

UNDP Pacific Centre



STRATEGY & PROJECT DOCUMENTS

2008 - 2011



UNDP Pacific Centre

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DOCUMENTS
2008 - 2011**



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List of Acronyms

ADB	Asia Development Bank
ADB/PSDI	ADB Privates Sector Development Initiative
ADFIP	Association of Development Finance Institutions in the Pacific
ANU/SSGM	Australian National University / State, Society, and Governance in Melanesia
APIL	Association of Pacific Islands Legislatures
AusAID	Australian Agency for International Development
CDI	Centre for Democratic Institutions
CEDAW	Convention on the Elimination and Discrimination Against Women
CGAP	Consultative Group to Assist the Poverty
CHRI	Commonwealth Human Rights Institute
CLGF	Commonwealth Local Governance Forum
CPA	Commonwealth Parliamentary Association
CROP	Council of Regional Organizations in the Pacific
CSOs	Civil Society Organizations
CSW	Convention on the Status of Women
ECF	Enterprise Challenged Fund, AusAID
ESCAP	Economic and Social Commission for Asia and Pacific
EU/ACP	European Union/Africa, Caribbean and Pacific Microfinance Programme
FDC	Foundation for Development Cooperation
FEMM	Forum Economic Ministers Meeting
FOI	Freedom of Information
FPOC	Forum of Presiding Officers and Clerks
FSSA	Financial Services Sector Assessment
IC	Investment Committee
IFC	International Finance Corporation
LDC	Least Developed Country
MFI	Microfinance Institution
MPN	Microfinance Pasifika Network
NZAID	New Zealand Agency for International Development
NZAID	New Zealand Assistance for International Development
OCHA	UN Office for the Coordination of Humanitarian Assistance
PACLII	Pacific Legal Information Institute
PFTAC	Pacific Financial Technical Assistance Centre
PIANZEA	Pacific Islands Australia New Zealand Electoral Administration
PICs	Pacific Island Countries
PICs	Pacific island countries
PIFS	Pacific Islands Forum Secretariat
PIFS	Pacific Forum Islands Secretariat
PINA	Pacific Island News Association
PIPSO	Pacific Islands Private Sector Organisation
PITA	Pacific Islands Telecommunications Association
PRCM	Pacific Resource Centre for Microfinance
RCB	Regional Centre Bangkok
RCB	Regional Centre Bangkok, UNDP
RCC	Regional Centre Colombo
RCC	Regional Centre Colombo, UNDP
RRRT	Regional Rights Resources Team
SIG/RFSF	Solomon Islands Rural Financial Services Fund
SPC	Secretariat of the Pacific Community
TI	Transparency International
UNCAC	United Nations Convention on Anti-Corruption
UNCDF	United Nations Capital Development Fund
UNDG	United Nations Development Group
UNDP CO & MCO	UNDP Country Offices, Multi-Country Offices
UNDP- PC	United Nations Development Programme – Pacific Centre
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children Fund
UNIFEM	United Nations Fund for Women
UNODC	United Nations Office of Drug Control
UNOHCHR	United Nations Office of the High Commission on Human Rights
USP	University of the South Pacific
WBG	World Bank Group



UNDP Pacific Centre

A partner in achieving prosperity
and stability in the Pacific



Pacific Centre

UNDP Pacific Centre –About Regional Centres

In 2005, the United Nations Development Programme (UNDP) established two Regional Centres for the Asia-Pacific Region and a sub-regional centre for the Pacific to strengthen the services UNDP provides to governments and other development partners through its Country Offices. The Regional Centres in Bangkok and Colombo and the Pacific Centre are geared to provide policy and technical advice and national capacity building; and to support knowledge networking and sharing of good practices in the Asia-Pacific Region.

One of the unique features of these three Centres is that they consist of highly qualified specialists who are available to provide technical and advisory support in the various UNDP practice areas to countries they serve. These teams of policy specialists liaise both with the country offices and headquarters through referrals, responding to requests from country office and headquarters programme staff with advice or information.

Inquires can be about anything related to UNDP programme policy or implementation such as requesting for a consultant, a comparative experience, a funding sponsor, drafting of a policy document, helping to develop a tool kit to meet specific needs or a training opportunity.

The Regional Centres also function as knowledge centres as knowledge obtained through the Centre referrals are placed in the organization's knowledge base.

UNDP Pacific Centre

The UNDP Pacific Centre became operational in early 2006 and was officially opened in July 2006. It is a Centre specifically for the Pacific Island Countries while the other two Regional Centres in Bangkok and Colombo are for the entire Asia Pacific region. In this regard, the Pacific Centre serves the three UNDP Multi Country Offices based in Fiji and Samoa, the Country Office in Papua New Guinea and the recently established sub-office in the Solomon Islands. Through this network of offices, the Pacific Centre provides support to the 15 Pacific Island Countries.

The UNDP Pacific Centre builds on the ongoing dialogue countries have with the UNDP offices in the region and in doing so strengthens the support already provided by UNDP through its country-based activities. It also 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 as well as being able to respond to specific policy advisory requests that can be delivered flexibly outside the normal project modality.

The foundations of the work of the Pacific Centre are:

The Pacific Plan to Advance Regionalism

The Pacific Plan, which was endorsed by government leaders at the Pacific Islands Forum Meeting in October 2005, is based on the concept of regionalism as meaning countries working together for their joint and individual benefit. The Plan aims to increase awareness in the Pacific region of the benefits and costs of regionalism and the different forms it can take. It guides but does not restrict national or bilateral development. The Plan depends on support for regional approaches by Forum Member countries, civil society, private sector organisations, development partners and other stakeholders. The four pillars of the Pacific Plan - economic growth, sustainable development, good governance, and security - coincide with UNDP's key global and regional goals. This provides strong opportunities for the Pacific Centre to assist in implementing the Pacific Plan, and a framework for effective engagement between government, NGOs, and development partners.

The UNDP Strategic Plan 2008-2011

The UNDP global Strategic Plan 2008-2011 focuses on supporting the achievement of internationally agreed development goals, including the MDGs, with the aim of eradicating poverty through development, equitable and sustained economic growth, and capacity building. Other activity areas are democratic governance; crisis prevention and recovery; and environment and sustainable development.

Elements of the strategy of particular relevance to the Pacific are

- its emphasis on supporting institutional and human capacity development in ways that accord with the plans and strategies of programme countries and strengthen national or regional ownership;
- the focus of programming on human development; and
- the rigorous integration of a gender perspective and a human rights-based approach.

The UNDP Asia Pacific Regional Programme 2008-2011

The Asia Pacific Regional Programme responds to emerging challenges in the region, UN Reform and the harmonization agenda, and the corporate priorities in UNDP's global Strategic Plan. It focuses on regional interventions that:

- promote regional public goods, especially regional integration;
- manage cross-border externalities and spill-overs, related to trade, environment and diseases;

- promote knowledge sharing and learning;
- provide seed capital for pilot ideas for future country programming;
- advance advocacy, awareness-raising and networking; and
- support regional dialogues on sensitive and emerging development issues.

In the Pacific there exists a long standing commitment to regionalism. The ongoing support for the Pacific Plan combined with the recognition that there are advantages for relatively small Pacific island economies to act together means that there is considerable scope for regional interventions.

UN Development Assistance Frameworks (UNDAFs) and Country Programme Action Plans (CPAPs) for Fiji, Samoa, and PNG UN Country Teams

The analyses of past performances and future needs conducted through the UNDAFs and reflected in CPAPs identified that emerging demands from Pacific island countries for technical advisory support include:

- MDG-based national development strategies;
- preparation of national gender mainstreaming strategies;
- public sector reform;
- inclusive governance; CSO capacity development;
- national aid coordination and management;
- private sector development;
- environment management including disaster risk reduction; and
- energy service delivery.

For these and other UNDP priorities, the regional programme will assist the UNDP Offices with technical advice; country level programme formulation; strategy development tools to take it forward; and seed funding of country pilot projects that will help regional comparison and learning; and other capacity development initiatives.

Responding to earlier Programme Evaluations and Client Surveys

The review of the past Asia-Pacific regional programme recommended that the 2008-2011 programme should:

- Be more tightly focused and more clearly based on regionality criteria;
- Have a stronger monitoring and evaluation framework;
- Include gender mainstreaming in all areas;
- Focus more on the inter-linkages between different programmatic areas;
- Be balanced between the creation of knowledge products, capacity development, advocacy and policy advice, as well as between programming and country level advisory services;
- Continue UNDP's contribution to 'neutral' facilitation of consultations and dialogue on cross-border issues, externalities and spill-overs;
- Continue support for emerging and sensitive issues; and
- Build stronger partnerships with regional organisations, especially with other UN agencies to reflect the One UN more strategically.

The 2007 monitoring assignment of the Pacific Centre found that its work was seen to be relevant and accessible to the Pacific. The Centre had become an important stakeholder in all of its substantive work areas in the Pacific, with donors, regional organisations, civil society and UN agencies increasingly calling on the Centre to provide technical support and advice on a range of issues. The Review however recommended that the Pacific Centre tighten its work focus, employ longer time-frames, conduct more follow-up and support for implementation, build the capacity of local and regional partners, root its work in a stronger understanding of Pacific cultures, and provide more opportunities at the Centre for Pacific Island people.

Programme Summary

The UNDP PC specializes in the three UNDP practice areas including Achievement of MDGs and Poverty Reduction, Crisis Prevention and Recovery and Democratic Governance. There are also new supporting projects in Financial Inclusion and Support for Civil Society Organizations. Human Rights and gender equality represents a crosscutting concern.

The Pacific Centre advocates for nationally owned solutions and helps ensure their effectiveness, bringing governments, civil society organisations and donors together to coordinate their efforts. It specifically advocates for the protection of human rights and promotes the role of women in development. Services include strategic policy advice, programme development and technical backstopping, capacity development and training, and knowledge services. Several regional programmes undertake trans-national research, pilot initiatives and advocacy relevant to the MDGs, from pro-poor macroeconomic and human development policies, to democratic governance, gender equality and crisis prevention.

Building Partnerships

The Pacific Centre focuses on forming strategic relationships not only with the governments but also with private sector and civil society organisations as a major development opportunity. It recognises that the involvement and participation of the private sector and civil society is crucial in achieving development challenges. In order to achieve effective development it is necessary to involve the business community and community-based organisations in policy dialogue. This will promote both the development priorities of programme countries and advocacy for sustainable human development.

UNDP Pacific Centre Strategy, 2008-2011

1. Introduction

This strategy outlines the approach to be adopted by the Pacific Centre to implement, manage and monitor the Pacific components of the Asia-Pacific Regional Programme 2008-2011, in ways that:

- (i) Meet the goal of the Pacific Centre, to build regional and national capacity to achieve sustainable and equitable human development in Pacific island countries through the provision of high quality technical assistance, training, knowledge management and other targeted support;
- (ii) Provide the three UNDP offices in the Pacific with easy access to knowledge through high quality advisory services based on global applied research and UNDP lessons learned; and
- (iii) Build partnerships and promote regional capacity building initiatives, which allow UNDP, governments, CSOs and other development partners to identify, create and share knowledge that is relevant to solving existing and emerging development challenges.

This strategy applies to all projects implemented by the Pacific Centre and reflects corporate priorities and support for the Pacific Plan.

2. UNDP Road Map

The foundations of the work of the Pacific Centre are:

(i) The UNDP Strategic Plan 2008-2011¹

The UNDP's global Strategic Plan 2008-2011 focuses on supporting the achievement of internationally agreed development goals, including the MDGs, with the aim of eradicating poverty through development, equitable and sustained economic growth, and capacity building. Other activity areas are democratic governance; crisis prevention and recovery; and environment and sustainable development.

Elements of the strategy of particular relevance to the Pacific are (i) its emphasis on supporting institutional and human capacity development in ways that accord with the plans and strategies of programme countries and strengthen national or regional ownership; (ii) the focus of programming on human development; and (iii) the rigorous integration of a gender perspective and a human rights-based approach.

(ii) The UNDP Asia Pacific Regional Programme 2008-2011²

The Asia Pacific Regional Programme responds to emerging challenges in the region, UN Reform and the harmonization agenda, and the corporate priorities in UNDP's global Strategic Plan. It focuses on regional interventions that: i) promote regional public goods, especially regional integration; ii) manage cross-border externalities and spill-overs, related to trade, environment and diseases; iii) promote knowledge sharing and learning; iv) provide seed capital for pilot ideas for future country programming; v) advance advocacy, awareness-raising and networking; and vi) support regional dialogues on sensitive and emerging development issues.

In the Pacific there exists a long standing commitment to regionalism. The ongoing support for the Pacific Plan combined with the recognition that there are advantages for relatively small Pacific island economies to act together means that there is considerable scope for regional interventions.

(iii) Fiji, Samoa and PNG Country Office programming frameworks as set down in UNDAFs³ and CPAPs⁴

The analyses of past performances and future needs conducted through the UNDAFs and reflected in CPAPs identified that emerging demands from Pacific island countries for technical advisory support include: MDG-based national development strategies; preparation of national gender mainstreaming strategies; public sector reform; inclusive governance; CSO capacity development; national aid coordination and management; private sector development; environment management including disaster risk reduction; and energy service delivery. For these and other UNDP priorities, the regional programme will assist the COs with technical advice; country level programme formulation; strategy development tools to take it forward; and seed funding of country pilot projects that will help regional comparison and learning; and other capacity development initiatives.

(iv) UNDP's regional centres

Upgraded to a full regional centre in 2006, the Pacific Centre is modelled as far as possible on the structure and operations of the two larger centres in Asia-Pacific. Support from the centres is provided at three levels:

- (i) At region-wide level, to promote commitment to international and regional undertaking and principles.
- (ii) At the sub-regional level, to focus activity on a group of countries in the region where there is commitment for a specific activity and/or policy position. Government support and commitment is vital to the success of interventions by the Centre. Country coverage therefore varies for individual outputs/activities and depends on previously obtained commitment.
- (iii) On request policy advice to Country Offices and countries, including assistance with the design of specific interventions and on-going technical support during implementation.

¹ <http://unhq-appspub-01.un.org/lib/dhhrefweblog.nsf/dx/06062007035626PMSLKRDT.htm>

² <http://www.ppccc.com/execbrd/word/DPRDRAP1.doc>

³ United Nations Development Assistance Framework, a joint assessment by all UN agencies working within a country or group of countries.

⁴ CPAP: Country Programme Action Plan

The Pacific Centre works with the Bangkok and Colombo regional centres on specific issues such as the impact of globalisation, environmental governance, trade policy initiatives, and macro economic policy reform to achieve the MDGs. The Pacific Centre may, if required, also play a key role in ensuring Pacific island participation in relevant activities included in the broader Asia/Pacific programmes and, through the knowledge services specialist, promote a sharing of experiences and information between Asia and Pacific and vice versa.

(v) Response to programme evaluations

The review of the past Asia-Pacific regional programme (RCFII)⁵ found that the programme had successfully addressed vital problems of the Asia and Pacific region but recommended that the 2008-2011 programme should:

- Be more tightly focused and more clearly based on regionality criteria;
- Have a stronger monitoring and evaluation framework;
- Include gender mainstreaming in all areas;
- Focus more on the inter-linkages between different programmatic areas;
- Be balanced between the creation of knowledge products, capacity development, advocacy and policy advice, as well as between programming and country level advisory services;
- Continue UNDP's contribution to 'neutral' facilitation of consultations and dialogue on cross-border issues, externalities and spill-overs;
- Continue support for emerging and sensitive issues; and
- Build stronger partnerships with regional organisations, especially with other UN agencies to reflect the One UN more strategically.

The 2007 monitoring assignment of the Pacific Centre⁶ found that its work was seen to be relevant and accessible to the Pacific. The Centre had become an important stakeholder in all of its substantive work areas in the Pacific, with donors, regional organisations, civil society and UN agencies increasingly calling on the Centre to provide technical support and advice on a range of issues. The Review however recommended that the Pacific Centre tighten its work focus, employ longer time-frames, conduct more follow-up and support for implementation, build the capacity of local and regional partners, root its work in a stronger understanding of Pacific cultures, and provide more opportunities at the Centre for Pacific Island people.

3. The Pacific Plan to Advance Regionalism

The Pacific Plan, which was endorsed by government leaders at the Pacific Islands Forum Meeting in October 2005, is based on the concept of regionalism as meaning countries working together for their joint and individual benefit. The Plan aims to increase awareness in the Pacific region of the benefits and costs of regionalism and the different forms it can take. It guides but does not restrict national or bilateral development. The Plan depends on support for regional approaches by Forum Member countries, civil society, private sector organisations, development partners and other stakeholders.

The four pillars of the Pacific Plan - economic growth, sustainable development, good governance, and security - coincide with UNDP's key global and regional goals. This provides strong opportunities for the Pacific Centre to assist in implementing the Pacific Plan, and a framework for effective engagement between government, NGOs, and development partners.

4. The Pacific Centre

(i) Geographical focus and project areas

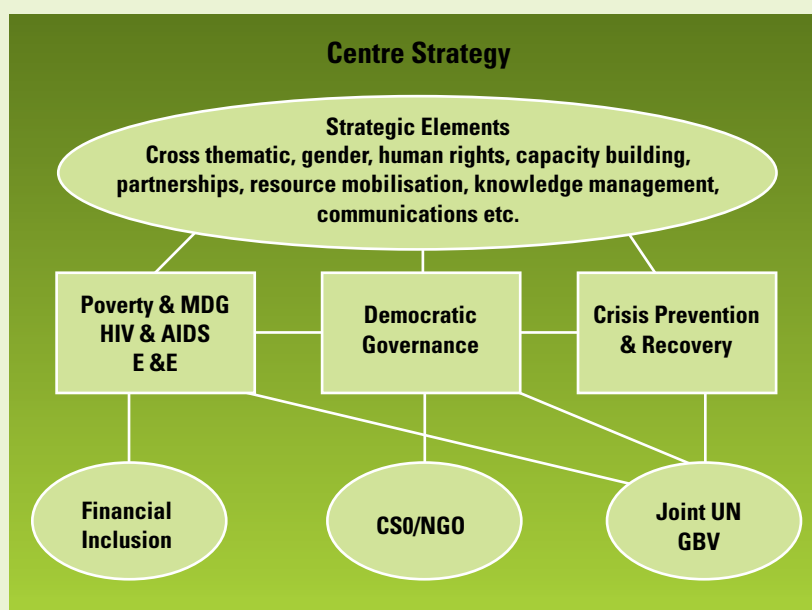
The Centre services all three UNDP Pacific Offices, in Suva, Samoa and Papua New Guinea, and 15 Pacific island countries.

