communicate these more clearly to Pacific partners	4	SMT	
9	Invest in communicating who you are, what you do, who you work with and how you work	1-4	SMT, PCT, OT	
10	Engage in regular high level dialogue with key CROP, CSO and GO partners to clarify the bases of the relationship, (possibilities include service delivery [PC as client or Partner as client], mutual benefit, or a mix) and agree joint strategic priorities to set the scene for practical dialogue around joint programming, coordination and planning. This requires consideration of how to complement the service delivery model with other more reciprocal modalities.	2-3	SMT	
11	Find ways to increase use of local expertise	4	SMT, PCT	
12	Keep working on procurement issues	4	SMT	
13	Slow down: take time to develop relationships and to gain deeper appreciation of the mandates and political priorities of others and of how the regional works	1-4	PCT	
14	Consider partner feedback on useful knowledge products and events in light of the "partner map" of each PC team as a way of identifying possible gaps in how well these are disseminated and promoted	3	PCT	
15	Consider whether any of the other useful or significant contributions identified by partners merit consideration in the PC's strategies for working with partners	3	SMT	
16	Consider whether any of the unintended outcomes identified through contribution stories merit inclusion in the monitoring and evaluation framework as intended outcomes.	3	SMT	
	Recommendations for Keeping On Track, the Monitoring and Evaluation Framework and Process			
17	In deciding how to carry out external monitoring in the future consider four scenarios proposed (these are based on focused vs comprehensive approaches to monitoring the PC contribution to partner's progress and achievements and annual vs bi-annual partnership monitoring)	4	SMT	
18	Include a preliminary phase for orientation, contextualization and design. Start with a draft TOR, the key documents (Keeping on Track and the reports of the previous monitoring assignments), information about key dates and resources available. Based on this the consultants can provide feedback on the TOR and once agreed, propose a design and plan for the monitoring assignment.	4	DM	
19	Upgrade the database of contact information that supports the monitoring consultants in their task	4	KMO	
20	Establish a database of knowledge products, events and technical assistance	4	KMO	
21	When designing and resourcing the monitoring assignment build in sufficient time for to give partners plenty of notice and response time. Also allow sufficient time for the consultants to make refinements to the process, carry out the analysis and engage in teamwork.	4	DM	
22	As in previous years, circulate this report to partners	1	DM	
23	Consider incorporating outcome models as a complement to the results-based output/milestone frameworks in KOT.	4	SMT, PCT	

* 1) immediate; 2) within 3 mo; 3) within 6 mo; 4) within 1 yr; 5) longer term
**2) SMT: Senior Management Team; DM: Deputy Manager, PCT: PC Teams; KMO: Knowledge Management Officer: OT: Operational Team

Annex 1: Contribution Stories

Contribution Stories related to Conflict Prevention and Recovery

femLINKpacific, Fiji. Sharon Bhagwan Rolls, Founding Coordinator

Since 2006, the Pacific Islands Forum Secretariat (PIFS) and the UNDP Pacific Centre (PC) have jointly supported a space for Pacific Peacewomen in the annual Forum Regional Security Committee meeting. This has enabled the engagement of Peacewomen and Forum Security Officials on the issues relating to the implementation of the gender equality commitments included in the Pacific Plan and the call by Pacific Forum leaders for the development of a regional Human Security Framework.

In 2006 PIFS convened a Pacific Regional Workshop on Gender, Conflict, Peace and Security, which emphasized the need to strengthen partnerships between key government portfolios and their respective ministries, civil society, regional and international organizations, and the donor community. Organized in partnership with UNDP, UNIFEM, AusAID, femLINKpacific and the International Women's Development Agency, the workshop called for a number of measures including: an annual update on Gender, Peace and Security issues; commissioning of research on gender dimensions of regional conflict and peace processes; development of a database of Pacific women peacemakers; audits of UN Security Council Resolution 1325 (UNSCR 1325) compliance by regional assistance missions and peace agreements; technical assistance to Forum members for national UNSCR 1325 implementation including capacity building on gender awareness; support for women's NGOs working on UNSCR 1325; and improved gendered early warning systems. These outcomes were subsequently endorsed by the Forum Regional Security Committee (FRSC) and follow-up action has been integrated into the PIFS work plan.

The convening of the 2007 Women, Peace and Human Security (WPHS) consultation by the PC and PIFS once again brought Pacific women to the table with a range of officials. The consultation was designed to assist in informing the deliberations of the FRSC in June, and recommendations for the Pacific Forum Leaders meeting in October. The meetings revealed the complexities of Pacific realities when addressing the concept of human security, contributed towards a women's regional platform on crisis prevention, human security and peacebuilding, helped identify key issues threatening human security from the perspective of Pacific women, and formulated an approach to monitoring these issues and working, through multi-stakeholder partnerships and within a consultatively developed policy framework, to address the challenges. The consultation also served as an opportunity to analyze a range of human security issues through a gendered lens, including leadership, governance, human rights, access to justice, land resources, access to basic necessities and HIV/AIDS and led to critical steps forward in advancing the localization of UNSCR 1325 in the Pacific Island Region. The regional forum was also an opportunity to enhance our collective call for the retention of a women, peace and human security space in the process leading up to the annual FRSC meetings. The consultations recommended 11 priority issues to achieve the social, economic and political climate to enable women's human security and 7 measures to enhance human security for women and men in the region:

During this time, a United Nations fact-finding mission was dispatched to Fiji to assess the political and electoral situation in the wake of the December 2006 coup d'état. The mission would have missed out on meeting the Fiji Peacewomen attending the WPHS Consultation; but for some rigorous lobbying by femLINKpacific positively supported by the PC. A teleconference with mission members, arranged by the PC, enabled representatives from femLINKpacific, Transparency International, the Catholic Women's League and the National Council of Women to submit and speak to a position paper which highlighted critical issues and concerns drawn from our networks, which the women believed were vital not only to return Fiji Islands to parliamentary democracy but also address the root causes of our history of political conflicts.

These recommendations offered practical ways to ensure compliance with gender equality commitments to sustainable human security, including CEDAW as well as UNSCR 1325. They acknowledge that the long-term reconstruction requires an investment in building capacity of national

women who champion human rights, peace and democracy – including young women leaders who will serve as key spokespersons in national level dialogue while also strengthening information and communication channels to support women in rural communities:

In 2008 femLINKpacific, as the coordinator of a regional women's media network based on UNSCR 1325 and a regional policy level programme "Peace Talks" has once again collaborated with PIFS and the PC's Conflict Prevention and Recovery team on the development of the official Women, Peace and Human Security paper for FRSC. The PC convened the second Track II dialogue, which brings together government officials and civil society representatives to discuss human security and conflict prevention in the region. This was a valuable opportunity for femLINKpacific's regional network members to actively engage with FRSC officials. The partnership also enabled femLINKpacific's coordinator to attend the official retreat where the WPHS paper was adopted.

Additionally femLINKpacific has participated in a variety of consultations convened by the PC around the MDGs and in a training and strategic planning workshop for the 53rd session of the United Nations Commission on the Status of Women (CSW 53) held in September 2008 to prepare potential candidates for attendance at CSW 53 in New York. It introduced the participants to the workings of the CSW including lobbying, negotiations, advocacy and communication. The training and strategy session also provided an opportunity for participants to identify Pacific priorities relating to the CSW 53 theme on equal sharing of responsibilities between women and men including care-giving in the context of HIV/AIDS.

Pacific Islands Forum Secretariat (PIFS), Suva, Fiji, Andie Fong Toy, Director Political and Security Programme and Lawrie Cremin, Political Issues Advisor

The UNDP Pacific Centre (PC) has contributed to the strengthening of PIFS work on conflict prevention and response by placing a conflict prevention advisor with us for the past eighteen months. This has been of great value as conflict prevention is a new area for PIFS. Given the success of this seconded position, we now have AUSAID funding to mainstream this position although we expect our new Conflict Prevention advisor to work closely with their PC counterpart. Most significantly, the interaction with and support of the PC has provided confirmation and affirmation that what PIFS is doing is on track.

We are looking at developing a Human Security Framework for the Pacific Island region that can be used to help address (potential) causes of conflict, monitoring conflict escalation and strengthening conflict resolution mechanisms.

Through the support provided by the PC, PIFS has completed four case studies in Kiribati, Federated States of Micronesia, Vanuatu and Samoa that look at identification of relevant human security concerns for conflict prevention, how these are being addressed, and potential gaps; identification of potential indicators at the national level, existing capacities to monitor these, and how this monitoring could be strengthened; and identification of existing capacities for conflict resolution and how these could be strengthened.

All of this is feeding in to the development of the regional Human Security Framework.

Through this work we have been learning what governments consider to be their key human security issues and from this we will be able to sharpen and refine PIFS' focus in developing a regional Human Security Framework. We have already seen that the main security threats or causes of conflict in the region are not terrorism or transnational crime but economic inequalities, migration/urbanization, land, weaknesses in governance institutions, disjoint between "introduced" and customary forms of governance, unemployed and alienated youth.