The three core projects of the Pacific Centre are aligned closely with UNDP's strategic plan focus areas:

- i. Poverty Reduction and the Achievement of the MDGs, which also includes HIV and environment and sustainable development;
- ii. Democratic Governance; and
- iii. Crisis Prevention and Recovery.

Within the thematic areas of UNDP, the Pacific Centre focuses on issues that impact on the small vulnerable island countries of the region. There are then new and supporting initiatives (satellite projects) that:

- a) Strengthen civil society in the Pacific to build demand for better and more inclusive and participatory governance and inter-linkages among stakeholders for achievement of the MDGs;
- b) Increase access to sustainable financial services for the 80% (6.5 m) of Pacific women & men who live in rural areas, as well as low-income people and micro-entrepreneurs, through a joint UNDP/UNCDF/EU-ACP inclusive financial sector programme; and
- c) Address gender-based violence, through a joint UN project that will work with boys and men as partners and will complement similar activities designed for the Asia region.



5. Operating Values

The Pacific Centre benefits from, and builds on, the tight coherence between the agenda of UNDP's global and regional programs and the Pacific Plan. The Centre advances these common goals through its focus on building capacity and partnerships; advancing knowledge management and communications; and providing technical support to Pacific island countries and institutions; and by its internal focus on cross-practice activities, ensuring that gender mainstreaming and a human-rights based approach is rigorously applied in all of its activities, and creating a supportive, learning environment, particularly for Pacific island professionals.

The Centre's activities principally aim to build the capacities of regional, national and local institutions in the Pacific island region to implement regional priorities, integrate MDGs into national development plans, ensure comprehensive gender and human rights mainstreaming, and support programs on sensitive development issues.

The Centre recognises the importance of building regional commitment to international undertakings and trans-boundary obligations and responsibilities, and to meet the challenges of globalisation. It takes into account the opportunities for economies of scale in supporting country-based activities through a regional mechanism as well as the increased opportunities for sharing national experiences by implementing activities through a regional project modality.

- (i) **Realisation of One UN:** Regional projects will ensure synergy with UN agencies to deliver as One UN, enabling human and technical resources to be mobilized from all agencies, for example, for work on MDG-based national development strategies, with UNAIDS, UNFPA and UNICEF on multi-sectoral responses to HIV/AIDS, and with UNCDF on inclusive finance.
- (ii) **Realisation of One UNDP:** The aim is for regional interventions to be the impetus for national activities to be implemented by Country Offices; for lessons learned and other knowledge to be shared across and within centres; and for national interventions to be made more effective through the provision of technical advice and backstopping.
- (iii) **Overall emphasis on capacity development:** UNDP defines capacity development as 'the ability of individuals, organisations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner.' At the regional level, specific emphasis is placed on building the capacity of government agencies, regional organisations, policy-making institutions and NGO networks.
- (iv) **70:30 balance between regional programming & technical advice:** The Centre is required to put approximately 70% of its effort into regional work with strategic partners, and 30% of effort on supporting UNDP Country Offices in the Pacific region to provide technical advice in practice areas of UNDP and assist Country Offices in the design and implementation of national projects.
- (v) **Partnerships:** In line with the RPD, the Pacific Centre's strategy emphasizes the importance of partnerships, the sharing of lessons and networking, such as the establishment of Communities of Practice. The Centre will ensure synergy with other UN agencies to deliver One UN, in particular for work on MDG-based national sustainable development strategies. Partnerships with government, regional organisations, international financial institutions, academia, civil society and the private sector will continue to be expanded and strengthened, with a focus on the most mutually beneficial arrangements for the Pacific Centre and the partner(s) involved. Some partnerships seek to build capacity while others aim to provide the most effective delivery of assistance. The Pacific Centre's partners fall into two broad categories:

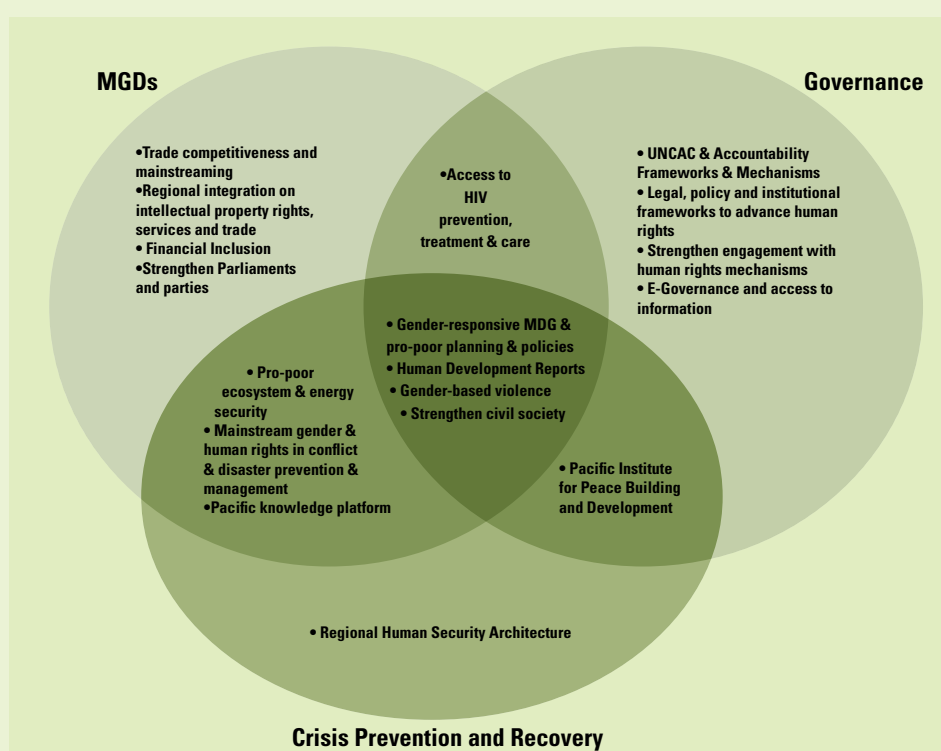
- i. Technical Cooperation (with joint-funding): These partnerships have shared objectives and agreement on a jointly-designed set of activities. Funding is either pooled or provided separately by the Pacific Centre and/or partners for specific inputs.
- ii. Technical Cooperation (in-kind): Through these partnerships, the Pacific Centre provides technical support to the development and delivery of activities that are implemented by partner organisations.

In all these partnerships, the Pacific Centre seeks to ensure trust, transparency and accountability through a shared vision and goals; mutual respect and acknowledgement of each partner's contribution; commitment to excellence; and recognition of the importance of learning from each other.

- (vi) **Knowledge management and communications:** An important product of the Centre's work is applied research and other forms of knowledge development such as models, toolkits and advocacy publications. Recent publications include 'Translating CEDAW into Law' (2007), a handbook on CEDAW legislative compliance in nine Pacific island countries; and the forthcoming 2007 Pacific Human Development Report.
- (vii) **Cross-thematic and cross-centre activities:** A key element of the work of the Pacific Centre is to demonstrate an integrated approach to development, and to deliver policy and technical advice and support through UNDP COs in ways that reflect the multi-dimensional nature of development. There is a strong emphasis on team building and working together with partners to design and implement activities, for example the training and checklists developed on integrating human rights in natural disaster management in the Pacific.

(viii) **Gender focus and human rights based approach:**

The Pacific Centre uses a dualist approach to both human rights based approaches to development and gender mainstreaming. This is reflected in programming that both includes specific gender and human rights programming in UNDP niche areas (ie programming with a primary focus on empowering women and advancing rights) and also a mainstreaming approach (of both gender and thematic programming that utilize a human based approach) throughout our activities in all of our thematic areas. The capacity to effectively mainstream gender and use human rights based approaches to development need to be built at all levels, with all stakeholders - governments, civil society, regional organisations, donor and UN agencies, etc. Particular attention will be given to mainstreaming gender and utilizing human rights based approaches to sectoral interventions, i.e. gender responsive budgeting. The Pacific Centre will implement internal processes (eg family friendly policies and increasing the number of women in senior management) to ensure that we promote gender equity with our staff.



- (ix) **Cutting edge and appropriate programme interventions:** The Centre strives to deliver high quality practical interventions that are relevant for the Pacific. In all cases the proposed interventions will build on global knowledge and experience and share lessons learned from the Pacific and build on cutting edge work already delivered by the Pacific Centre, for example financial inclusion, translating CEDAW into law, and integrating human rights into disaster management.
- (x) **South-south cooperation:** In the Pacific there is a strong tradition of learning from each other and for the larger countries to offer training and education opportunities to people from the smaller island countries. Through the Pacific Centre the modality of south-south cooperation between developing countries will be adopted to promote technical exchanges across the region, between Pacific island countries and other SIDS, and between Pacific Island countries and other developing countries. Emphasis is given to building knowledge sharing among Pacific island countries and drawing together expertise on SIDS to share experiences. Key activities will include staff exchanges, cross-Pacific consultancies and internships targeted at Pacific island university graduates. The overall aim is to build capacity, adapting approaches that are relevant to conditions in the Pacific.
- (xi) **Links with other SIDS:** Serving a region of small island states, the Pacific Centre continues to explore opportunities to further cooperation between the small island states of Asia, Caribbean and the Indian Ocean, in line with the Mauritius Strategy.

- (xii) **Creating a supportive, learning environment:** Within its own management, the Pacific Centre works to foster an empowering culture for staff, to encourage effective, responsible and flexible decision-making, and to develop organisational systems that foster learning and innovation. The Centre aims to increase the retention of its staff by, for example, providing them opportunities to participate in and contribute to global initiatives and continuing to strengthen team-work and commitment. It will create opportunities for greater involvement of Pacific island people by way of internships, consultancies and the Centre's Young Professionals programme.

6. Resource Mobilisation

The total financial resource for the Regional Programme cycle 2008-2011 is estimated at \$100.0 million, including regular resources of \$49.2 million, and \$50.8 million of other resources to be mobilized. Out of the total estimated resources, 36% will be allocated to Poverty Reduction and Achievement of the MDGs, followed by Democratic Governance (24%), Crisis Prevention and Recovery (15%) and Environment and Sustainable Development (11%). Some resources will be set aside to enable rapid response to emerging needs, M&E, and management of the Regional Programmes.

Of the \$50.8 million to be mobilized, the RPD notes that at least \$18.0 million will need to be mobilised for the Pacific (or a target ratio for core to non-core resources of 1:3). The Pacific Centre's separate resource mobilisation strategy, which will be regularly reviewed and updated, currently emphasizes:

- Continued strong relationship with NZAID and AusAID with potential for four-year partnership agreements with both;
- Strengthening relationships with BDP and BCPR;
- Maintaining close relations with regional partners with potential for joint submissions for donors;
- Diversify and explore other donor support for specific interventions;
- Total programme/personnel target for four years of US\$40 million that if realised would significantly exceed the target ratio of 1:3; and
- Maintaining an effective monitoring and evaluation framework that ensures transparent and regular consultations and reporting to donors and partners.

7. Monitoring and Evaluation

1. Centre Oversight

The Pacific Centre is accountable to its Management Committee, which comprises the UNDP Resident Representatives of Fiji, PNG and Samoa and representatives of RBAP and BDP. A principal interest of the Management Committee is to ensure that the Pacific Centre's work 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 development results and impacts that are accurately reported to RBAP and development partners.

The Management Committee meets three times annually: twice a year in Suva (March and November) and once a year virtually (July). Where possible, the meetings are scheduled to coincide with other RBAP meetings in which the Committee members are involved. The Management Committee meetings are designed to cover the following:

- March meeting of Pacific Centre Management Committee. At this meeting the Pacific Centre presents a draft annual integrated work plan and budget for the Centre.
- July meeting of Pacific Centre Management Committee. This second meeting focuses on the effective implementation of the work plan and budget.
- November meeting of the Pacific Centre Management Committee. At this meeting, the Pacific Centre reports to the Committee on the progress in implementation of the work plan, results to be achieved, partnerships managed, resources mobilized and new programmes developed.

2. Advisory Panel

Beyond the direction provided by UNDP's global and regional strategies and the Pacific Plan, the Centre's work takes guidance from its Advisory Panel of eminent persons, which provides substantive focus on Pacific island issues. The Advisory Panel advises on critical issues in the Pacific and related research, policy developments and advocacy that may be relevant to project outcomes. It provides a forum for dialogue between UNDP and other stakeholders on the approach and content of programme activities developed across the key focus areas of the Centre, and shares information about efforts and inroads made in promoting good governance, poverty reduction and MDG achievement; and crisis recovery and prevention in the Pacific. Another function is to facilitate discussion on more effective implementation of the Centre's outputs and to advise the Centre on innovative approaches, best practices and lessons learned that could be incorporated into the Centre's activities.

Each regional project is guided by Review or Steering Committees.

3. Reporting regionally and globally

At both the overall Centre and programme levels, appropriate indicators will be established as benchmarks against which both progress and programme performance will be measured. The monitoring and reporting of the Pacific Centre is determined by an annual schedule of Pacific Centre Management Committee meetings together with established UNDP planning and reporting arrangements.

4. Donor reporting

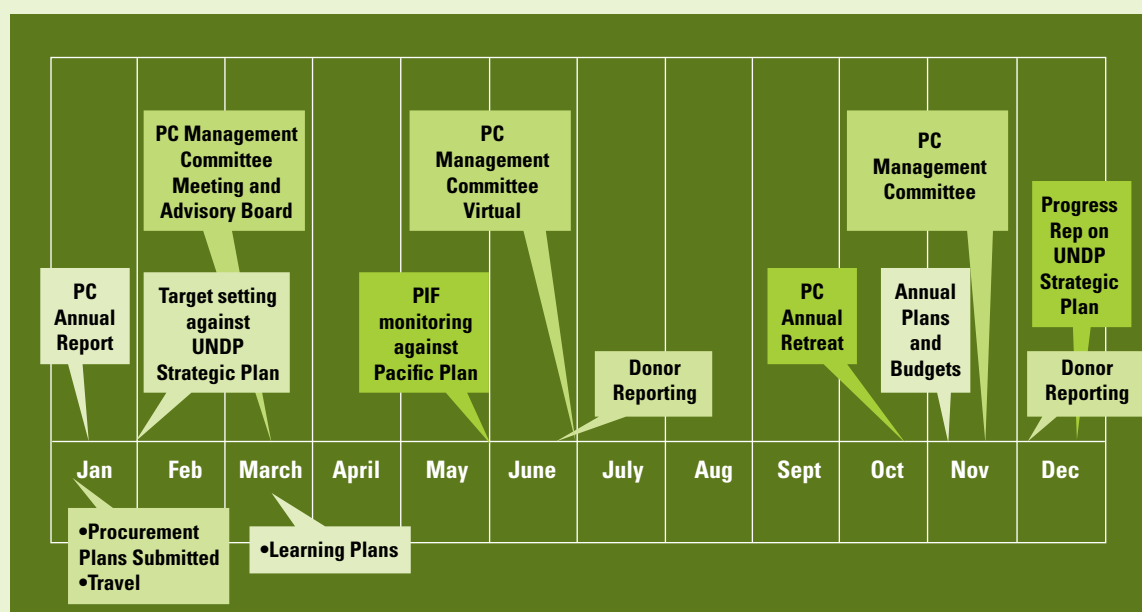
The Pacific Centre produces a series of annual progress reports for RBAP and donors.

- December: The Pacific Centre produces a Progress Report against the UNDP Strategic Plan (2008-2011).
- January: The Pacific Centre produces an annual report for RBAP and donors detailing progress against plans for the previous year.
- November: The Pacific Centre produces an annual plan and budget for the following year.

In full compliance with UNDP requirements for evaluation, a series of external evaluations will be carried out of the Regional Programme Document for Asia and the Pacific (2008-2011). The Pacific Centre's work will be evaluated as part of these processes:

- 2010. Outcome evaluation of four focus areas of the Regional Programme.
- End 2009. Mid term evaluation of regional MDG I.
- End 2011. Regional Programme Evaluation.

In addition, the Pacific Centre will carry out an in-depth Pacific Centre Programme evaluation in early 2011. This evaluation will feed into the Regional Programme Evaluation in mid 2011. The nature and focus of this evaluation will be determined in 2010 in consultation with key partners and donors.



5. Regular monitoring missions and client feed-back

Annually (in August/Sept) the Pacific Centre thematic teams will conduct short monitoring/reflection processes with key partners. These monitoring processes will draw on the bi-annual PIFS Pacific Plan monitoring and will be specifically designed to: (i) jointly assess progress against key outputs/outcomes detailed in the Pacific Centre work plan; (ii) learn from, and with, partners about how to improve PC support for their work; and (iii) ensure that learning from the previous years work influences forthcoming planning.

6. Reflection and applying lessons learnt

A staff retreat will be held each October. At this retreat the Pacific Centre thematic teams will share achievements/learning from monitoring processes and intentions towards improving the quality of work. Specific attention will be given towards ensuring that gender and HRBA have been mainstreamed throughout the Pacific Centre's programmes and analysing progress against internal Organisational Objectives. Learning from retrospective analyses will inform planning for the forthcoming year.



CRISIS PREVENTION AND RECOVERY



I. PACIFIC CONFLICT AND NATURAL DISASTER CHALLENGES

Pacific States are characterized by a diversity of religious, traditional and formal governance structures which are undergoing rapid social, economic and political change. While there is a long tradition of peace and stability in the region, in recent times, increasing vulnerability to crisis in the form of disaster, violence, political instability, conflict and civil unrest has become a feature of the socio-economic and political landscape of some parts of the Pacific region. In Papua New Guinea the island of Bougainville for many years was at the epicenter of violent conflict. The current issues hampering Bougainville's move towards sustainable peace are small arms proliferation, incomplete disarmament, demobilization and reintegration (DDR) of ex-combatants and the lack of involvement of communities in DDR and poor service delivery of the Autonomous Government of Bougainville (ABG). Small arms are proliferating in the mainland of PNG, which has resulted in some of the highest victimisation rates of armed violence in the world for example 50% of all households involved in a survey had been victims of armed violence in the past 6 months (PNG Armed Violence Assessment, 2005). PNG is plagued by tribal violence with estimates of deaths in the highlands at about 200 per year with injuries at a ratio of 5. Underlying this situation is the endemic nature of gender-based violence with for example 60% of men interviewed for a national study of sexual and reproductive health (2006) in Papua New Guinea (PNG) participating in gang rape. In Fiji there have been three military coups (1987, 2000 & 2006) that overthrew three democratically elected governments with the coup in 2000 resulting in the deaths of 16 soldiers and civilians. The political situation is divisive, with reports of a deteriorating human rights situation and reduced space for political dialogue and reconciliation in the context of a military backed regime. The coups have also compelled mass migration of Indo-Fijians with an average of 5,000 people a year, continuing to emigrate. In the Solomon Islands in April 2006 riots erupted and violence ensued in the capital Honiara as a result of the elections highlighting the nature of the fragile peace with the underlying causes of the Tensions in 1998 having not been addressed systematically. However, with the change of government in 2008 there is room for political dialogue and reconciliation. In Tonga, the last remaining monarchy in the region, social tensions spilled over into riots and violence that left the business district of the capital in ruins and has led to increased calls for political reform, which the Kingdom has responded to.

The Pacific is the most disaster-affected region in the world. Natural disasters have affected more than 3.4 million people and caused 1,747 fatalities (excluding PNG) in the Pacific Islands region since 1950. In some countries more than 40% of the population is affected during a typical disaster year e.g. Tonga and Samoa. The most prevalent disasters are cyclones accounting for 76% of reported disasters between 1950–2004, followed by earthquakes, droughts and floods. Whilst the number of people affected by disasters is relatively small compared to other regions, the scale of social and economic impacts is substantial. During the 1990s, the cost of disasters amounted to USD2.8 billion (in real 2004 value) and result in chronic shocks to economies averaging 2-7% of GDP in both disaster and non-disaster years. In addition, high exposure to climate risks and limited adaptive capacity make Pacific Island Countries particularly vulnerable to climate change and sea-level rise. Average temperatures are expected to rise in the region by between 1.0 and 3.1°C, and sea level by between 9 and 90 centimeters by the end of the century. The impacts are particularly severe in low-lying atolls. For instance, 18-80% of North Tarawa in Kiribati could experience inundation by 2050 without any adaptation measures. Climate change can also affect high level islands, with as much as a 100 % increase in cyclone related damages, a 20–30% increase in the epidemic potential of dengue fever, and a 9–15% decline in major crop yields.

Vulnerability to instability, conflict, or disaster takes many forms and is highly context specific in the Pacific with the underlying causes of crisis persistent, systemic and inextricably linked. Lack of confidence in government ability to address problems, including: poor governance¹, corruption and low capacity for the provision and delivery of social services; gender inequality manifested through gender-based violence²; unsustainable natural resource extraction; poor environmental management; impacts of climate change on livelihoods; growing youth population and unemployment in the Republic of the Marshall Islands and the Federated States of Micronesia for example, around 40 percent of this specific group are unemployed; increasing poverty and unemployment; the spread of HIV/AIDS³; the availability of small arms⁴; increased violence and criminality coupled with weak policing capacity; and the degradation of traditional social systems and how they interact with modern systems are some of the issues underlying vulnerability to crisis within the region.

The causes of vulnerability to crisis are better understood in the context of human security, encompassing many facets including; political; economic; food; health; environmental; personal; and community. The human security approach emphasizes the prevention of crisis and fosters collaboration and partnership among regional, national and local stakeholders. In order to address the pervasive and critical nature of human security threats in the Pacific, the capacity of regional organizations, governments at national and local level and civil society must be strengthened. Human security threats can then be recognized and addressed collectively, helping to build Pacific Island communities that are less vulnerable to all forms of crisis.

¹ The World Bank's governance effectiveness indicator places the Solomon Islands at 206th of a total of 209 countries, highlighting severe weaknesses in bureaucratic competence and public service delivery. Nauru (197th) and Papua New Guinea (177th) also suffer from very low government effectiveness.

² 80% of women surveyed in Fiji by the Fiji Women's Crisis Centre had at sometime in their life witnessed violence within the home. 46% of women interviewed in Samoa for the Family Health and Safety Study had experience some form of partner abuse.

³ Papua New Guinea (PNG) has the highest incidence of HIV and AIDS in the Pacific region and is recognized as fitting the criteria for a generalized HIV/AIDS epidemic. AIDS is now the leading cause of death for men in the country's capital Port Moresby.

⁴ In PNG, for example, 60% of all major crimes are gun-related, and amongst the three top categories (robbery, break and enter, and murder), at least 90% involved guns.

II. THE CRISIS PREVENTION AND RECOVERY PROJECT 2008-2011

In January 2008 the Regional Bureau for Asia-Pacific approved the regional CPR project for 2008-2011, which has been designed to support regional organizations, national authorities and civil society to address some of the underlying causes of vulnerability to crisis. Operating both at the regional and national level within Pacific policy frameworks, the Crisis Prevention and Recovery Project, seeks to empower and strengthen the capacities of regional and national partners to prevent and respond to violent conflict, political crisis and natural disasters. In line with the UNDP Strategic Plan (2008-2011), Asia-Pacific Regional Programme Document (2008-2011) and the Pacific Plan (2005), the CPR Project has developed a five-pillar strategy with the following components and specific activities:

OUTPUT 1: Strengthened Pacific Regional Human Security.

- Conflict/Human Security Vulnerability Analysis;
- Support to PIFS for the formulation of a Pacific Human Security Framework for Conflict Prevention; a strategy report on improving gender sensitive engagement of PIF response mechanisms to conflict; policy guidelines to operationalise the Biketawa Declaration; and Land and Conflict Minimization policy guidelines;
- In partnership with SOPAC formulate and implement Disaster Risk Management National Action Plans;
- Support to the development of guidelines for mainstreaming DRM into national planning and budgetary processes;

OUTPUT 2: Increased awareness of women's perspectives and improved capacity for mainstreaming gender in Pacific conflict prevention, human security and DRM policy and practice

- Research and community level funding support for gender approaches to community security in PNG, Solomon Islands and Tonga;
- Developing an informal Women, Peace and Security Consultative Group for the Pacific region to share information, increase coordination and advocacy and technical support for the implementation of UNSCR1325 in the Pacific;
- Research and Technical Advisory Services on the Gender Dimensions of DRM and Adaptation to Climate Change;

OUTPUT 3: Enhanced capacity of regional organizations, government and civil society in gender-sensitive and human rights based crisis analysis, DRM and peace building through:

- Pacific Institute for Peace Building and Development (PIPAD); a learning-dialogue circle for leaders and officials in government and civil society held twice a year;
- Curriculum Development, tools and training.

OUTPUT 4: Strengthened community, local government, and civil society capacity for crisis prevention, recovery and disaster risk management

- Gender responsive pilot projects to reduce the risk from disasters in communities and strengthen local governance and CBO involvement in DRM;
- Development of Disaster Risk Reduction and Development Network and Community of Practice;
- Track II Dialogue Processes in partnership with PIFS to support CSO engagement with FRSC officials and joint action research and advocacy with civil society on key human security concerns.

OUTPUT 5: Creation of virtual Pacific knowledge platforms for South to South cooperation, the sharing of lessons, good practices and research on crisis prevention and recovery including:

- Technical Support to the Pacific Peace-Net and Disaster-Net portals;
- Database of Pacific Women's Peacemakers for DPA/DPKO/Peacebuilding Commission Submission.

The CPR team has set up a Regional Informal Technical Conflict Prevention and Recovery Consultative Group (CPR CG) the purpose:

- Information sharing;
- Global and Pacific knowledge, experiences, lessons learned and best practices;
- Peer review of new CPR programmes;
- Coordination and;
- Resource mobilization and sustainability.

The members of the CPR CG include AusAID, NZAID, British, EU, French and US, PIFS, USP, OCHA, UNIFEM and UNDP Fiji M/CO.

III. EMERGING CPR ISSUES

The broad area of security sector reform (SSR) is an issue that requires serious attention in the coming years. The UNDP Pacific Centre in collaboration with key partners will develop a long-term package of policy advisory and knowledge services in the area of SSR to strengthen the governance and civilian oversight of the security sector.

Climate Change is an emerging issue that has catapulted onto the development stage following the release of the UN Intergovernmental Panel on Climate Change (IPCC) 4th Assessment Report in 2007. The unique physical and economic circumstances of Small Island Developing States (SIDS) in the Pacific render them vulnerable to climate change which, demands that the CPR project devote increased attention to this emerging issue. As a regional centre, the UNDP Pacific Centre will look at supporting relevant knowledge products that promote greater understanding and awareness of climate change issues.

Cross-cutting the whole CPR portfolio is how to engage the private sector in crisis prevention and recovery to enhance peace and stability in Pacific Islands Countries. As a regional centre, the UNDP Pacific Centre will promote the development of relevant knowledge products and will spend time on promoting greater awareness of the potential positive peace building role of the private sector through regional dialogues.

**United Nations Development Programme
Region: Asia and the Pacific
Project Document
CRISIS PREVENTION AND RECOVERY PROJECT IN THE PACIFIC (Phase II)**

Expected RP Outcome(s):

- 1) Improved and effective capacity of Governments and CSOs to prevent, manage and respond to conflict and natural disaster
- 2) Enhanced capacity to carry out socio-economic activities for early and sustainable post-conflict/disaster recovery

Expected Output(s):

- 1) Strengthened Pacific Regional Human Security.
- 2) Increased awareness of women's perspectives and improved capacity for mainstreaming gender in Pacific conflict prevention, human security and disaster risk management policy and practice.
- 3) Enhanced capacity of regional organizations, government and civil society in gender-sensitive and human rights based crisis analysis, disaster risk management, recovery and peacebuilding through the Pacific Institute for Peace Building and Development, training, curriculum development and tools.
- 4) Strengthened community, local government, and civil society capacity for conflict prevention, recovery and disaster risk management.
- 5) Creation of virtual Pacific knowledge platforms for south to south cooperation, the sharing of lessons, good practices and research on crisis and recovery.

Implementing Partner/Executing Entity: UNDP Pacific Centre

Responsible Parties/Implementing Agencies: CROP agencies, regional and national NGOs and UNDP Country Offices

Narrative

The **CRISIS PREVENTION AND RECOVERY PROJECT FOR THE PACIFIC (PHASE II) (2008-2011)**, aims to raise awareness, build capacity, support and facilitate the development of a body of knowledge, policies and practices in crisis prevention and recovery by strengthening regional and national networks and partners that are thereby enabled to reduce vulnerabilities and increase resilience at the national and local level. The project will be implemented under DEX modality and in partnership with the Council of Regional Organisations in the Pacific (CROP Agencies), regional NGOs and UNDP Country Offices. It builds upon and supports the operationalisation of the Pacific Plan, the UNDAF for Fiji/Samoa MCO and PNG CO and efforts towards UN reform in the region.

Programme Period:	2008-2011
Project Title: CRISIS PREVENTION & RECOVERY PROJECT FOR THE PACIFIC	
Atlas Award ID:	00058679
Start date:	1 April 2008
End Date	31 Dec 2011

Total resources required	\$10,000,000
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LPAC Meeting Date _____

BPAC Meeting Date _____

Agreed by (Government)

Agreed by (Implementing Partner/Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

1. Increasing vulnerability to crisis in the form of disaster, violence, political instability, conflict and civil unrest is a feature of the socio-economic and political landscape of parts of the Pacific region. The impact of crises on inhibiting the social and economic development of Pacific Island nations and consequently setting back the achievement of the Millennium Development Goals (MDGs) is well documented.
2. Over the past two decades parts of the institutional platform for addressing vulnerability to crisis have been assembled in the region. In 1992 and 1997, respectively, the Pacific Islands Forum (PIF) issued the Honiara Declaration and the Aitutaki Declaration on law enforcement cooperation, regional security policy issues, legislation on issues of extradition and transnational crime, and a regional framework for the development of good governance. At the turn of the Century, the Biketawa (2000) and Nasonini (2002) declarations described frameworks for greater regional stability, good governance, human rights and democracy, and principles and guidelines for regional action in crisis-ridden member countries. The Nadi Framework initiative in 2000 aimed to regulate the import, possession and the use of firearms, ammunition and related materials. The Pacific Plan adopted in 2005 by PIF leaders identified enhanced good governance and security as one of the four goals for the region. The Regional Framework for Action 2005 – 2015 Building the Resilience of Nations and Communities to Disasters focussed regional efforts on decreasing vulnerability to disasters through risk reduction and improved disaster risk management and the Pacific Islands Framework for Action on Climate Change 2006-2015 endorses the urgent need to reduce Pacific Island vulnerability to the impacts of Climate Change and climate related hazards.
3. While these efforts mark important progress towards addressing vulnerability to crisis in the region, only limited progress has been made in implementing the various frameworks and Declarations, for several reasons:
 - a) Insufficient recognition of conflict and disaster risk as development issues - Crisis prevention and recovery are still often considered to be an isolated field of practice, whereas conflict, disaster and development are indeed interdependent and mutually reinforcing. The field has therefore remained restricted to traditional actors focusing on technical responses to crisis events rather than addressing systemic causes that are rooted in development processes. There has also been too limited an exploration of synergies with related areas of practice such as climate change adaptation, natural resource management and governance, and limited engagement with development partners outside the field, leading to some duplication of work and wastage of resources.
 - b) Limited institutional capacity at regional, national and local level - Low capacity at the regional level to develop policies and sustain support to national governments has been complicated by overlapping mandates. Many national governments struggle to address inadequacies in their national regulatory and legal frameworks, implement regional initiatives and absorb available assistance. Socio-political barriers have prevented open discussion about conflict, and perverse incentives have given low priority to disaster risk reduction. Most of the available financial and training resources have been invested in building regional and/or national capacities at the expense of local level capacities. As a result, there has been little success in extending the regional and national initiatives down to the local level.
 - c) Limited capacity of civil society for conflict prevention, peacebuilding and Disaster Risk Management (DRM) - In spite of the fact that civil society organisations (CSOs) work closely with communities and have undertaken initiatives in crisis prevention and recovery, there has been a general lack of engagement by regional and national stakeholders with civil society. As a result, many of these initiatives undertaken in conflict prevention and community based DRM have been one off and ad-hoc with limited sustainability and poor monitoring and evaluation leading ultimately to limited success.
 - d) Top heavy and poor coordination for crisis prevention and recovery – This has been a common problem at all levels in the region and particularly notable in crisis response, but equally relevant to crisis prevention and recovery efforts. There has been a heavy emphasis on regional bodies and national counterparts coordinating efforts, while local capacities remain weak. Overlapping mandates among regional bodies and other actors in the field have fed competition for scarce financial resources.
 - e) Pervasive and inadequate response to gender in crisis – Within the crisis prevention and recovery field there has been an unwillingness to acknowledge the gendered causes and impacts of conflict and natural disasters or to perceive gender as an issue that informs both community vulnerability and resilience. Within conflict prevention and formal peace processes there has been poor implementation at national level of the Convention for the Elimination of all Forms of Discrimination against Women (CEDAW) and United Nations Security Council Resolution (UNSCR) 1325 as well as limited participation of women in formal peace processes and decision-making in post-conflict reconstruction and reconciliation activities. Within DRM there has been a notable lack of involvement of women in decision-making arenas and early warning at all levels.
 - f) Weak information sharing and learning – Although crisis management is a long-standing development concern in the Pacific region, there has been little success in systematising information sharing across different levels and between stakeholders, thus inhibiting effective learning from good practice. Much information regarding crisis prevention and recovery remains stored with regional or national bodies that have little capacity for information management.
4. The underlying causes of the region's increasing vulnerability to crisis are persistent, systemic and inextricably linked. Poor governance, low capacity for the provision and delivery of social services, gender inequality manifested through gender-based violence, unsustainable natural resource extraction, poor environmental management, climate change, increasing poverty and unemployment, the availability of small arms, increased violence and criminality and the degradation of traditional social systems underlie vulnerability to crisis within the region. These causes must be understood in the context of human security, encompassing many facets including; political; economic; food; health; environmental; personal; and community. The human security approach emphasizes the prevention of crisis and fosters collaboration and partnership among regional, national and local stakeholders. In

order to address the pervasive and critical nature of human security threats in the Pacific, the capacity of regional organizations, governments at national and local level and civil society must be strengthened. Human security threats can then be recognized and addressed collectively, helping to build Pacific Island communities that are less vulnerable to all forms of crisis.