Pacific Islands Applied Geoscience Commission (SOPAC), Mosese Sikivou, Manager, Community Risk Programme

The Pacific Islands Applied Geoscience Commission's (SOPAC) Community Risk Programme (CRP) and the Pacific Centre have been jointly involved since June 2006 in the development and implementation of National Action Plans (NAPs) for Disaster Risk Management (DRM) in Vanuatu, the Marshall Islands (RMI), Samoa and the Cook Islands. This support from SOPAC and PC has been under the auspices of the Pacific Disaster Risk Management Partnership Network – an association of regional and international organizations committed to DRM capacity building for Pacific countries. Other joint activities include ongoing developmental work for the Pacific Disaster Net web portal and the establishment and testing of a Flood Response Plan as part of the establishment of a Flood Early Warning System for Navua, Fiji. We have also been collaborating with the Pacific Centre (PC) on a study on the links between poverty and disasters, which should be completed in early 2009.

Colleagues at the PC adapted and field tested (in RMI) a costing tool for DRM National Action Plans. The tool proved useful to Government officials in terms giving them a clear indication of their potential contribution and also the extent to which they needed funds from external sources towards the implementation on the NAP. The tool, with further minor adjustments has also been applied successfully in the Cook Islands by a SOPAC team representing the Pacific DRM Partnership Network.

The technical support provided by the PC to SOPAC's CRP and to the Partnership Network in general was through the contribution of expertise on a range of issues linked to the socio economic development of Pacific countries and the dangers of instability caused by the risks related to natural and other human-induced hazards. The PC team was able to provide this perspective because of the richness and diversity of professional backgrounds within their makeup. This has been critical to the success of SOPAC and the wider Pacific DRM Partnership Network (coordinated by SOPAC) in terms of its engagement with the governments of Vanuatu, RMI, Samoa and the Cook Islands in relation to their National Action Plans.

Recruitment of additional staff will enable further collaboration with the PC in relation to National Action Plan exercises. The next likely opportunity will be in the Solomon Islands and we hope to co-develop to the extent where both the PC and SOPAC can have country NAP missions running simultaneously, as this will ensure earlier completion of the development phase of the NAPs and allow for more concentration of effort on NAP implementation.

Another valuable contribution to our work in DRM is a checklist, developed by the PC and the Office of the High Commissioner for Human Rights, on integrating Human Rights in natural disaster management in the Pacific. This provides the foundation for mainstreaming gender into disaster management practices in the region. The PC is helping to coordinate a Pacific delegation to attend a global conference on DRM, Adaptation to Climate Change and gender. This will help build the capacity of the delegation and provide a clearer Pacific voice on these issues.

In our study on the link between poverty and national disasters we are exploring ways in which the data and subsequent analysis can be gender disaggregated. We are also trying to encourage a more gender balanced approach when CPR works with national governments and other representatives in the NAP process. We try to ensure that our situation analysis of DRM issues and challenges draws out relevant gender and human rights aspects to help ensure sensitivity and responsiveness to particularly vulnerable sections of society in a disaster event.

Table 5. Supporting evidence from contribution stories provided by partners for progress towards achievement of Strategic Objective 3

Intended Outputs	Milestones for monitoring progress	Supporting evidence
Strategic Objective 3: To support Regional organisations, Governments and COs to prevent, manage and respond to conflict and natural disaster in the Pacific.		
1. Strengthened regional and national mechanisms and frameworks for improving human security in the Pacific. 2. Improved awareness of gender issues and strengthened capacity for mainstreaming gender in Pacific CPR policy and practice. 3. Enhanced capacities of a cadre of development practitioners in gender-responsive, human rights based CPR analysis and response. 4. Strengthened local capacity for conflict prevention, recovery and disaster risk management working with local government, civil society groups and communities.	1.1) DRM action plans have been produced & are being implemented by at least 6 PIC govts. 1.2) PIFs have greater understanding of the causes of conflict & improved capacities to prevent & respond to conflict through the Biketawa Declaration. 1.3) UNDP COs and Govts of PNG & Solomon Is. have increased awareness & capacity to take actions to ensure coherent programmes for conflict prevention and peace building. 2.1) Increased regional commitment (through PRSC) to ensuring gender is mainstreamed in formal/informal conflict prevention & pilot peace building processes in 2 PICs. 2.2) Increased understanding of govt/NGOs, with which PC is working, of the need to partner with boys/men to prevent GBV in the three pilot countries in Melanesia. 2.3) Regional orgs, Govts & CSOs, with whom the PC is working, show increasing awareness of the importance of gender & HRBA demonstrated by an increase in integration of gender into DRM programming. 3.1) SOPAC has enhanced capacity for DRM support in the region e.g. through having greater sensitivity for social analysis, increased capacity to promote Pacific DRM in international fora & increased cooperation with SPREP on the DRM climate change nexus. 3.2) A cadre of development practitioners & govt officials have enhanced capacity to analyse conflict & design and implement response strategies at the local, national & regional level. 4.1) Increased capacity of local govt in 4 pilot countries for more effective engagement with civil society & communities on DRM initiatives. 4.2) Increased coordination of civil society CPR interventions & increased interaction between govts & civil society on the role of civil society in ensuring human security in the region.	1.1) SOPAC 1.2) femLINKpacific PIFS 2.1) femLINKpacific 2.2) 2.3) SOPAC 3.1) SOPAC 3.2) femLINKpacific PIFS 4.1) 4.2) femLINKpacific

Note: This is a modified version of the table on page 13 of "Keeping on Track" The UNDP Pacific Centre Strategy 2008-2011 Monitoring and Evaluation Framework. In this version the Intended Outputs have been numbered as have the Milestones corresponding to each Intended Output. A column for supporting evidence has been added. The KOT version includes columns of Regional Outcomes and Risks not shown here.

Contribution Stories related to Democratic Governance

UNDP Country Office – Papua New Guinea, Jan Jilles van der Hoeven, Deputy Resident Representative, Michelle Rooney and Freddy Austli, Assistant Resident Representatives

The primary role of the UNDP Country Office in PNG is to provide ideas for strategic development projects and capacity building in support of continued efforts to improve gender equality, promote democratic governance, achieve sustainable livelihoods, prevent crises and reverse the spread of HIV/AIDS. UNDP also supports Papua New Guinea's aspirations to achieve the Millennium Development Goals by 2015. Towards these objectives, the UNDP Country Office draws on its knowledge, expertise and resources, as well as those available through UNDP's global development network.

The most significant and useful aspect of the Pacific Centre's input to our work in PNG has been in helping out with specific needs in areas where the CO may not have sufficient expertise or experience. A good example of this is the support the PC provided to the Autonomous Bougainville Government (ABG) in November 2007 and August 2008 in terms of development of corporate and strategic plans. Similar assistance will be provided to Papua New Guinea's National Coordination Office for Bougainville Affairs (NCOBA) with development of their corporate plan. The PC has facilitated a process with about 30 ABG staff, allowing them to draw together a corporate plan in 5 days. The Deputy Director of NCOBA attended on the last day of the August 2008 session, and recommended the approach ABG had just followed to NCOBA's director in terms of also developing a corporate plan for NCOBA.

The development budget in Papua New Guinea is implemented through the framework of a national Medium Term Development Strategy (MTDS). Meanwhile, the Autonomous Bougainville Government has a similar framework in place, called the Strategic Action Plan (SAP). The SAP is a rolling document for three years, being updated annually. In 2007, the ABG approached UNDP to get assistance in terms of better aligning the SAP to the MTDS. UNDP PNG requested the cooperation of the PC who provided support through two workshop sessions in 2007 and 2008.

Punanga Tauturu Inc,, Kairangi Samuela, Legal Rights Training Officer.

Punanga Tauturu Inc (PTI) is a Cook Islands NGO working within the human rights framework. We have engaged with the UNDP Pacific Centre (PC) in two key areas: Cook Islands legislative compliance with the Convention to Eliminate all forms of Discrimination Against Women (CEDAW) and advocacy involving the Commission on the Status of Women (CSW).

The Cook Islands CEDAW Legislative Compliance Indicators (prepared with technical assistance from the PC) are easy to use as a reference. As a non legal person I am able to pick up the indicators and use the commentaries to advocate why the law should be changed. Previously I was intimidated by all the legal speak; however, with the indicators I am quite confident in my position.

I was able to use the CEDAW Legislative Compliance Indicators as a point of reference in submitting legislative reform areas to the government CEDAW Legislative Review Committee. PTI has advocated for a review of the Crimes Act and other pertinent legislation to consider a domestic violence or family law act that covers domestic/family violence, including recognition of marital rape as a crime. The newly formed Law Commission advised in a media article (CINews 8/10/08) that this would be one of their priority areas to address in the coming months.