II. STRATEGY

5. The project strategy is to raise awareness, build capacity, support and facilitate the development of a body of knowledge, policies and practices in crisis prevention and recovery. This will be achieved by strengthening regional and national networks and partners that are thereby enabled to reduce vulnerabilities and increase resilience at the local level. To reduce the vulnerability of Pacific Island communities to violence, conflict and both climate and non-climate related disasters, the project will replicate the dual focus on prevention and recovery as set forward in the United Nations Development Programme (UNDP) Regional Programme Document for Asia and the Pacific 2008-2011 and the UNDP Bureau for Crisis Prevention and Recovery Strategic Plan. This is reflected in the two project outcomes:
 - 1) Prevention Outcome: Improved and effective capacity of Governments and CSOs to prevent, manage and respond to conflict and natural disaster
 - 2) Recovery Outcome: Enhanced capacity to carry out socio-economic activities for early and sustainable post-conflict/disaster recovery
6. The CPR projects links with the UNDP strategic plan in two main areas the first is: enhancing conflict and disaster risk management capabilities through technical assistance to national partners in undertaking crisis risk assessments, developing strategic responses, formulation of improved methodologies to understand conflict human security vulnerability and developing DRM national action plans. The second area that the CPR project supports the progressive realization of the UNDP strategic plan is: Ensuring improved post-crisis governance functions. This will be achieved through collaborative work with GOVPAC to support UNDP country offices in the region to respond to crisis through technical assistance in developing early recovery plans and through the operationalisation of the UNDP BCPR Eight Point Agenda for Women's Empowerment and Gender Equality, which will include support for the design and implementation of regional projects to further the mainstreaming of gender in UNDP's crisis prevention and recovery programming in the region.

II.1 Project Outputs

7. The project has five inter-related outputs that will strengthen the capacity of regional organizations, governments and CSO's through institutional and policy development, capacity building and the mainstreaming of disaster risk management and conflict-sensitivity in regional and national development processes, to reduce vulnerability and increase resilience at the local level (see diagram below).

Output 1: Strengthened Pacific Regional Human Security.

- During 2007, UNDP Pacific Centre and the Pacific Islands Forum Secretariat (PIFS) through the Political and Security Programme initiated a process of dialogue in the region, to broaden the concept of security from state-focused to people centred. In October 2007, the PIFS Pacific Action Plan Committee recommended to PIF leaders that a medium-term regional human security framework be developed to provide insight into broader security issues underlying crises and conflicts, and to produce tools to prevent or address them. The aim of this output therefore is to strengthen institutional capacity, approaches, policies and interventions towards human security in the region, and to support national governments and regional organisations, in line with the Pacific Plan. Support will be provided to develop a Pacific regional human security framework, building on consultations undertaken in 2007 with PIFS, government representatives, civil society, women's groups and academia.; further analysis of root and proximate causes of conflict and human insecurity in the Pacific region; policy development based on three Conflict-related Development Analyses (CDA); and support to the development of an early response mechanism to critical and pervasive human security threats through the operationalisation of the Biketawa Declaration. Also within the framework of human security the CPR project will collaborate with the MDG achievement and poverty reduction project to undertake research and training on corporate social responsibility and conflict and environmental-sensitive business practices and develops strategies in partnership with UNDP PNG and Solomon Islands Country Offices to increase youth economic empowerment in conflict-recovery contexts. In recognition of the role that climate change and exposure to natural hazards play in the creation of human insecurity in the Pacific region, the project will also assist in the implementation of the "Framework for Action (2005-2015): Building the Resilience of Nations and Communities to Disasters" and the Pacific Islands Framework for Action on Climate Change 2006-2015 by supporting the Pacific DRM Partnership Network and Pacific Islands governments with technical advice and tools to mainstream disaster risk management and adaptation to climate change into national planning and budgetary processes through the development of National Action Plans for Disaster Risk Management.

Output 2: Increased awareness of women's perspectives and improved capacity for mainstreaming gender in Pacific conflict prevention, human security and disaster risk management policy and practice

This output focuses on supporting the implementation of UNSCR 1325 and the UNDP Bureau for Crisis Prevention and Recovery's (BCPR) "Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery" in the Pacific. This will be achieved through research into the gendered dimensions of traditional knowledge in areas such as environmental and natural resource management, disaster risk management and adaptation to climate change; analytical work on gender-based violence in conflict and conflict recovery situations; policy development and capacity building for regional and UN agencies on engendering conflict prevention, human security and disaster risk management policy and practice; and advocacy for the continuing engagement of women's organizations with the PIF Regional Security Committee.

Output 3: Enhanced capacity of regional organizations, government and civil society in gender-sensitive and human rights based crisis analysis, disaster risk management, recovery and peace building through the Pacific Institute for Peace Building and Development, training, curriculum development and tools.

The aim of this output is to further improve the interface between governments, civil society, regional organizations and the private sector in order to increase capacity for critical policy analysis that clearly recognises Crisis Prevention and Recovery as a development issue and fosters crisis sensitive programming and planning to achieve the overarching goal of reducing vulnerability of communities in Pacific Island Countries. This output will create and deliver learning resources for Pacific leadership in regional organizations, government, civil society, and UN agencies that will engage in regular learning encounters, to build a critical and competent practice in Crisis Prevention and Recovery and sustainable development. It consists of the development and delivery of modularised training through a variety of channels, most importantly the Pacific Institute for Peace Building and Development (PIPAD). The Institute aims to significantly increase South to South cooperation by bringing together a pool of Pacific and international trainers to deliver courses of core and specialist modules in specific areas. Alongside PIPAD a comprehensive set of training courses will be developed to support the mainstreaming of DRM in key sectors (e.g. education, health, water, construction, agriculture, tourism) and practice areas (e.g. climate change adaptation, natural resource management, sustainable livelihoods, governance) in project planning and management for delivery through PIPAD and CSO networks in collaboration with BCPR, CADRI and the Pacific Emergency Management Technical Advisory Group (PEMTAG).

Output 4: Strengthened community, local government, and civil society capacity for crisis prevention, recovery and disaster risk management

The overall aim of the output is to strengthen capacity of civil society networks and local governance systems as well as advocate for the involvement of the private sector in understanding, prioritizing and reducing conflict and vulnerability to climate related and disaster risk through local development processes and by doing so, build the capacity of Pacific Island Communities to recover from crisis. As a part of this output the CPR Team will provide strategic input and support to the development of a UNDP led Climate Change Centre in Samoa and will advocate for an all of hazard, no regrets approach to strengthening the resilience of Pacific Island communities to the impacts of climate change and disaster. In order to achieve this CPR team will draw on its own expertise as well as its extensive global networks to draw in technical expertise from different regions. This output will also support the development of a Community of Practice (COP) for practitioners through capacity building and the facilitation of the exchange of knowledge amongst practitioners in DRR, development and adaptation to climate change. It also aims to increase the capacity of local governance systems to reduce vulnerability and increase community resilience through the piloting of gender-sensitive DRM projects that decrease vulnerability to disaster and climate change. This will be done in close collaboration with the UNDP Pacific Centre (PC) Governance Project and UNDP Multi/Country Offices and lessons learned will be systematised for sharing best practice with national and local governments and CSO partners as well as south-south cooperation. UNDP PC will establish partnerships with a variety of development partners from government, civil society and the private sector to strengthen local level risk management by building as much as possible on existing development activities in key sectors and other practice areas in Pacific Island Countries. Activities also support the further strengthening of the Pacific Peoples Building Peace (PPBP) and Women's Human Security and Peace Networks through improving knowledge transfer at national and regional levels by an expertise exchange amongst members and joint submissions to PIFS on key human security issues.

Output 5: Creation of virtual Pacific knowledge platforms for South to South cooperation, the sharing of lessons, good practices and research on crisis prevention and recovery

2.8 This output will support the furthering of learning and knowledge management through continuous support to and promotion of the Pacific Peace and Disaster Net portals. These portals will provide a virtual platform for sharing and developing Pacific experiences, case studies, policies, practices and lessons amongst practitioners in crisis prevention and DRM as well as related fields such as development, natural resource management and climate change. The virtual platforms also support increased regional knowledge, cooperation and timely and informed decision-making for policy and programming for crisis prevention and DRM in the Pacific.

II.II Project Approach

8. The project will take a synergetic, complementary and demand-responsive approach to initiatives undertaken by UNDP Multi-Country Offices (MCOs) and Country Offices (COs). This will be achieved by up-streaming the outcomes of local initiatives, strengthening capacities of national partners, and generating tools and processes to increase impact at national level, through, for example, technical assistance for country programme formulation, the development of tools and methods including systematization of lessons learned, and seed funding for country, CSO and community level pilot projects.
9. Other key aspects of the approach include:
 - a) Human rights-based approach: Focusing on building the capacity of duty-bearers (national and local governments) to respect, protect and fulfil their responsibilities to their populations to ensure safety and security related to natural disaster and conflict risk by upholding both national law and international human rights law. The project will assist the empowerment of claim-holders, in particular women and marginalized groups, to assert their rights in the context of conflict prevention and recovery and disaster risk management.
 - b) Gender complementarity: While gender and the active inclusion of women is the focus of a specific output, this is mainstreamed throughout all other outputs and women's perspectives are an integral part of the entire project. The project will assist in policy development that mainstreams gender in human security discourse and practice; capacity building; awareness raising and advocacy with all partners on the importance of gender as a category of analysis and women's perspectives in crisis prevention and recovery.



- c) Partnership orientation: The CPR project will undertake stakeholder consultations to ensure that outputs and activities are fully aligned to regional priorities and the Pacific Plan. The CPR project will also identify opportunities to implement the project in partnership with a range of partner organisations, including other UN and regional agencies, donors and CSO networks to increase impact, effectiveness and sustainability. In order to develop partnerships and to mobilize resources the CPR project will set up an informal technical Conflict Prevention and Recovery Contact Group (CPR CG) for the Pacific, which will be used to facilitate informal communication between key bilateral and multilateral technical officials to create synergy among CPR partners and avoid duplication of efforts. The CPR CG will be used to share information on current and planned CPR programmes, global knowledge, lessons learned and best practices on CPR issues to ensure the mainstreaming of conflict-sensitivity, ensure the sustainability of programme outcomes and facilitate resource mobilization. The CPR CG will be used to enhance coordination of international partners and the quality of assistance given to regional organizations and national institutions on CPR issues.
- d) Lesson learning and knowledge management: The project will develop knowledge platforms and communities of practice for the sharing of Pacific experiences and south to south cooperation more generally as well as tools, curricula, the integration of lessons learned into knowledge products and services that feed into all project components, and monitoring and evaluation.
10. All outputs adhere to the regionality criteria, especially those:
- Promoting regional public goods: building capacity for a human security framework, and mainstreaming DRM;
 - Promoting knowledge sharing and learning: development of PIPAD and DRM training; DRR COP and virtual platforms;
 - Providing Seed capital for pilot ideas on local level risk management pilot projects; and
 - Supporting regional dialogues on sensitive and emerging development issues: conflict prevention early response mechanism; gender-sensitive human security and conflict prevention research and analysis; action research on land and conflict; human security framework.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p>1) Improved and effective capacity of Governments and CSOs to prevent, manage and respond to conflict and natural disaster and 2) Enhanced capacity to carry out socio-economic activities for early and sustainable post-conflict/disaster recovery</p>			
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <p>Indicator: 1.1. Risk analysis and gender-responsive assessment tools and methods developed and advocated for policy and planning processes; 1.2. Additional skills developed at regional and national levels; 1.3. Regional surge capacity system established and operational; tools developed and used</p> <p>Baseline: 1.1. Low utilization rate and capacity to undertake risk analysis; 1.2. Limited national surge capacity to respond rapidly following conflict and natural disasters and delays in provision of essential life-saving goods and services</p> <p>Target: 1.1. Systematization of lessons learned in implementing gender-responsive conflict analysis in 5 countries and at least one regional organization; 1.2. At least 40 experts available for rapid deployment</p> <p>Indicator: 2.1 Number of early recovery activities successfully piloted</p> <p>Baseline: 2.1 Limited capacity to identify and implement economic and social recovery activities following crisis</p> <p>Target: 2.1 Methodologies for capacity-building on early recovery developed; 2.2. Early recovery activities formulated and tried out; Lessons from pilot activities documented and disseminated</p>			
<p>Partnership Strategy The execution of the project is DEX.</p>			
<p>Project title and ID (ATLAS Award ID): CRISIS PREVENTION & RECOVERY PROJECT FOR THE PACIFIC</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1. Strengthened Pacific Regional Human Security</p> <p><u>Baseline:</u> No mention of human security in the Pacific Plan. Low capacity of eminent persons in quiet diplomacy. Non-operational regional early response mechanism to conflict and unrest. X DRM NAPS developed, endorsed and implemented in PICS</p> <p><u>Indicators:</u></p> <p>1. Endorsement of human security by the PIF leaders and reflected in the Pacific Plan.</p> <p>2. Increased capacity of eminent persons in the use of quiet diplomacy to respond to conflict and unrest.</p>	<p><u>Targets 2008</u></p> <ul style="list-style-type: none"> - DRM mainstreaming guidelines completed - 2 DRM NAPS completed - 4 Case studies completed - Action research initiated - Joint cross-practice projects established <p><u>Targets 2009</u></p> <ul style="list-style-type: none"> - 2 DRM NAPS - Human Security endorsed in the Pacific Plan - 2 Conflict Development Analyses completed - Nation-building project designed <p><u>Targets 2010</u></p> <ul style="list-style-type: none"> - 2 DRM NAPS - Seed fund established - 3rd Conflict Development Analysis completed <p><u>Targets 2011</u></p> <ul style="list-style-type: none"> - 2 DRM NAPS 	<p>Analyses completed</p> <p>1. Activity Result: TA to support the PNG <i>Nation Building Programme</i>, the Solomon Islands <i>Strengthening Capacity for Peace-Building in Post-Conflict Project</i> and phase 2 of the Fiji Peace, <i>Stability and Development Analysis</i> in partnership with BCPR</p> <ul style="list-style-type: none"> • Action 1.1 Scoping mission to support the design of the long-term peace and youth projects in the Solomon Islands. • Action 1.2 Assist the MNURP to research and analyze the underlying causes of conflict, the current status of reconciliation activities and develop appropriate policies and programs for peace and reconciliation, based on community and other consultations • Action 1.3 Peer review and technical input into UNDP PNG CO violence reduction, conflict prevention and peacebuilding concept notes. • Action 1.4 Scoping missions to PNG to support the design of the nation building programme and strategy development for CPR and private sector development in Bougainville. 	<p>UNDP Pacific Centre GOVPAC MDG Practice PIFS SOPAC SPC AusAID NZAID UNDP PNG, Sub-Office Honiara, MCO Fiji, MCO Samoa UNDP RCB, BCPR Pacific Partnership for DRM East-West Centre PPBP Women, Human Security Network (WHSN)</p>
			<p>\$1,678,000</p> <p>National and Regional travel, DSA Human Security and Conflict Prevention Case Studies Scoping missions and consultations Training costs Logistic expenses Short-term consultants Seed fund of \$20,000</p>