The most significant contribution of the PC to PTI's work has been in helping us to prepare for our participation in the 52nd of CSW. PTI was one of four Pacific NGOs attending CSW at United Nations Headquarters in New York in March 2008. On our arrival in NY the PC arranged for our inclusion in meetings of the Pacific Islands Forum to allow us to make interventions at high level events as part of our advocacy training. We were fortunate to work with mentors who encouraged and advised us on our advocacy style during this meeting. We learned a different style of lobbying – encouraging and congratulating and providing language that governments can use and that is agreeable to them. We

also learned the value of reminding governments of language from their commitments to international treaties.   This experience greatly improved our confidence in lobbying and advocacy at the international level

While in New York we also visited Pacific Islands missions based there and raised awareness relating to their NGO positions on issues discussed at CSW 52. Despite some challenges our group had success in a number of areas. These included getting issues relating to the absence of gender disaggregated data and other reliable forms and sources of data that can measure progress included on the Pacific Islands statement to the CSW. A climate change clause proposed by us was added to the Agreed Conclusions. The gender benchmarks and climate change clauses were also reflected in the Asia Pacific Women's Watch statement.

In September 2008 we attended a training and strategic planning session organized by the PC for civil society organisations from Pacific Island Countries who will be attending CSW 53 in March 2009. The meeting arose from recommendations following our experience at CSW 52. We realized that we needed to know much more about CSW proceedings and how to interact in that forum. The wording of our interventions needed to be presented in the right language. So getting to know and use UN terminology and having detailed knowledge of the relevant regional and international conventions and declarations that Pacific Island governments have committed to are the keys to effective participation in CSW.

The theme for CSW 53 is equal sharing of responsibilities between women and men in the context of HIV/AIDS. The issues covered in the training and strategy session were identifying areas of concern from a Pacific perspective, advocacy and lobbying strategies including the use of the media, understanding how CSW works and its functions within the UN System, and how we can use the CSW as another tool for advocacy at the local level. It is empowering to know that our recommendations are being implemented by the PC.

Ministry of Internal Affairs, Cook Islands, Ruth Pokura, Director of Gender Development Division.

The Gender Development Division of Cook Island's Ministry of Internal Affairs (MINTAFF) has worked with the Pacific Centre's governance team and with UNDP's Multi-Country Office based in Samoa. We have a one year regional project under the Gender Thematic Trust Fund, on Violence against women and the Girl child.. As the Director of the Gender Development division, I attended the 10th Triennial Pacific Women's conference in Noumea in 2006 and heard a presentation by a PC staff on efforts undertaken around the Pacific region to translate the international Convention to Eliminate all forms of Discrimination Against Women (CEDAW) into law. I noted that the Cook Islands was not mentioned. After the conference, MINTAFF requested technical assistance in the area. The assistance was delivered by two women lawyers identified by the PC team and it led to the launching of a book entitled: *Translating CEDAW into Law: CEDAW Legislative Compliance in the Cook Islands.*

The book is really appropriate and useful –it is the base document underpinning the set up of the law reform process so that the Cook Islands can become compliant with CEDAW. It has helped us set the direction for this process and we have used the indicators in the book to help identify gaps in compliance.

Since the book was launched NZAID has given us support for the law reform process; again the book is the baseline for this. A write-up on non-controversial areas, such as the Juries Act, is now in place and we have appreciated continuing contact and support from the PC. The areas identified as priorities for reform are family law where policy work is needed, and bills related to labour and sexual offenses. We have made a request for new technical assistance to help in these areas. We would like future technical assistance to include capacity building for staff in the Gender and Development Division.

Table 6. Supporting evidence from contribution stories provided by partners for progress towards achievement of Strategic Objective 2

Strategic Objective 2. Help build resilient communities in the Pacific by developing their capacity for good governance and the promotion of human rights		
Intended Outputs	**Milestones for monitoring progress**	**Supporting Evidence**
1. Strengthened capacity & effectiveness of Parliament and representative institutions to exercise oversight & represent women & disadvantaged groups. 2. Strengthened traditional community governance mechanisms & local government for the accountable delivery of services in pilot areas. 3. A cadre of CSOs strengthened which have the capacity to demand better governance from regional institutions and national and local governments. 4. Strengthened legal, policy and institutional frameworks to implement HRBA and to advance human rights in the Pacific. **5.** Strengthened capacity of NGOs and PICs with whom the PC is working to use human rights mechanisms, norms and standards to advance human rights in the Pacific. 6. Strengthened regional advocacy & capacity for the implementation of international anti-corruption frameworks (e.g. UNCAP) through strengthened regional & national accountability frameworks and mechanisms. 7. Strengthened capacity of institutions & individuals with whom the PC is working to ensure that laws, policies, mechanism and programming are gendered.	1.1) A cadre of MPs across the Pacific demonstrating knowledge of good governance, HRBA & gender & promoting development issues by effectively utilizing parliamentary processes. 2.1) In targeted pilot areas, traditional community representatives & local governments increasingly working together to ensure the accountable delivery of specific local services. 3.1) The CSOs, with whom the PC works, increasingly demonstrate skills and ability to influence government development policies & effectively engage with regional mechanisms/bodies. 4.1) The PIC Govts and CSOs, with whom the PC is working, increasingly demonstrate capacity & commitments to adopt HRBA approach to specific development issues. 5.1) PIC Govts demonstrating increasing capacity & commitment to implement HR treaties (including CEDAW). 5.2) PICs and NGOs that the PC works with demonstrate increased capacity & commitment to actively participate in specific international HR mechanisms. 6.1) PIC govts & regional bodies that the PC works with demonstrate increased capacity & commitment to support the more effective functioning of accountability mechanisms. 7.1) PC partners demonstrate increased capacity & commitment to mainstreaming gender in their governance work.	1.1) 2.1) 3.1) PTI Cook Islands 4.1) 5.1) MINTAFF, CI 5.2) femLINKpacific ECREA 6.1) 7.1) MINTAFF, CI
Unintended Outputs		
1. Strengthened capacity of government agencies/departments to carry out strategic and corporate planning		1) UNDP-PNG CO

Note: This is a modified version of the table on page 13 of "Keeping on Track" The UNDP Pacific Centre Strategy 2008-2011 Monitoring and Evaluation Framework. In this version the Intended Outputs have been numbered as have the Milestones corresponding to each Intended Output. A column for supporting evidence has been added. The KOT version includes columns of Regional Outcomes and Risks not shown here.

Contribution Stories related to Poverty Reduction and Achievement of the MDGs

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David Smith, Regional Advisor on Development Policy, Pacific Operations Centre, Economic and Social Commission for Asia and the Pacific (ESCAP)

As the office of the United Nations for Asia and the Pacific, the ESCAP Pacific Operations Centre has collaborated extensively with the UNDP Pacific Centre. My main involvement with the Centre has been with a series of subregional workshops on the MDGs with their Macro-economic advisor and MDG specialist. I facilitated a session on linking policy and budgeting at the workshops. In addition ESCAP co-financed the workshop for Melanesian countries in Honiara late last year. I also participated in UNDP-PC led scoping missions on the MDG Initiative in Vanuatu and the Solomon Islands. ESCAP Pacific Operations Centre has regular meetings with the Pacific Centre for information sharing. I am currently engaging with the Pacific Centre on the organisation of a joint ESCAP/UNDP/ADB MDG workshop to be held in early 2009.

Collaboration with UNDP Pacific Centre on the MDG Initiative and MDG workshops has convinced me that the needs assessment and costing tools are useful for assisting Pacific Island developing countries to better identify how to achieve national goals, including the MDGs. In the MDG workshops there has always been coverage of gender and rights based approaches. The Gender Needs Assessment and Costing Tool, which is a part of the MDG Initiative, provides a useful and practical tool for identifying and costing possible interventions. I would feel confident advising country officials to use the gender costing tool.

My main area of interest is in assisting to build country capacity to prepare and implement National Sustainable Development Strategies. A key failing in many countries is the poor linkage between policy and the budget, including aid budgets. My engagement with the PC on the MDG Initiative has provided a useful "product" that can be used by countries to help bridge the gap between policy and budget allocations.

Ecumenical Centre for Research, Education and Advocacy (ECREA), Father Kevin Barr ECREA, Consultant and former Head of Social Justice Programme
University of the South Pacific (USP), Fiji, Vijay Naidu, Director, Development Studies and Head, School of Governance and Development Studies

ECREA is a Non Government Organisation (NGO) based in Suva, Fiji Islands. We were founded in 1990 to address social, religious, economic and political issues confronting Fiji and are guided by the principles of social justice, equity, integral human development and servant leadership. USP celebrates its 40th anniversary this year. It is the region's premier tertiary education institution outside of Papua New Guinea. It focuses on higher education, research, consultancy and community outreach. The university recognizes that there is scope to work with wider society in all these areas, especially community outreach. As both USP and ECREA work on equitable development, human rights and social justice, partnership around the Millennium Development Goals (MDGs) was a natural outcome of common interests.

ECREA has participated in workshops organized by the UNDP Pacific Centre (PC) on the MDGs and has also worked with the PC on initiatives relating to poverty work and squatter settlements. We obtained funding late last year from the PC to carry out research on the demand-side of MDGs in Fiji by NGOs and other civil society organizations and to assess how much awareness there was on the Goals. Gender mainstreaming and a human rights based approach (HRBA) are an integral part of our approach to this. HRBA is about respecting and enhancing the dignity of people, therefore in seeking to free them from hunger by meeting their basic needs, freeing them from ignorance by ensuring education for all, and ending discrimination against the girl child and women - these and other MDGs promote fundamental human rights.