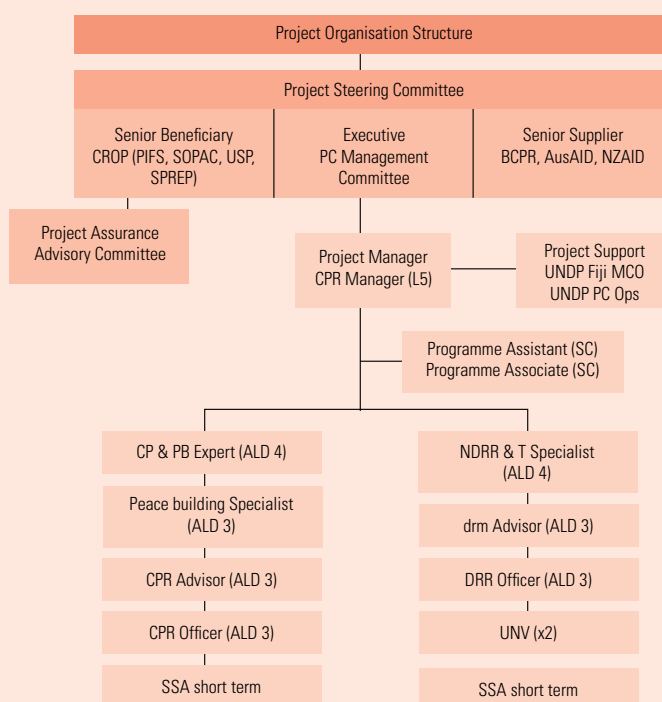
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>3. Number of times the early response mechanism to conflict and unrest has been used in the Pacific.</p> <p>4. Number of DRM NAPS developed, endorsed and implemented.</p>		<ul style="list-style-type: none"> • Action 1.5 Technical assistance into the methodological design, systematising lessons learned, mainstreaming gender of an updated Conflict-related Development Analysis (CDA) in Solomon Islands • Action 1.6 Technical backstopping of all phases of CDA in PNG including methodological design, systematising lessons learned and mainstreaming of gender. • Action 1.7 Research, dissemination and training on corporate social responsibility and conflict and environmental-sensitive business practices and youth economic empowerment in collaboration with the MDG and Poverty Reduction Project in PNG and Solomon Islands. • Action 1.8 Strategy developments with UNDP Fiji MCO for follow up to the PSDA. <p>2. Activity Result: Increased awareness of human insecurity and the root causes of conflict and increased regional and national capacity to analyse human insecurity and conflict and design appropriate strategic responses.</p> <ul style="list-style-type: none"> • Action 2.1 Technical assistance to the development of PIC gender-sensitive human security/conflict prevention case study methodology • Action 2.2 Human security/conflict prevention scoping missions to 4 PICs • Action 2.3 Human security/conflict prevention workshops held in 4 PICs. • Action 2.4 Development of a human security/conflict prevention case studies synthesis report, dissemination and advocacy based on findings with regional and national partners. • Action 2.5 Consultation with PIFS, PPBP and partners on the utility and function of a conflict/human insecurity early warning system in the Pacific. • Institutional/capacity assessment of CROP agencies and CSOs working in conflict prevention and peacebuilding. 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<ul style="list-style-type: none"> • Action 2.6 Development of regional conflict-instability indicators based on CDAs and review of conflict analyses. • Action 2.8 Capacity building for PIFS through workshops and training to analyse, disseminate information and facilitate advocacy on conflict and human insecurity. • Action 2.9 Training workshop for government officials and selected civil society leaders on conflict prevention, peace-building and preventative/ quiet diplomacy. • Action 2.7 Development of PIFS policy framework and guidelines for the implementation of the Biketawa Declaration. • Action 2.8 Workshops held with government and civil society to discuss the draft guiding principles and framework for action on land and conflict minimization. • Action 2.9 Design of guiding principles and framework for action on land and conflict minimization. • Action 2.10 Demand responsive technical assistance to regional and national stakeholders on land and conflict minimization. • Action 2.11 Targeted research on gender and human security issues that were identified during the 2007 Regional Human Security Consultations (e.g., gender and DDR) • Action 2.12 Advocacy with Parliaments on their role in preventing conflict and building peace in collaboration with GOVPAC. <p>3. Activity Result improved mainstreaming of disaster risk reduction in national development processes with 8 DRM NAPS designed and implemented.</p> <ul style="list-style-type: none"> • Action 3.1 Technical advice (TA) to the Pacific Partnership Network on the mainstreaming of disaster risk reduction into national development processes • Action 3.2 Support to the development and implementation of national action plans for disaster risk management in 8 PICs • Action 3.3 Advocacy on the role of Parliaments in DRM in collaboration with GOVPAC 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2 : Increased awareness of women's perspectives and improved capacity for main-streaming gender in Pacific conflict prevention, human security and disaster risk management policy and practice</p> <p><u>Baseline:</u> Poor regional organization and CSO interface on gender, human security and crisis prevention, no gender-sensitive national human security and crisis prevention policies and DRM national action plans, and low capacity of governments to develop and implement gender-responsive early recovery plans</p> <p><u>Indicators:</u> 1. Number of regional and national development platforms used to promote the importance of gendered perspectives in crisis prevention and recovery 2. Number of gender-responsive amendments to relevant national policies and DRM national action plans</p>	<p><u>Targets 2008</u> - Primer on gender, TKS and DRM - GBV research completed - Partner consultation - TA</p> <p><u>Target 2009</u> - Project activities initiated - TA - 1 "Eight Point Agenda" project implemented</p> <p><u>Targets 2010</u> - 2 GBV pilot projects initiated - TA - 1 "Eight Point Agenda" project implemented</p> <p><u>Targets 2011</u> - TA - 1 "Eight Point Agenda" project implemented</p>	<p>1. Activity Result: Increased awareness of women's perspectives and roles and improved capacity for mainstreaming gender in DRM and recovery</p> <ul style="list-style-type: none"> • Action 1.1 Research and dissemination on the gender dimensions of traditional knowledge in DRM in the Pacific • Action 1.2 TA to build capacity for mainstreaming gender in DRM policy and practice in the Pacific. • Action 1.3: design and implementation of programmes to operationalise the "Eight-Point Agenda for Gender Equality in Crisis Prevention and Recovery" in the Pacific with support of BCPR <p>2. Activity Result: Increased awareness of women's perspectives and roles and improved capacity for mainstreaming gender conflict prevention and human security</p> <ul style="list-style-type: none"> • Action 2.1: Research, dissemination, advocacy and joint pilot programming on GBV in conflict and conflict recovery contexts (feeding into the design of the joint satellite project 'Working with Men and Boys as Allies for GBV Prevention') • Action 2.2 Conduct a consultation process with PIFS and partners to revalidate and prioritize programming related to gender, conflict prevention and peacebuilding. • Action 2.3: TA to build capacity for mainstreaming gender conflict prevention and human security policy and practice in the Pacific. 	<p>UNDP Pacific Centre PIFS, SPC, SOPAC UNIFEM AusAID UNDP RCC, BCPR UNDP PNG, Sub-Office Honiara, MCO Fiji, MCO Samoa UNFPA East-West Centre (WHSN) FemLINK Pacific UNW</p>	<p>\$ 1,378,000 TA UNW Gender, Conflict, Peace and Security Project Officer GBV in conflict and conflict recovery project activity Team Leader, Senior Researcher, National Researchers and Research Assistants Travel, DSA for researchers (AusAID partial funding) National and Regional Workshops Short-term consultants</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 3: Enhanced capacity of regional organizations, government and civil society in gender-sensitive and human rights based crisis analysis, disaster risk management, recovery and peacebuilding through the Pacific Institute for Peace Building and Development, training, curriculum development and tools.</p> <p>Baseline: No regional capacity for gender sensitive and human rights based learning in the area of CPR</p> <p>Indicators: PIPAD and CSO networks actively using pool of trainers and training modules for supporting mainstreaming initiatives</p>	<p><u>Targets 2008</u> - 4 PIPAD core modules developed and piloted - PIPAD Alumni Tracking and Monitoring System developed - 3 DRM modules developed - Research findings published and disseminated and integrated in modules</p> <p><u>Targets 2009</u> 8 specialist PIPAD modules developed and piloted 2 Core Course institutes delivered regularly in April each year PIPAD Alumni Monitoring system actively implemented</p> <p><u>Targets 2010</u> - PIPAD Resource mobilization plan in place - PIPAD Core and Specialist courses delivered regularly in 2nd and 3rd quarter of the year DRM on going training delivered</p> <p><u>Targets 2011</u> PIPAD Independent Evaluation conducted and curriculum revision under taken Pacific host for PIPAD identified and partnership agreement signed DRM training delivered</p>	<p>1. Activity Result: Training, curriculum and tools developed and pool of Pacific trainers trained in CPR</p> <ul style="list-style-type: none"> Action 1.1: Curriculum development, training of trainers (TOT), hosting and resource mobilization for the Pacific Institute for Peace Building and Development (PIPAD). Action 1.2 Support BCPDR research on conflict and natural disaster interface. Action 1.3: Development of a comprehensive set of training courses and modules including pool of Pacific trainers to support the mainstreaming of DRM in development practice areas, planning and project management for delivery through PIPAD and CSO networks. 	<p>UNDP Pacific Centre BCPR, CADRI PIFS, USP PIPAD UNDP PNG, Sub-Office Honiaru, MCO Fiji, MCO Samoa Divine Word University Peace Foundation Melanesia ECREA Pacific Emergency Management and Training Advisory Group (PEMTAG), PPSEAWA</p>	<p>\$1,678,000 PIPAD Course Director (part-time, 4 years) PIPAD Pilot Hosting PIPAD for 4 years Short-term consultants for training module development Travel and DSA for participants</p>
<p>Output 4: Community, local government and civil society capacity for crisis prevention, recovery and disaster risk management is strengthened</p> <p>Baseline: Capacity of local government and civil society for crisis prevention, recovery and disaster risk management is low</p>	<p><u>Targets 2008</u> 2 DRM pilot projects initiated 2 regional COP workshops held</p> <p><u>Targets 2009</u> 2 DRM pilot projects initiated 2 regional COP workshops held Design, development and implementation of expert exchange process completed 1 submission on human security issues completed and made to PIFS jointly by PPBP and UNDP PC</p>	<p>1. Activity Result: Gender responsive pilot projects that build capacity of communities, civil society networks and local governance systems for reducing risk of conflict and disaster and recovering from crisis implemented.</p> <ul style="list-style-type: none"> Action 1.1 Pilot sites selected on the basis of situational analysis Action 1.2 Projects designed, developed and implemented with partners 	<p>UNDP Pacific Centre GOVPAC BDP Local Government SOPAC PPBB FemLINK Pacific CCF WHSPN CSO Strengthening satellite project CSO Networks UNV</p>	<p>\$2,379,500 Travel, DSA for two expert exchanges, annual PPBP network meeting for 20 people and 2 DRR and Development networks per year MOUs for pilot projects Travel and DSA for design and implementation of pilot projects UNV</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Indicators: Local level initiatives designed and implemented by local government and civil society in the areas of crisis prevention, recovery and disaster risk management</p> <p>Coordinated or systematic dialogue or exchange of information between civil society and local government stakeholders on issues of crisis prevention, recovery and disaster risk management</p>	<p><u>Targets 2010</u> 2 DRM pilot projects initiated 2 regional COP workshops held Design, development and implementation of expert exchange process completed 1 submission on human security issues completed and made to PIFS jointly by PPBP and UNDP PC</p> <p><u>Targets 2011</u> 2 DRM pilot projects initiated 2 regional COP workshops held Design, development and implementation of expert exchange process completed 1 submission on human security issues completed and made to PIFS jointly by PPBP and UNDP PC</p>	<p>2. Activity Result: Disaster Risk Reduction and Development Network developed through regular exchange of information on topical issues between DRR and development practitioners</p> <ul style="list-style-type: none"> Action 2.1 Network members consulted on topical issues Action 2.2 Workshops designed and conducted in partnership with key stakeholders <p>3. Activity Result: Expert Exchange processes between PPBP network members and joint submissions to PIFS on key human security areas and issues designed and implemented.</p> <ul style="list-style-type: none"> Action 3.1 Work closely with network partners to develop best practice processes for exchange Action 3.2 Work with partners to identify issues for exchange and subject of submissions Action 3.3 Utilize outcomes from exchange processes to document submissions 		
<p>Output 5: Creation of a virtual Pacific knowledge platform for South to South cooperation, the sharing of lessons, good practices and research on crisis and recovery</p> <p>Baseline: Currently no enabling environment for systematic sharing of information, lessons learned, best practice, research on crisis and South South cooperation</p> <p>Indicators: Evaluation of PeaceNet and Pacific Disaster Net reveal their value as platforms for enhanced research, dissemination of information, networking and partnerships</p>	<p><u>Targets 2008</u> PeaceNet portal operational Disaster Net portal operational</p> <p><u>Targets 2009</u> Database of women peacemakers completed Disaster Net operational and being regularly utilised for information exchange and decision making by both government and CSO DRM stakeholders</p> <p><u>Targets 2010</u> <u>Targets 2011</u></p>	<p>1. Activity Result: Continued support provided to the management of the PeaceNet Portal for enhanced research, dissemination, networking and partnerships</p> <ul style="list-style-type: none"> Action 1.1 Attend regular meetings with PeaceNet coordinators and provide input into issues Action 1.2 Identify opportunities for the promotion of PeaceNet in regional and international fora <p>2. Activity Result : Continued support and guidance provided to the development of Pacific Disaster Net to improve capacity for decision making support and knowledge sharing</p> <ul style="list-style-type: none"> Action 2.1 Attend regular meetings and provide technical input into the development of Disaster Net Action 2.2 Identify and make use of opportunities for promotion of Disaster Net in regional and international fora <p>3. Activity result: Database of experienced women peacemakers developed and submitted to DPA, DPKO and the office of the Special Adviser on Gender for appointment of positions in UN Missions</p> <ul style="list-style-type: none"> Action 3.1 Consult with partners and experts to identify suitably experienced women for inclusion on the database Action 3.2 Manage development and input of appropriate data into the database 	<p>USP SOPAC IFRC OCHA</p>	<p>\$240, 000 Contract for the hosting and management of the PeaceNet Portal MOU extension with SOPAC for PDN</p>



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11. The project will be implemented over a period of 48 months, commencing in April 2008 through to December 2011. The project will be directly executed by UNDP Pacific Centre in Suva (PC). UNDP PC will be responsible for the technical and financial management of the project, and for all fiduciary arrangements. The UNDP PC will partner with implementing agencies/ partner to achieve the results defined in the project RRF. Each output will have a main CROP agency counter-part in charge of implementation to work with civil society organisations, academia, etc. as appropriate.
12. The main partner organisations for the CPR project are Inter-Governmental Organizations (IGOs):
The Pacific Island Forum Secretariat (PIFS), SOPAC, the University of South Pacific (USP) and the Pacific GPPAC and UN Agencies.
13. The CROP agencies will lead all consultative processes with Member States, the NGO network will facilitate interface and engagement of civil society, pilot initiatives will be lead by UNDP COs in line with the PC Annual Work Plan. The implementation strategy for each output will closely involve consultations with UNDP-PC, BCPR, DPA and DESA. Specific partnerships for activities in different outputs will be developed with relevant national governments and civil society groups.
14. UNDP PC will establish a Project Steering Committee (see Annex for Project Steering Committee TOR). Its day-to-day operations will be coordinated by the Project Coordinator who will be responsible for the daily management of the project (see Annex for Project Coordinator TOR). The Project Coordinator will be supported by Project Support, who will be recruited to assist in coordinating the routine activities of the project and will report on a regular basis to the Project Coordinator (See Annex: Project Support TOR).

Project Steering Committee

A Project Steering Committee will be established (see diagram above) to provide guidance to the project and the project coordinator. Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, which will require annual reviews, a mid-term evaluation and a final evaluation. The annual review report will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project’s Results Framework. The detailed expenditure report will indicate expenses by category as outlined in the original project budget. The Board will be consulted if and when the Project Coordinators tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the Project Assurance Officer.

CPR Programme Staffing

The CPR programme will undertake a series of staffing recruitment to strengthen the CPR unit relevant to project outcomes/outputs. Several new positions that may be created in the form of:

- a. Peace building Specialist (ALD3) who will primarily be responsible for the Pacific Institute for Peace building & Development (PIPAD) initiative.
- b. CPR Advisor (ALD 3) who may be based at Pacific Islands Forum Secretariat (PIFS) as part of a partnership between UNDP and PIFS this is yet to be finalized. The content of programme activities will be developed across the key focus areas of UNDP’s technical assistance to strengthening the overall Pacific Peace Architecture.

- c. CPR Programme Officer (ALD 3) who will act as a programme and research support to the CPR manager in the design and implementation of activities under the CPR annual work plan and project document.
- d. Natural Disaster Risk Reduction & Transition Specialist – upgraded to ALD 4 due to the changing nature of disasters and natural hazards including adaptation to climate change in the Pacific, increasing programmatic activities and responsibilities in overseeing a planned increase in disaster-focus staff within the CPR project.
- e. Disaster Risk Management Advisor (ALD 3) who will primarily be responsible for disaster risk management national action plan initiatives for identified Pacific islands countries.
- f. Disaster Risk Reduction officer (ALD 3) who will be responsible for climate change and related Disaster risk management sub projects.
- g. The CPR programme will recruit at least two short term consultants for a period of six months each to support the CPR project on innovative approaches, best practices and lessons learned that could be incorporated into the Conflict and Disaster risk management unit's respective activities.

Pacific Centre Advisory Panel

- 15. Beyond the direction provided by the project steering committee and the Pacific Plan, the Centre's work takes guidance from Pacific Centre Advisory Panel of eminent persons, which will meet once a year and provide substantive focus on Pacific island issues. The Advisory Panel advises on critical issues in both the conflict as well as the Disaster risk management.

VI. MONITORING FRAMEWORK AND EVALUATION

- 16. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Steering Committee and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- All activities supported by the programme will report on their performance against standard indicators and targets as set out in the RRF and Annual Work Plan. These indicators will be disaggregated by sex, location of beneficiaries and specific vulnerable groupings, and all programme monitoring and evaluation will take a gender and human rights based approach.
- Where practical, and in conjunction of relevant regional meetings, key stakeholders will meet at least once every two years to review progress achieved; and actively discuss constraints and opportunities to support the development of an inclusive financial sector.
- The programme is subject to an independent mid-term and final evaluation to assess its overall performance, the outputs and outcomes produced against its initial targets, the impact it has brought or would likely to bring about with a focus on the progress made towards sustainability of the outputs, their relevance to regional and national contexts, and management efficiency.
- The evaluations will pay specific attention on intended and unintended impacts on vulnerable groups and provide mechanisms for the free and meaningful participation of local stakeholders – including women and targeted vulnerable groups.
- The evaluation will be forward looking offering lessons learned and recommendations to improve programme performance. Opportunities will be sought for collaboration with programme partners in conducting the evaluations.

Quality Management for Project Activity Results

OUTPUT 1: Strengthened Pacific Regional Human Security		
Activity Result 1 (Atlas Activity ID)	TA to support the PNG <i>Nation Building Programme</i> , the Solomon Islands <i>Strengthening Capacity for Peace-Building in Post-Conflict Project</i> and phase 2 of the Fiji Peace, Stability and Development Analysis in partnership with BCPR	Start Date: 1/1/08 End Date: 31/12/11
Purpose	Purpose is threefold. First to develop a nuanced and deeper diagnosis of conflict dynamics, causes and actors at national and sub-national levels through the implementation and use of CDA and indicators that will provide the necessary information to design rapid and longer term responses to crisis and peace building. Second, to enhance the capacity of national partners in the analysis of conflict and designing strategic responses to prevent conflict and build peace. Third to increase capacities of partners in conflict-sensitive development programming.	
Description	<ul style="list-style-type: none"> • Action 1.1 Scoping mission to support the design of the long-term peace and youth projects in the Solomon Islands. • Action 1.2 Assist the MNURP to research and analyze the underlying causes of conflict, the current status of reconciliation activities and develop appropriate policies and programs for peace and reconciliation, based on community and other consultations • Action 1.3 Peer review and technical input into UNDP PNG CO violence reduction, conflict prevention and peacebuilding concept notes. • Action 1.4 Scoping missions to PNG to support the design of the nation building programme and strategy development for CPR and private sector development in Bougainville. • Action 1.5 Technical assistance into the methodological design, systematising lessons learned, mainstreaming gender of an updated Conflict-related Development Analysis (CDA) in Solomon Islands • Action 1.6 Technical backstopping of all phases of CDA in PNG including methodological design, systematising lessons learned and mainstreaming of gender. • Action 1.7 Research, dissemination and training on corporate social responsibility and conflict and environmental-sensitive business practices and youth economic empowerment in collaboration with the MDG and Poverty Reduction Project in PNG and Solomon Islands. • Action 1.8 Strategy developments with UNDP Fiji MCO for follow up to the PSDA. 	
Quality Criteria	Quality Method	Date of Assessment
Number of requests for technical assistance from UNDP M/COs	PC Management Committee- level of demand responsiveness from PC to M/COs.	Annually
PNG Nation Building Programme designed, endorsed by government and implemented	PC Management Committee and annual qualitative project progress report with stakeholders..	January 2009
Solomon Islands Strengthening Capacity for Peace-Building in Post-Conflict Project designed, endorsed by government and implemented	PC Management Committee and annual qualitative project progress report with stakeholders.	January 2009

OUTPUT 1: Strengthened Pacific Regional Human Security		
Activity Result 2 (Atlas Activity ID)	Increased awareness of human insecurity and the root causes of conflict and increased regional and national capacity to analyse human insecurity and conflict and design appropriate strategic responses.	Start Date: 1/1/08 End Date: 31/12/11
Purpose	The purpose is six fold. First to develop a nuanced and deeper diagnosis of conflict and human insecurity dynamics, causes and actors at national and sub-national levels through conflict prevention and human security case studies. Second, to enhance the capacity of national partners in the analysis of conflict and human insecurity and designing strategic responses to prevent conflict and build peace. Third to increase capacities of partners in conflict-sensitive development programming. Fourth to develop evidence based policy prescriptions and a dialogue process to agree on the way forward to address land management, tenure and use as a key common conflict factor across the region. Fifth is to build the capacity of PIFS in conflict analysis and management and early warning and early response. Sixth is to sensitise government officials to conflict prevention concepts and approaches will enable them to be better advocates and actors for comprehensive, non violent responses.	
Description	<ul style="list-style-type: none"> • Action 2.1 Technical assistance to the development of PIC gender-sensitive human security/conflict prevention case study methodology • Action 2.2 Human security/conflict prevention scoping missions to 4 PICs • Action 2.3 Human security/conflict prevention workshops held in 4 PICs. • Action 2.4 Development of a human security/conflict prevention case studies synthesis report, dissemination and advocacy based on findings with regional and national partners. • Action 2.5 Consultation with PIFS, PPBP and partners on the utility and function of a conflict/human insecurity early warning system in the Pacific. • Institutional/capacity assessment of CROP agencies and CSOs working in conflict prevention and peacebuilding. • Action 2.6 Development of regional conflict-instability indicators based on CDAs and review of conflict analyses. • Action 2.8 Capacity building for PIFS through workshops and training to analyse, disseminate information and facilitate advocacy on conflict and human insecurity. • Action 2.9 Training workshop for government officials and selected civil society leaders on conflict prevention, peace-building and preventative/ quiet diplomacy. • Action 2.7 Development of PIFS policy framework and guidelines for the implementation of the Biketawa Declaration. • Action 2.8 Workshops held with government and civil society to discuss the draft guiding principles and framework for action on land and conflict minimization. • Action 2.9 Design of guiding principles and framework for action on land and conflict minimization. • Action 2.10 Demand responsive technical assistance to regional and national stakeholders on land and conflict minimization. • Action 2.11 Targeted research on gender and human security issues that were identified during the 2007 Regional Human Security Consultations (e.g., gender and DDR) • Action 2.12 Advocacy with Parliaments on their role in preventing conflict and building peace in collaboration with GOVPAC. 	

OUTPUT 1: Strengthened Pacific Regional Human Security		
Quality Criteria	Quality Method	Date of Assessment
Number of governments endorsing findings from human security/conflict prevention case studies by Governments	Governments endorsement through feedback at regional dissemination consultation	May 2008
Number of governments requesting conflict prevention/human security case studies	Annual qualitative progress review with project stakeholders	Annually
Number of governments endorsing the findings of the land and conflict minimization project	Governments endorsement through feedback at regional dissemination consultation	May 2008
Number of requests for technical assistance on and and conflict minimization	Annual qualitative progress review with project stakeholders	Annually
Operational early warning system	Early warning pilot/reports	Quarterly from 2009

OUTPUT 1: Strengthened Pacific Regional Human Security		
Activity Result 1 (Atlas Activity ID)	Improved mainstreaming of disaster risk reduction in national development processes with 8 DRM NAPS designed and implemented.	Start Date: 1/1/08 End Date: 31/12/11
Purpose	To mainstream disaster risk reduction in national development processes.	
Description	<ul style="list-style-type: none"> • Action 3.1 Technical advice (TA) to the Pacific Partnership Network on the mainstreaming of disaster risk reduction into national development processes • Action 3.2 Support to the development and implementation of national action plans for disaster risk management in 8 PICs • Action 3.3 Advocacy on the role of Parliaments in DRM in collaboration with GOVPAC 	
Quality Criteria	Quality Method	Date of Assessment
Number of national development plans incorporate disaster risk reduction/management	National development plans	Annually
Number of national action plans for disaster risk management	National action plans endorsed by government and implemented by national partners	Annually
Number of requests for technical assistance by the Pacific Partnership Network	Quarterly/Annual project review/appraisal by stakeholders	Annually

OUTPUT 2: Increased awareness of women's perspectives and improved capacity for mainstreaming gender in Pacific conflict prevention, human security and disaster risk management policy and practice		
Activity Result 1 (Atlas Activity ID)	Mainstreaming gender in DRM and recovery	Start Date: 1/1/08 End Date: 31/12/11
Purpose	Increased awareness and capacity of gender issues in DRM and early recovery for UNDP and other regional partners	
Description	<ul style="list-style-type: none"> • Research and dissemination on the gender dimensions of traditional knowledge in DRM in the Pacific • TA to build capacity for mainstreaming gender in DRM policy and practice in the Pacific. • Design and implementation of programmes to operationalise the "Eight-Point Agenda for Gender Equality in Crisis Prevention and Recovery" (8PA) in the Pacific with support of BCPR 	
Quality Criteria	Quality Method	Date of Assessment
Early recovery plans and policies reflect specific gender aspects and activities	Early recovery plans in disaster affected countries and evaluation of recovery activities	12 months after the recovery intervention
DRM projects reflect gender aspects	LPAC, Project documents and project evaluations	LPAC meetings and annual valuations
National DRM strategies reflect gender aspects	DRM National Action Plans in supported countries	Upon approval of NAPs

OUTPUT 2: Increased awareness of women's perspectives and improved capacity for mainstreaming gender in Pacific conflict prevention, human security and disaster risk management policy and practice		
Activity Result 2 (Atlas Activity ID)	Mainstreaming gender in conflict prevention and human security	Start Date: 1/1/08 End Date: 31/12/11
Purpose	Increased awareness and capacity of gender issues in conflict prevention and human security for UNDP and other regional partners	
Description	<ul style="list-style-type: none"> • Research, dissemination, advocacy and joint pilot programming on GBV in conflict and conflict recovery contexts (feeding into the design of the joint UN project 'Working with Men and Boys as Allies for GBV Prevention') • Conduct a consultation process with PIFS and partners to revalidate and prioritize programming related to gender, conflict prevention and peacebuilding. • TA to build capacity for mainstreaming gender in conflict prevention and human security policy and practice in the Pacific. 	
Quality Criteria	Quality Method	Date of Assessment
Joint UN project on GBV incorporates results form research	Project document and LPAC of joint UN GBV project, project evaluations	Project approval date and annual project evaluations
PIFS and partners have an agreed on gender, conflict prevention and peacebuilding strategy and programming	PIFS strategy and programme documentation, national policies	PIFS Leaders meeting October 2008
Conflict prevention and peacebuilding initiatives by regional partners are gender sensitive	Project appraisals through PPBP and PIFS steering committees	Ongoing

OUTPUT 3: Enhanced capacity of regional organizations, government and civil society in gendersensitive and human rights based crisis analysis, disaster risk management, recovery and peacebuilding through the Pacific Institute for Peace Building and Development, training, curriculum development and tools.		
Activity Result 1 (Atlas Activity ID)	Training and tools developed and Pacific trainers	Start Date: 1/1/08 End Date: 31/12/11
Purpose	<i>Increased capacity of development partners in gender-sensitive, human rights based crisis analysis, disaster risk management, recovery and peacebuilding through access to and use of training, curriculum and tools</i>	
Description	Curriculum development, training of trainers (TOT), hosting and resource mobilization for the Pacific Institute for Peace Building and Development (PIPAD). Support BCPR research on conflict and natural disaster interface. Development of a comprehensive set of training courses and modules including pool of Pacific trainers to support the mainstreaming of DRM in development practice areas, planning and project management for delivery through PIPAD and CSO networks.	
Quality Criteria	Quality Method	Date of Assessment
Number of people trained through PIPAD or other channels	Trainings undertaken, participants evaluation	Annually and after each training event
Number of trainers trained and active	TOT's conducted and trainers actively providing training	Annually and after each training event
Tools from interface research used in Pacific training events	Curricula	Annually

OUTPUT 4: Community, local government and civil society capacity for crisis prevention, recovery and disaster risk management is strengthened		
Activity Result 1 (Atlas Activity ID)	Pilot Projects for building capacity in CPR	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Gender responsive pilot projects that build capacity of communities, civil society networks and local governance systems for reducing risk of conflict and disaster and recovering from crisis implemented.	
Description	<ul style="list-style-type: none"> • Pilot sites selected on the basis of situational analysis • Projects designed, developed and implemented with partners 	
Quality Criteria	Quality Method	Date of Assessment
Increase in the number of crisis and gender sensitive projects being implemented by CSOs in partnership with local government	Case studies with best practice and lessons learned identified are documented	2009 - 2011
Increased participation of communities, particularly women and other marginalised groups, in decision making for crisis sensitive planning at the local level	Project Reports Case Studies	2009 - 2011
8 local level government plans that are gender and crisis sensitive	Project Reports	2009 - 2011

OUTPUT 4: Community, local government and civil society capacity for crisis prevention, recovery and disaster risk management is strengthened		
Activity Result 2 (Atlas Activity ID)	DRR and Development Network	Start Date:2008 End Date:2012
Purpose	Disaster Risk Management and Development Network developed through regular exchange of information on topical issues between DRM and development	
Description	<ul style="list-style-type: none"> • Network members consulted on topical issues • Workshops designed and conducted in partnership with 	
Quality Criteria	Quality Method	Date of Assessment
Increase in the number of sub regional networks that link DRM and development stakeholders and provide a space for exchange	Workshop Reports	2011
Increase in the number of initiatives and dialogues arising out of regular workshop and exchange between DRM and development stakeholders	Workshop Reports	2009 - 2011
Increase in the number of projects involving collaboration between DRM and development stakeholders Desk review of DRM and development initiatives in the region	Project Reports	2012

OUTPUT 4: Community, local government and civil society capacity for crisis prevention, recovery and disaster risk management is strengthened		
Activity Result 3 (Atlas Activity ID)	<i>Expert Exchange and submissions by PPBP network</i>	Start Date:2008 End Date:2011
Purpose	Expert Exchange processes between PPBP network members and joint submissions to PIFS on key human security areas and issues designed and implemented.	
Description	<ul style="list-style-type: none"> • Work closely with network partners to develop best practice processes for exchange • Work with partners to identify issues for exchange and subject of submissions • Utilize outcomes from exchange processes to document submissions 	
Quality Criteria	Quality Method	Date of Assessment
Best practice processes for exchange documented and agreed upon by PPBP	MOU or similar agreement in place between PPBP network members	December 2008
Topical issues for submissions identified and agreed upon by PPBP network members	Records of fora used to make formal submissions	December 2011
Human Security issues receiving increased attention from receiving greater commitment by PIF leaders	PIF leaders meeting communiqués	2009 - 2011

OUTPUT 5: Creation of a virtual Pacific knowledge platform for South to South cooperation, the sharing of lessons, good practices and research on crisis and recovery		
Activity Result 1 (Atlas Activity ID)	<i>Support to PeaceNet Portal Start</i>	Date:2008 End Date:2011
Purpose	Continued support provided to the management of the PeaceNet Portal for enhanced research, dissemination, networking and partnerships	
Description	<ul style="list-style-type: none"> Attend regular meetings with PeaceNet coordinators and provide input into issues Identify opportunities for the promotion of PeaceNet in regional and international fora 	
Quality Criteria	Quality Method	Date of Assessment
Number of regional and international fora in which PeaceNet Portal are promoted	Desk top review and evaluation reports	Sept – Dec 2011
Number of dialogues taking place on PeaceNet Portal between PPBP Network members and others	Desk top review and evaluation reports	Sept – Dec 2011
Number of initiatives arising as a result of dialogues taking place on PeaceNet	Desk top review and evaluation reports	Sept – Dec 2011
Number of key policy documents disseminated using PeaceNet	Desk top review and evaluation reports	Sept – Dec 2011

OUTPUT 5: Creation of a virtual Pacific knowledge platform for South to South cooperation, the sharing of lessons, good practices and research on crisis and recovery		
Activity Result 1 (Atlas Activity ID)	<i>Support to PeaceNet Portal Start</i>	Date:2008 End Date:
Purpose	Continued support and guidance provided to the development of Pacific Disaster Net to improve capacity for decision making support and knowledge sharing	
Description	<ul style="list-style-type: none"> Attend regular meetings and provide technical input into the development of Disaster Net Identify and make use of opportunities for promotion of Disaster Net in regional and international fora 	
Quality Criteria	Quality Method	Date of Assessment
Number of regional and international fora in which PeaceNet Portal are promoted	Project Reports Desk top review and evaluation report	2008 Sept – Dec 2011
Increased number of dialogues taking place and documents being shared on Pacific Disaster Net between DRM and Development Network members and others	Desk top review and evaluation reports	Sept – Dec 2011
Increased number of initiatives arising as a result of dialogues taking place on Pacific Disaster Net	Desk top review and evaluation reports	Sept – Dec 2011

OUTPUT 5: Creation of a virtual Pacific knowledge platform for South to South cooperation, the sharing of lessons, good practices and research on crisis and recovery		
Activity Result 3 (Atlas Activity ID)	Database of women peacekeepers	Start Date: Jan 2008 End Date: Dec 2008
Purpose	Database of experienced women peacemakers developed and submitted to DPA, DPKO and the office of the Special Adviser on Gender for appointment of positions in UN Missions	
Description	<ul style="list-style-type: none"> Consult with partners and experts to identify suitably experienced women for inclusion on the database Manage development and input of appropriate data into the database 	
Quality Criteria	Quality Method	Date of Assessment
Number of women identified and included on database Quality Method	Database records	December 2009
Number of women from database employed in UN Missions	Records from DPKO, DPA and Office of the Special Adviser on gender for appointment of positions in UN Missions	Sept – Dec 2011

VII. Legal Context

17. This regional project is directly executed by the UNDP Pacific Centre located in Fiji. As Fiji, the host country, has signed the Standard Basic Assistance Agreement (Letter of Arrangement of the South Pacific Regional Office between government of Fiji and UNDP), the following text applies. This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Fiji and UNDP, signed on 1st November 1975. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner. The executing agency shall:
 - a) 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;
 - b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
18. 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 this agreement.
19. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
20. For those countries which have endorsed the project the following text applies:
 - The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.
 - Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.
21. The executing agency shall:
 - a) 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;
 - b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
22. 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 this agreement.
23. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES
Risk Log Matrix

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Change in Government/ Political Instability and insecurity in target countries	Political Security	Delays in project implementation due to change in government leadership; revised government priorities due to crisis; restriction of movement I = 4 P = 3	<ul style="list-style-type: none"> - Continuous 'whole-of government consultation and approach, to ensure continuity and buy-in - Building capacities of regional organisations and CSO's to advocate and negotiate for appropriate solutions with government agencies. - Timeline for implementation has to be made flexible 	Programme Manager		Nov 2007	Nov 2007	No change
2	Political sensitivities by Forum leaders around analysis of causes of/ human insecurity in Pacific Island states	Political	<ul style="list-style-type: none"> - Delay in development and endorsement of Pacific regional Human security framework - Weak or lack of effective Early response and Early warning mechanisms to conflict and instability in the Pacific region I = 5 P = 4 	<ul style="list-style-type: none"> - Wider partnership with CSO's and Donor agencies so that engagement with PIFS is not politicized. - In-depth analysis/case studies of human insecurity being piloted in 4 Pacific islands countries - Continuous engagement and consultation with Governments of findings to ensure ownership 	Programme Manager		Nov 2007	Nov 2007	No change
3	Delays in UNDP Procurement/contracting processes	Organisational	<ul style="list-style-type: none"> - UNDP seen as pushing Gender and Human Rights issues on its own and may create gap in partnership and ownership I = 3 P = 3 	<ul style="list-style-type: none"> - Increased communication and dialogue with Procurement Advisors from UNDP Fiji MCO, and UNDP Regional Centre Bangkok. - Continuous engagement with Partners on UNDP procurement processes 	Programme Manager Programme Staff		Nov 2007	Nov 2007	No change
4	Politicisation of Programme activities by politicised State Institutions	Strategic	<ul style="list-style-type: none"> - UNDP seen as pushing Gender and Human Rights issues on its own and may create gap in partnership and ownership I = 4 P = 3 	<ul style="list-style-type: none"> - Engagement with State institutions need to be managed more cautiously - Effective public awareness of UNDP's mandate, as well as generating awareness of UNDP Projects on a regional and national level in specific areas 	Programme Manager Programme Staff		Nov 2006	Nov 2007	Increasing
5	Limited capacity of lead agencies and implementing partners	Strategic	<ul style="list-style-type: none"> - 'Hijack' of programme activities by political groupings which may contribute to misunderstanding of UNDP's role and programme objectives I = 4 P = 2 	<ul style="list-style-type: none"> - Extensive technical assistance and accompaniment of project activities has been built into the 4 year Programme. - Capacity Assessment of partners before contracting process is initiated. 	Programme Manager Programme Staff		Nov 2006	Nov 2007	Increasing

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
6	Limited capacity of lead agencies and implementing partners	Organisational Strategic	<ul style="list-style-type: none"> - Continuity of implementation momentum is adversely affected due to Staff changes - Partners may not be able to fulfil project obligations due to financial problems/ limitation I = 4 P = 2	<ul style="list-style-type: none"> - Extensive technical assistance and accompaniment of project activities has been built into the 4-year Programme. - Capacity Assessment of partners before contracting process is initiated. 	Programme Manager Programme Staff		Nov 2006	Nov 2007	Increasing
7	Unforeseen changes to Staff/Financial capacities of Partner agencies	Environmental	<ul style="list-style-type: none"> - Continuity of implementation momentum is adversely affected due to Staff changes - Partners may not be able to fulfil project obligations due to financial problems/ limitation I = 4 P = 3	Flexibility in programme timelines especially for those countries most at risk All travel to be ISECT compliant	Programme Manager Programme Staff		Nov 2006	Nov 2007	Increasing



DEMOCRATIC GOVERNANCE



Pacific Centre

GOVERNANCE IN THE PACIFIC

Pacific island countries (PICs), like much of the rest of the world, continue to experience the impact of globalisation, deteriorating terms of trade, mounting external debt, low rates of economic growth, non-sustainable development policies and, more recently, increased focus on the threat of terrorism. The civil unrest in Papua New Guinea, Solomon Islands and Tonga together with political instability in other PICs, highlights the importance of governance issues and growing inequities in the Pacific. The magnitude of the problem and the embryonic and somewhat scattered and sporadic nature of good governance initiatives in the Pacific calls for a concerted and well-coordinated effort to ensure maximum impact. It requires the cooperation of the executive, judiciary, legislature, effective legal systems, law enforcement and civil society to underpin sustainable development, economic growth, environmental and social stability and security and human rights for all across the Pacific. It also requires integrated decision making across all sectors at both regional and national levels.