We started with a needs-assessment that confirmed there was a need for a toolkit and workshops on MDGs. The level of awareness among CSO/NGO representatives about MDGs ranged from a small number that were very well informed to a handful that were either oblivious of the Goals or had limited knowledge of them. Surprisingly those working in alleviating poverty appeared to be the least aware

whereas the women's NGOs were the most aware. As part of the research process, CSO/NGO representatives were given copies of the MDGs. Generally their reactions were very positive as they could point to the particular Goals, targets and indicators that were most relevant to their work. In this manner NGOs working on poverty reduction discussed Goal 1, those in education were enthused by Goal 2 and so on. With the publication of the research report we now have better understanding of the engagement of Fiji's CSOs/NGOs with the MDGs.

In partnership with CSOs/NGOs based in Suva, ECREA and USP have also developed a user friendly MDGs toolkit tailored for use in Fiji. The tool kit puts each one of the 8 MDGs together with its set of targets and indicators in simple language. These are accompanied by "The situation in Fiji today," "Resources available," and "What we can do," so that the reader has ready information on how best to promote the Goals most relevant to her/his organization. The PC provided valuable inputs by providing new resources, including MDGs toolkits developed by others, as well as making comments on how best to contextualize the MDGs in HRBA terms and on individual MDG-related resources and contact agencies.

We are now using the toolkit as the basis for workshops. The purpose of the workshops in the western and northern divisions of Fiji is to have largely rural-based CSO/NGO representatives familiarize themselves about the MDGs. We are working with Fiji Council of Social Services (FCOSS), an umbrella NGO to mobilize these rural organizations. By generating awareness among CSOs and NGOs about the MDGs, we expect there will be greater efforts in advocacy around the Goals. We also hope to see more efforts to hold duty bearers accountable, including government ministers, senior public servants and even representatives of donor agencies such as EU, AUSAID and NZAID.

Ministry of Finance, Statistics Office, Solomon Islands, Nick Gagahe, Chief Statistician

With help from the Pacific Centre we have developed a national level poverty assessment based on the recent household income expenditure survey (HIES) 2005/2006 data. In the past poverty assessment in the Solomon Islands was mostly anecdotal. Experts from the Pacific Centre spent time, at least two weeks - in the NSO on a number of times during 2007 and 2008 to go through the data sets with us and extracting the necessary information, required for the report work. They didn't take the data away to do the analysis as has often been the case with other technical assistance we have had. The PC's direct assistance in data analysis has built our own capacity for analysis and changed the way we think about the value of the data. We also see that there is a need to change the approach used by the Solomon Islands government for budgeting, from distributing money without clear priorities or strategies to using MDG achievement as a way to guide the distribution. For example, we can use this approach when considering how much to invest in education for a particular province.

The Technical Assistance from the PC has also enabled us to appreciate the wealth of data held by the Statistics Office that has not been fully analyzed, and the potential value of this data. For example, we now want to take the existing national level analysis to the next level – to the provincial level, and also to make rural/urban comparisons. We see huge potential to broaden the use of data to other areas -- to produce information that can be used to influence rural development policy so that rural areas can gain enhanced access to financial services, health, education, infrastructure and transportation. We also see the potential to use existing data to inform S I's minimum wage policy.

In the poverty assessment work, we looked at income inequality. We disaggregated the data by gender. We had not been disaggregating the data in this way before our work with the PC team. We now have analyses showing how many households are headed by women and how this is related to the level of poverty. These results showed us that we need to think about gender when developing policy. Showing the analyses to people and to policy makers is a good starting point for raising awareness of the importance of women in terms of economic development in the Solomon Islands.

Pacific Island Private Sector Organisation (PIPSO), Henry Sanday, Interim Executive Officer

PIPSO, the Pacific Islands Private Sector Organisation, was created and launched in 2005 through the efforts and contributions of private sector leaders, the Pacific Island Forum Secretariat (PIFS), UNDP Pacific Centre (PC) and European Commission (EC).

Historically, there has been a lack of meaningful dialogue at the regional level between governments and the private sector in the Pacific Island Countries (PICs). For instance, although the Pacific Island Countries Trade Agreement (PICTA) was first discussed at the inaugural Forum Trade Ministers Meeting in 1999, negotiations during subsequent years were held without formal regional private sector representation to talk about an agreement that would directly affect the private sector. However, in 2004, the Forum Economic Ministers recommended the establishment of a regional private sector organization (RPSO).

The feasibility study for establishing the RPSO that later became PIPSO was funded by the EC through its Pacific Regional Economic Integration Programme (PACREIP) and was completed in March 2005. The findings were tabled at the Regional Business Forum meeting in April 2005, which brought together for the first time business leaders from all the PICs. Participants included those familiar with previous failed attempts to start a RPSO but who supported the call for having a Steering Committee to work on drafting a Constitution and By-Laws for PIPSO.