The necessity to reform and strengthen the institutional environment has been acknowledged by the Pacific Island Forum Leaders through their development vision expressed in the Auckland Declaration where it states:

"... We seek a Pacific region that is respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values, and for its defence and promotion of human rights..."

Some of the elements required to improve governance are already in place and include a range of initiatives by the Pacific Islands Forum Secretariat and other CROP agencies; trans-national civil society; global inter-governmental agencies; education institutions; and regional programs and national governments focused on improving parliamentary, judicial and legislative capacity and performance. Generally, however, while investments have been made in regional governance dialogue, trainings and workshop activities, there has been limited national implementation of regionally-agreed measures. Public disquiet exists throughout the region concerning inadequate parliamentary, judicial, legislative, legal and law enforcement performance and competence, caused primarily by political and resource issues.

HOW CAN THE UNDP-PACIFIC CENTRE SUPPORT DEMOCRATIC GOVERNANCE IN THE PACIFIC

Democratic Governance is central to the achievement of the MDGs. The critical importance of democratic governance in the developing world was highlighted at the Millennium Summit, where the world's leaders resolved to "spare no effort to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms, including the right to development." A consensus was reached which recognized that improving the quality of democratic institutions and processes, and managing the changing roles of the state and civil society must underpin national efforts to reduce poverty, sustain the environment, and promote human development.

The UNDP's mandate is to help countries build effective solutions for challenges. This includes supporting them to achieve the Millennium Goals (MDGs), namely, poverty eradication for sustainable human development. **Fostering democratic governance is at the center of this mandate.**

In support to democratic governance, the UNDP-Pacific Centre (PC) governance thematic unit was established **to provide policy advice** in the form of country and regional research, and insights and knowledge on global good practice to the 3 UNDP Country Offices and through them the 15 PICs; **provide technical backstopping, monitoring and evaluation expertise** in the delivery of country-based activities including trainings and workshops, project design, assessments, implementation and evaluation; and **deliver specific regionally focused activities** to develop regional and national capacities and promote regional cooperation and coordination.

The UNDP-PC is currently implementing the **Governance in the Pacific (GovPac)** project. The project aims to contribute to *building resilient communities in the Pacific by developing capacity for good governance and human rights*. GovPac's support to governance and human rights focuses on the practice areas of parliament and associated legal frameworks and institutions (e.g. constitutional and electoral reform), accountability / anti-corruption, local governance, civil society, and justice and human rights. Applying human rights based approach to development and gender equality and mainstreaming are cross-cutting concerns integrated throughout the Pacific Centre's governance work.

To support the Pacific Plan's vision of promoting regionalism the GovPac's overall strategy consists of the following interrelated elements:

- (i) Identify, develop and support the implementation of Regional Approaches to governance initiatives to promote regional cooperation and address issues of economies of scale;
- (ii) Bring international norms and standards to regional and national levels to inform policy development and serve as benchmark in the development national and regional capacity;
- (iii) Link regional and national initiatives through action research to identify feasible approaches and entry points for implementing governance reforms

- (iv) Support and or facilitate the establishment of regional forum and communities of practice to promote exchange of information and knowledge, increase level of awareness and promote networking among various regional and national stakeholders, on the one hand, and between Pacific stakeholders and non-Pacific stakeholders.
- (v) Develop broad-based partnership and or strengthen existing partnerships to develop regional and national capacities to support the implementation of governance reforms,

Expected results/ outputs and examples of project initiatives to be undertaken in 2008 include:

STRENGTHEN THE CAPACITY OF NATIONAL LEGISLATURES AND POLITICAL PARTIES TO EXERCISE OVERSIGHT AND REPRESENT WOMEN AND DISADVANTAGED GROUPS

- Legislative Capacity Assessments & Follow-up Support. Working with UNDP country-based Parliamentary Support Projects (PSP) and building on the previous Legislative Needs Assessments (LNAs), the centre is developing tools/ guidelines and provides technical support to legislative capacity assessment, design and formulation, implementation and monitoring of PSPs in the region.
- Support to Parliamentary associations (FPOC/APIIL) to strengthen their capacity as regional mechanisms for parliamentary forum
- Support to the establishment of Regional Parliamentary Service mechanism (e.g. information and research services, induction programs, regional training and/or legal services for Speakers and non-Executive MPs)
- Regional research examining the legal frameworks underpinning Pacific parliaments

IMPROVE PUBLIC SECTOR AND COMMUNITY CAPACITY AND COMMITMENT TO REDUCE CORRUPTION

- (Sub)Regional workshops, Advocacy and Capacity Development for the Ratification and Implementation of the UN Convention Against Corruption and OECD-ADB Anti-Corruption Framework and the development and implementation of national anti-corruption initiatives in partnership with UN Office for Drugs and Crime (UNODC) and the Pacific Islands Forum Secretariat (PIFS).
- The Pacific Plan identifies the establishment of a regional Ombudsman mechanism as a one of its priority concerns. Building on the current initiative undertaken by the Commonwealth Ombudsman of Australia (COA), the Pacific Centre in partnership with the COA, PIFS and national Ombudsman institutions in the Pacific is supporting the implementation of a regionally agreed mechanism for Ombudsman functions.
- Human rights and Human Rights-Based Approach (HRBA) training and capacity development of media in the Pacific.
- Technical advice, capacity building, and advocacy to support Freedom of Information laws and disclosure policies

STRENGTHEN THE CAPACITY OF LOCAL STAKEHOLDERS (I.E. COMMUNITIES, TRADITIONAL AUTHORITIES, CSOS, LOCAL GOVERNMENTS AND OTHER LOCAL STAKEHOLDERS) FOR INCLUSIVE, PARTICIPATORY AND EQUITABLE LOCAL DEVELOPMENT

- Baseline study and action research on interaction of traditional governance and local government system in the Pacific.
- Support to implementation of social accountability initiatives in Pacific Island Countries
- CSO Capacity Assessment
- Research on CSO Engagement with the MDG Processes in Fiji

STRENGTHEN CAPACITY OF NATIONAL GOVERNMENTS, CIVIL SOCIETY AND CSOS FOR THE PROMOTION OF HUMAN RIGHTS.

- Building on the CEDAW Legislative Compliance Review, the UNDP PC is working with other key stakeholders to provide technical assistance, research and support to capacity development of governments and civil society to accelerate the implementation of the CEDAW legislative compliance in the Pacific.
- In partnership with OCHA, technical assistance, training and capacity develop support is provided to PICs to integrate human rights in natural disaster management in Pacific Island countries.
- Building on earlier initiative that developed Drafting Instructions for Human Rights based Legislation, the UNDP PC in partnership with UNAIDS and RRRT provides technical assistance and capacity development support to implement human rights compliant HIV law and policy in PICs.
- Capacity development and training for Governments and civil society on first steps of treaty implementation
- Training, mentoring and support to Pacific CSOs in their participation and engagement at international human rights meetings, esp. Commission on the Status of Women

**United Nations Development Programme
Region: Asia and the Pacific
Project Document
GOVERNANCE IN THE PACIFIC**

Expected RP Outcome(s):

1. Improved inclusive participatory processes in policy making and implementation for more equitable development
2. International norms and standards on anti-corruption and human rights implemented through public policies

Expected Output(s):

1. Strengthened capacity and effectiveness of Parliament and representative institutions to exercise oversight and represent women and disadvantaged groups
2. Strengthened capacity of civil society/ CSO, traditional authorities and local governments to effectively deliver local services
3. Capacity of independent media developed
4. Access to information supported
5. Regional advocacy and capacity developed for the implementation of UNCAC and strengthened Regional & National Accountability Frameworks and Mechanisms
6. Strengthened legal, policy and institutional frameworks to advance human rights in the Pacific
7. Strengthened capacity of rights holders and duty bearers to engage with international human rights mechanisms

Implementing Partner/Executing Entity: UNDP Pacific Centre

Responsible Parties/Implementing Agencies: UNDP Pacific Centre

Narrative

Taking the Pacific Plan as its platform for action, the UNDP Governance in the Pacific (GovPac) Project: 2008-2011 aims to help build resilient communities in the Pacific by developing their capacity for good governance and the promotion of human rights. The project will focus on strengthening parliaments and representative institutions; accountability and anti-corruption; local governance; civil society and human rights. It will apply a human rights based approach and gender mainstreaming as cross-cutting approaches. The project will (i) strengthen the capacity of national parliaments to exercise oversight and represent women and disadvantaged groups; (ii) improve public sector and community responsibility to reduce corruption; (iii) strengthen the capacity of local stakeholders for inclusive, participatory and equitable local development; and (iv) strengthen the capacity of national governments, civil society, and CSOs to promote human rights.

Programme Period:	2008-11
Project Title:	<i>Governance in the Pacific 2008-2011: Building resilient communities in the Pacific through good governance and the promotion of human rights</i>
Atlas award id:	00048491
Start date:	1 April 2008
End Date	31 Dec 2011

Total resources required	\$10,800,000
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LPAC Meeting Date _____

BPAC Meeting Date _____

Agreed by (Government)

Agreed by (Implementing Partner/Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

1. Pacific island countries face serious challenges in many areas of governance and this lies at the heart of their difficulties in improving the welfare of their people. Good governance is a prerequisite for sustainable development. It requires well functioning institutions at various levels, both in government and civil society that put voice to the concerns of citizens, including disadvantaged groups, and hold governments accountable.
2. **Parliaments:** Pacific parliaments suffer various constraints: weak functioning secretariats and committees; limited access to critical information for law making and oversight; inadequate systems and equipment; and too few qualified staff to support legislators in their legislative and committee work. Many MPs have limited formal education, experience of the public sector, understanding of their roles as legislators, or knowledge of the parliamentary and policy processes. Consequently, legislators are often marginalised in the policy development, oversight and implementation process and have not been effectively engaged as development partners. Although many Pacific countries have significantly advanced women's political participation, women continue to be under-represented in their parliaments. The smallness of most legislatures makes it difficult to sustain full parliamentary service functions, a difficulty compounded by limited specialist capacity within many countries, poor access to legal, training, information and research services, and limited financial resources. This project will explore options for regional support to parliaments in terms of service delivery and skills-building in relation to development issues.
3. **Democratic legal frameworks (constitutional and electoral):** A number of Pacific countries have flagged their interest in reviewing their constitutional frameworks. Such work will directly impact on the parliamentary support activities described above. Additionally, electoral reform is an area that many countries are considering, both in the context of promoting women in parliament but also in terms of promoting greater legislative stability,, particularly in Melanesian countries where 'crossing the floor' to secure favour and resources causes frequent changes in governments.
4. **Accountability and Anti-corruption:** Corruption is a growing problem in the Pacific. It exists in a number of sectors, takes many forms from petty, low level patron-client relationships at the village level, to large-scale extractive industries corruption, most notably in Melanesia. Corruption exacerbates existing neglect of gender equality and human rights. Culture and traditional systems strongly shape people's understanding and perception of corruption. Although Pacific island countries now have various accountability institutions, a 2004 survey by Transparency International found they are generally ineffective. Possible reasons include (i) lack of 'fit' between introduced and local institutions; (ii) weak links between accountability and enforcement institutions; (iii) poorly defined roles and functions; (iv) weak leadership; (v) lack of political will; (vi) poor public education and support; and (vii) other capacity issues. Overcoming capacity shortfalls is considered a key lever for addressing corruption in the Pacific.
5. The Pacific Plan has specifically flagged the possibility of regional support to national accountability institutions. Initial work commenced in this area under the first phase of the GovPac Project and will be continued under this project. Additionally, PIFS has indicated its intention to work on the promotion of UNCAC and the ADB-OECD Anti-Corruption Framework. Thus the project will work to support activities in this area in cooperation with PIFS and UNODC.
6. Because of the low level of state penetration in some countries, particularly PNG and Solomon Islands, the state cannot exercise effective control over the whole country and provision of state services is largely a function of distance from the government capital. In this situation, an anti-corruption strategy must improve both central oversight functions and service provision and regulatory/compliance functions, by mainstreaming anti-corruption into all aspects of state function. It must also engage non-state actors, such as the churches, NGOs, and possibly traditional forms of governance.
7. **Media and FOI:** Research in the Pacific has shown the impact of media reporting on corruption, despite considerable constraints, such as government or local elite ownership, government control or censorship; small reader populations, limited access to internet, intimidation of journalists, low remuneration and high turnover of staff, and low levels of reporter competence which contributes to a lack of in-depth reporting. No country has yet enacted a Freedom of Information (FOI) law that will support media freedom, but also promote greater public participation in development and governance as well as public accountability and transparency. The lack of enabling disclosure policies and/or legislation handicaps the enforcement of accountability, another matter this project will address.
8. **Local Governance:** Local governments and civil society organizations (CSOs) in the Pacific face major capacity constraints and challenges. For local governments these challenges include: (i) lack of clarity on the respective roles and functions of central and local governments and other government agencies, and thereby overlapping mechanisms, wasted resources and inefficiencies; (ii) inadequate human resources for core functions and services; (iii) poor transportation and communication and disincentives for government workers to work in remote areas; (iv) limited budgets; and (v) no effective transfer of fiscal resources to enable local governments to effectively implement devolved functions. Local governments therefore rely on often unpredictable and non-transparent central transfers to support their service delivery, a problem compounded by parallel funding mechanisms (e.g. Constituency Development Funds in Solomon Islands and Vanuatu) that undermine the credibility of local governments and create problems of accountability.
9. The effectiveness and operations of civil society organisations, and civil society generally, are similarly constrained. (i) Many countries lack enabling laws and legislation not just for CSOs but, more broadly, such as guarantees of freedom of speech, assembly, association and religion, registration requirements and procedures, taxation of CSOs and donors, definition of what is charitable or public benefit, rules on ownership of property, provision for appeals of administrative decision, government procurement regulations, etc. (ii) There are inadequate mechanisms to ensure civil society priorities receive serious consideration. Government and CSO dialogues are often ad-hoc and not supported through an institutional legal framework. Two critical factors are the willingness of states to provide space for civil society voices, and the access of CSOs to information. (iii) Internal capacity problems for CSOs include their lack of stable funding and reliance on unpredictable project funding from donors, which in turn hampers their recruitment of high quality staff and causes high staff turnover. These problems limit CSOs' credibility and ability to engage governments and other

stakeholders about key development issues. They are further constrained by traditional and customary practices, and the difficulties that exist in small communities of monitoring government functions and reporting any violations of rights.