Following the Regional Business Forum, PIPSO was admitted as an Observer to the Forum Economic Ministers Meeting (FEMM) in June 2005 and also included in the Pacific Plan by Forum Leaders in August 2005 as the mechanism through which regional private sector issues were to be dealt with. PIPSO has since been invited and has attended the FEMM and PACP Trade Ministers meetings as an Observer.

The close relationship between PIPSO and UNDP PC may be traced to UNDP's invitation to PIPSO to co-sponsor the Pacific regional launch of UNDP's stellar report, 'Unleashing Entrepreneurship; Making Business Work for the Poor", in November 2005. PIPSO's capability to bring together a representative, dynamic and knowledgeable group of regional private sector participants, even in its nascent informal stage of development, clearly impressed both UNDP and PIFS.

Since November, 2005, UNDP PC and PIFS together have played a "parental" role by providing assistance that enabled the opening of an interim office for the PIPSO Secretariat in Suva during April 2007. The two institutions also teamed up to support the successful Pacific Islands Business Forum (PIBF) in August 2007, which attracted the participation of Ministers, senior officials and business leaders for a first high-level regional public/private dialogue on trade and investment issues. Furthermore, UNDP PC funded the development of PIPSO's website, www.pipso.org that was launched in November 2007.

PIPSO has since facilitated various opportunities for public/private policy dialogue, capacity building, information sharing and business matchmaking as well as representation at regional and international meetings which have benefitted the region's private sector directly. PIPSO's last major regional event for 2008 was the PIBF-recommended and EU BizClim-supported Regional Small, Medium and Micro-Enterprises Forum that was held in Samoa on 15-16 October 2008.

Table 7. Supporting evidence from contribution stories provided by partners for progress towards achievement of Strategic Objective 1

Strategic Objective 1. To Support Pacific Island Countries to achieve the MDGs by reducing poverty and inequality		
Intended Outputs	**Milestones for monitoring progress**	**Supporting Evidence**
1. Strengthened capacities of stakeholders to develop and implement MDG based NSDS which integrate environment, energy, climate change, poverty indicators, HIV & gender, to use costing and budgeting tools and to integrate the MDGs into NSDS. 2. Regional and national responses developed that enable access of people on the move to HIV services and innovative initiatives implemented that reduce the vulnerability of women, girls and mobile populations to HIV. 3. Appropriate policies and strategies to mitigate the impact of regional integration (globalisation) on vulnerable groups designed and implemented. 4. Private sector capacity and regional mechanisms enhanced to support inclusive economic growth and employment creation. 5. Pro-poor interventions for ecosystem management and energy security piloted and policies and institutional arrangements improved for the mainstreaming of poverty-energy-environment nexus through investment in ecosystem services and use of PPP modalities for renewable energy. 6. Low income and rural women and men have access to a range of affordable financial services that are delivered in a progressively sustainable way by a range of bank and non-bank financial service providers.	1.1) Annual increase in the number of PICs governments with capacity to formulate inclusive MDG-based NSDS with gender, energy, environment, climate change, HIV and poverty data fully integrated 2.1) At least three additional countries have appropriate policy responses and implement initiatives that address HIV, gender and mobility. 3.1) Greater recognition of the adverse impacts of labour mobility and trade liberalisation and strategies developed by PIC govts (through CO) to maximize benefits and minimize adverse impacts for vulnerable groups. 4.1) Strengthened capacity of PIPSO to be able to implement & sustain activities which develop private sector capabilities. 4.2) Number of countries which have established financial & entrepreneurial education in school curriculum. 4.3) Increased rate of success of start up businesses involved with the business mentoring scheme. 5.1) Pilot projects on ecosystem management & energy implemented & if successful up-scaled. 6.1) Financial service providers are capacitated & supported to innovate & deliver financial services targeting low income and rural women and men.	1.1) ESCAP POC MFIN, SI 2.1) 3.1) 4.1) 4.2) PIPSO 4.3) 5.1) 6.1)
Unintended Outputs		
1. Greater efforts in advocacy by CSOs around the MDGs to hold governmental and other duty bearers accountable		1) ECREA

Note: This is a modified version of the table on page 13 of "Keeping on Track" The UNDP Pacific Centre Strategy 2008-2011 Monitoring and Evaluation Framework. In this version the Intended Outputs have been numbered as have the Milestones corresponding to each Intended Output. A column for supporting evidence has been added. The KOT version includes columns of Regional Outcomes and Risks not shown here.

Annex 2: References

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