10. Local communities lack basic understanding about local government's processes. Unrealistic expectations about service delivery from local communities stem from their limited understanding about government processes, a lack of structured mechanisms or forum for civic engagement and dialogue with government or other institutions about service delivery and accountability. These problems contribute to mismatched government expenditures with local priorities, problems of accountability, and local conflicts. This project aims to assist in facilitating greater interface or engagement between local governments, traditional authorities, local communities and civil society organizations in order to help improve service delivery and ensure better accountability, strengthen linkages with customary authority, especially concerning matters of land and social conflict, and add legitimacy and stability to local governance processes.
11. All Pacific Island constitutions include some reference to human rights, but the Pacific has the lowest levels of ratification of international human rights treaties in the world. Every Pacific Island country has at least ratified the CRC, and most have ratified CEDAW, but they are just beginning to implement the few treaties they have ratified.
12. Institutional mechanisms to protect and advance human rights are weak or non-existent in the Pacific. There is no regional human rights court, commission, instrument or mechanisms of any sort. Only Fiji has a national human rights commission and it has been suspended from both the ICC (International Coordination Committee of National Institutions for the Promotion and Protection of Human Rights) and APF (Asia Pacific Forum of National Human Rights Institutions) following the December 2006 coup.
13. Incorporation of international norms and standards through domestic litigation has only recently begun, so far with limited success. Encouragingly however, the Pacific Plan includes commitments by leaders related to both gender equality and human rights.
14. Violations of civil, political, economic, social and cultural rights are of concern across the Pacific. The complex relationships between culture, tradition, land and human rights (both individual and collective) are often misunderstood, manipulated, and have been under-explored in the Pacific, often leading to conflict both within and between indigenous Pacific communities, and with non-indigenous minorities. Women face systemic discrimination in the legal, social, political and economic spheres in all Pacific Island countries. Discrimination and violence against minorities is increasing in the region. Corruption, poor governance and lack of economic growth in the face of growing populations, combined with geographic realities, scarce resources, and vulnerability to natural disasters mean that many Pacific Islanders experience violations of basic rights such as health, education, water, housing etc. The rights of disadvantaged and marginalized groups in the Pacific, including: ethnic and religious minorities, the disabled, LGBT, sex workers, PLHIV, and the poor are little or misunderstood, and they often face discrimination and stigma.
15. The awareness and understanding of states as duty bearers and of individuals and communities as rights holders is weak. The capacities of both require significant strengthening. Human rights based approaches to development are still very new in the Pacific. Although there have been some gains made in the last few years on some human rights issues, awareness and understanding of many human rights issues is especially weak, particularly outside urban areas. The few Pacific NGOs that focus on human rights generally lack capacity and rarely engage with international human rights mechanisms. The women's rights movements across the Pacific are the most organized and vocal on all human rights issues and increasingly incorporate CEDAW into their work. However women's human rights defenders and human rights defenders experience financial and human resource constraints, as well as significant resistance and backlash
16. These capacity development gaps are aligned with the priority focus areas under the Democratic Governance practice area of the UNDP Strategic Plan 2008-2011 specifically Key Result Area 2.2 *Strengthening responsive governing institutions*, and Key Result Area 2.3 *Promoting democratic governance practices*, and the Regional Program for Asia and the Pacific which aims to foster inclusive participation in governance through regional initiatives to: a) strengthen capacity of legislatures, political parties and other representative institutions for deepening democracy; b) pursue the interests of women, disadvantaged groups and indigenous peoples; c) support civic engagement in public policy making; d) engage and build capacity of media; e) support effective e-governance and access to information; f) support regional advocacy on integrity, accountability and transparency including support to the implementation of the *United Nations Convention against Corruption*; g) enhance regional dialogue on the implementation of UN human rights treaties and engagement with treaty bodies.

II. STRATEGY

17. Good governance and the promotion, protection and fulfilment of human rights are important for the achievement of the Millennium Development Goals. The Governance in the Pacific (GovPac) Project for the period 2008-2011 aims to contribute to *building resilient communities in the Pacific by developing capacity for good governance and human rights*. The project's support to governance and human rights will focus on the practice areas of parliament and associated legal frameworks and institutions (e.g. constitutional and electoral reform), accountability / anti-corruption, local governance, and civil society applying human rights based approach and gender as cross-cutting concerns. To achieve this goal, the project has the following objectives:
 - i. Strengthen the capacity of national legislatures and parties to exercise oversight and represent women and disadvantaged groups
 - ii. Improve public sector and community capacity and commitment to reduce corruption
 - iii. Strengthen the capacity of local stakeholders (i.e. communities, traditional authorities, CSOs, local governments and other local stakeholders) for inclusive, participatory and equitable local development
 - iv. Strengthen capacity of national governments, civil society and CSOs for the promotion of human rights.

18. The GovPac Project addresses the Key Results Areas (KRAs) of the UNDP Strategic Plan to which the Regional Program for Asia and the Pacific (2008-2011) is aligned, namely:

- (i) Fostering inclusive participation and strengthening responsive governing institutions; and
- (ii) Promoting democratic principles and combating corruption.

19. In contributing to the identified outcomes of the Regional Program for Asia and the Pacific, the GovPac project will produce the following outputs:

Outcome 1: Improved inclusive participatory processes in policy making and implementation for more equitable development

- Output 1. Strengthened Capacity and Effectiveness of Parliament and representative institutions to exercise oversight and represent women and disadvantaged groups
- Output 2. Strengthened capacity of Civil Society/ CSO, Traditional Authorities and Local Governments for effective delivery of local services
- Output 3. Capacity of independent media developed
- Output 4. Access to information supported

Outcome 2: International norms and standards on anti-corruption and human rights implemented through public policies

- Output 5. Regional advocacy and capacity developed for the implementation of UNCAC and strengthened Regional & National Accountability Frameworks and Mechanisms
- Output 6. Strengthened legal, policy and institutional frameworks to advance human rights in the Pacific
- Output 7. Strengthened capacity of rights holders and duty bearers to engage with international human rights mechanisms

20. The GovPac project adopts as its vision and platform for action the **Pacific Plan**¹ which embodies the vision of Pacific Island Leaders endorsed at the Pacific Islands Forum meeting in October 2005, to wit:

"...We seek a Pacific region that is respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values, and for its defence and promotion of human rights. We seek partnerships with our neighbours and beyond to develop our knowledge, to improve our communications and to ensure a sustainable economic existence for all."

21. The Pacific Plan identifies a wide range of regional initiatives in the area of good governance for immediate implementation for the period 2006-2008. Table 1 maps the good governance initiatives identified in the Pacific Plan with the focus areas of GovPac 2008-2011.

Table 1: Mapping of Pacific Plan Good Governance initiatives with the Governance in the Pacific focus areas

Pacific Plan Good Governance Initiatives	Governance in the Pacific Focus Areas
<i>"Regional support to consolidate commitments to key institutions such as audit and ombudsman offices, leadership codes, anti-corruption institutions and departments of attorneys-general; including through judicial training and education" (12.1)</i>	Accountability and Anti-corruption
<i>Support to the Forum Principles of Good Leadership and Accountability" (12.2)²</i>	Parliamentary development
<i>"Enhance governance mechanisms, including in resource management, and in the harmonization of traditional and modern values and structures" (12.3)</i>	Local Governance (Traditional governance system, Local Government and Civil Society)
<i>"Where appropriate, ratify and implement international and regional human rights convention, covenants and agreements; and support for reporting and other requirements" (12.5)</i>	Human Rights
<i>"Develop a strategy to support participatory and consultative decision-making (including NSAs, youth, women and disabled), and electoral process." (12. 6)</i>	Civil Society Organizations
<i>"Create guidelines for Freedom of Information (FOI) and provide on-going consultative mechanisms"³</i>	Freedom of Information / Media
<i>"Other regional initiatives contribute to gender equity and will be monitored and evaluated for their contribution to achieving this Strategic Objective,</i>	Gender Equality

¹ See <http://www.pacificplan.org>

² The Forum Principles of Good Leadership include as its Principle 1: Respect for and upholding of democratic processes and institutions the rule of law and the independence of the judiciary and the legislature to: (1) allow for the peaceful and lawful transfer of power, and (2) respect and promote the separation of powers by ensuring financing autonomy of the judiciary and Parliament, ensure that the judiciary and Parliament are free from unlawful interference by the executive

³ This initiative is not included in the activities identified for implementation for 2006-2008. It is part of the others initiatives for future implementation. Others initiatives include: a Forum of Parliamentary Assembly; creating media standards and regulations; establishing a regional electoral monitoring and study commission, and create a Pacific Human Rights Charter. See Pacific Plan Background Paper October 2005 <http://www.pacificplan.org>

22. Consistent with the Pacific Plan's vision of promoting regionalism and guided by the regionality criteria for regional projects, the GovPac's overall strategy consist of the following interrelated elements:
- (i) Identify, develop and support the implementation of Regional Approaches to governance initiatives (Regional Ombudsman, Regional Parliamentary Service Provision -Support to the FPOC/APIIL) to promote regional cooperation and address issues of economies of scale;
 - (ii) Bring international norms and standards (Human Rights, Anti-Corruption / UNCAC) to regional and national levels to inform policy development and serve as benchmark in the development national and regional capacity;
 - (iii) Link regional and national initiatives through action research (*Traditional Governance; Social Accountability & Service Delivery, Strengthening FPOC/APIIL / Legal Framework of Pacific Parliaments vis-à-vis national Parliamentary Projects*) to identify feasible approaches and entry points for implementing governance reforms (*local social accountability initiatives vis-à-vis strengthening national accountability institutions; interfacing traditional / community governance vis-à-vis national decentralization programs*). Linking regional and national/sub-national initiatives create opportunities for capacity development of various stakeholders. This is achieved by enhancing the complementarities or synergies among the various interventions of the different stakeholders involved in the processes. It also promotes a more effective policy process by informing policy development through on-the-ground experience and practice as well as creating space for public participation.
 - (iv) In implementing this strategy GovPac will support and or facilitate the establishment of regional forum to promote exchange of information and knowledge, increase level of awareness and promote networking among various regional and national stakeholders, on the one hand, and between Pacific stakeholders and non-Pacific stakeholders. The project will , utilize and draw on UNDP's global network and pool of expertise and accumulated experience to inform Pacific governance issues. It will utilize South-South modality as a mechanism for facilitating the exchange of information and experience as it particularly applies in the context of the small island developing states of the Pacific. In this regard the Pacific Centre will advance further cooperation developed with the Bangkok and Colombo Regional Centres, Caribbean SURF and other regional centres of UNDP.
 - (v) Develop broad-based partnership and or draw on existing partnerships to develop capacities and create and support constituencies for reform, to leverage project impact, and to increase awareness. Working with these partners identified in the Results and Resources Framework, GovPac will work with various partners using various partnership modalities such as joint implementation of project initiatives, co-funding, delivery of capacity development support, etc.
23. The Pacific Centre will support the development of national and regional capacities through the different strategic entry points and elements of the strategy described above. A key element of GovPac project approach to capacity development is by creating space and mechanisms for various stakeholders to be able participate in various phases and facets of project activities, and by actively providing feedback, reflections and sharing on lessons learned from project initiatives.
24. **Partnership.** Developing partnerships involving a broad range of stakeholders is key to aligning the project initiatives to country needs and country priorities, to inform policy development through practice, to leverage project outreach, build communities of practice and or constituency for reform, develop regional capacity, and disseminate information and build knowledge base within the Pacific. In addition to working within the UNDP PC governance team and other PC units, the UNDP PC Governance Team will establish and or draw upon existing partnerships and or develop new partnerships with: (1) the UNDP COs in the Pacific (Fiji MCO, Samoa MCO, PNG), Regional Centre Bangkok (I Governance Team), SURF Caribbean and BDP; (2) UN agencies and projects (OHCHR, UNIFEM, UNFPA, UNAIDS, UNICEF, RRRT,); (3) CROP agencies (PIFS, SPC, USP); (4) National institutions (PIC Parliaments, NZ & Australian Parliaments, PIC Local Governments, PIC Ombudsmen, PIC Accountability Institutions); (5) National NGOs/ CSOs (FSPI, TI-Chapters) (6) Regional Associations / Bodies (FPOC, APIL); and (6) International NGOs/ Academe / Research Institutes (IDEA, CPA, ANU/SSGM, CDI, PacLII, PIANZEA, CLGF). A pillar of the partnership strategy is to promote South-South collaboration within the Pacific as well as from other regions by: (i) facilitating the exchange of information and experience; (ii) bringing in global knowledge and perspective; and (iii) creating platforms for knowledge and support especially for instance in the provision of regional parliamentary service provision in the areas of information and research, legal drafting, and training. Partnership around the provision of regional support mechanisms is especially critical in the Pacific where national capacities across the region are extremely limited.
25. **Resource Mobilization.** Resource mobilisation for the project will be coordinated with the Centre's overall resource mobilization strategy to ensure that adequate resources are available to deliver the expected outputs. The project's resource mobilization efforts will be coordinated and linked with the development of broad-based partnership which is key to leveraging the project's outreach, in developing capacities and in mobilizing support for governance reform. Given the resource gap to be mobilized, the strategy will be to prioritize activities: (1) that demonstrate what regional approaches can offer e.g. regional parliamentary service, and (2) to activities that are well advance towards the achievement of outputs.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcomes (as stated in the Country/ Regional/ Global Programme Results and Resource Framework):

- (1) Improved inclusive participatory processes in policy making and implementation for more equitable development
- (2) International norms and standards on anti-corruption and human rights implemented through public policies

Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework

Indicators: (From UNDP Strategic Plan)

- 1. No. of countries that, with UNDP support, have implemented initiatives to expand opportunities for civic engagement for women
- 2. No. of countries that, with UNDP support, have implemented access to information policies
- 3. No. of countries where, with UNDP support, participatory or accountability practices in local governments have been improved
- 4. No. of countries that have, with UNDP support, strengthened capacities for national human rights institutions such as human rights commissions and ombudsman offices
- 5. No. of countries that have, with UNDP support, strengthened national capacities to harmonize and incorporate international legal commitments to national legislation
- 6. No. of countries that have, with UNDP support, implemented positive action mechanisms for women as parliamentary candidates or members of parliament
- 7. No. of countries that have, with UNDP support, implemented domestic laws in compliance with CEDAW

Baseline:

- 1. Very low levels of females MPs elected in Pacific parliaments
- 2. Low levels of parliamentary engagement in oversight of development and other activities
- 3. Weak capacity & no structured mechanisms for local community and traditional authorities engagement with sub-national governments to address issues of service delivery & or accountability
- 4. Varying levels of independence of media in the Pacific
- 5. No access to information laws in any Pacific country
- 6. Very little reporting to human rights treaty bodies
- 7. 1 Pacific UNCAC ratification
- 8. 7 Pacific Ombudsmen of variable effectiveness and 1 new Anti-Corruption Commission (excluding Fiji's CAC)
- 9. 1 National Human Rights Commission (Fiji)
- 10. 12 PICs have ratified CEDAW but only 4 have reported to the CEDAW Committee

Partnership Strategy: Developing partnerships involving a broad range of stakeholders is key to aligning the project initiatives to country needs and country priorities, to inform policy development through practice, to leverage project outreach, build communities of practice and or constituency for reform, develop regional capacity, and disseminate information and build knowledge base within the Pacific. In addition to working within the UNDP PC governance team and other PC units, the UNDP PC Governance Team will establish and or draw upon existing partnerships and or develop new partnerships with: (1) the UNDP COs in the Pacific (Fiji MCO, Samoa MCO, PNG), Regional Centre Bangkok (I Governance Team), SURF Caribbean and BDP; (2) UN agencies and projects (OHCHR, UNIFEM, UNFPA, UNAIDS, UNICEF, RRRIT,); (3) CROP agencies (PIFS, SPC, USP); (4) National institutions (PIC Parliaments, NZ & Australian Parliaments, PIC Local Governments, PIC Ombudsmen, PIC Accountability Institutions); (5) National NGOs/ CSOs (FSPI, TI-Chapters) (6) Regional Associations / Bodies (FPOC, APIL); and (6) International NGOs/ Academe / Research Institutes (IDEA, CPA, ANU/SSGM, CDI, PaclII, PIANZEA, CLGF). A pillar of the partnership strategy is to promote South-South collaboration within the Pacific as well as from other regions by: (i) facilitating the exchange of information and experience; (ii) bringing in global knowledge and perspective; and (iii) creating platforms for knowledge and support especially with regard to the provision of regional parliamentary service provision in the areas of information and research, legal drafting, and training. Partnership around the provision of regional support mechanisms is especially critical in the Pacific where national capacities across the region are extremely limited.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Strengthened Capacity and Effectiveness of Parliament and representative institutions to exercise oversight and represent women and disadvantaged groups</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> 1. Very low levels of females MPs elected in Pacific parliaments 2. Low levels of parliamentary engagement in formulation and oversight of national development plans and budgets 3. Irregular and/ or ineffective parliamentary committee meetings in the majority of Pacific parliaments <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Increase % vote of women running for parliament 2. Number of MPs asking questions about the MDGs/development in the Chamber and/ or committees (in countries supported by UNDP parliamentary projects) 	<p>Year 1:</p> <ol style="list-style-type: none"> 1. More resources and tools available to support women candidates 2. Feasibility studies completed re regional parliamentary service provision 3. Initial capacity building with MPs re MDGs and development issues <p>Year 2:</p> <ol style="list-style-type: none"> 4. Consolidation of capacity building with MPs re MDGs and development issues 5. FPOC and APIL meeting more effectively 6. Progress on regional endorsement of regional parliamentary service provision options <p>Year 3:</p> <ol style="list-style-type: none"> 1. More women nominating for elections 2. FPOC and APIL taking on development issues 3. Progress in building parliamentary service provision capacity regionally 	<ol style="list-style-type: none"> 1.1 Technical backstopping in design, implementation and monitoring of national parliamentary activities. <ul style="list-style-type: none"> • LNAs for Palau, FSM, Tuvalu, Kiribati, Samoa, Cook Islands • Designs for above countries • Monitoring and support for ongoing projects • Research on good practice re expending constituency development funds 1.2 Mainstreaming cross-cutting development concerns in parliamentary activities (includes implementation of regional training on mainstreaming Human Rights, Gender, MDGs, HIV/AIDS, etc and research on conflict & parliaments) <ul style="list-style-type: none"> • Workshop on gender and governance for Project Managers, COs, Speakers, Clerks and Committee Chairs • Regional Workshop on HR engagement for Committee Chairs and par staff (foreign affairs, budget, social sectors) • Regional Workshop on MDGs and parliamentary oversight for Committee Chairs and par staff (budget, social development, etc) • Publication on parliaments and conflict in the Pacific • Workshop on disaster risk reduction + climate change • IEC materials for legislators re content and progress re MDG at 2010 (2/3 towards 2015) • IEC materials on HR implementation for legislators (FAQs, template questions, etc) 1.3 Research and advocacy on increasing Parliamentary representation for Women <ul style="list-style-type: none"> • Handbook on Engendering Parliaments • Partnership with I-Know for the Pacific • Meeting to discuss progress on Raratonga recommendations and confirm future plans • Implementation of recommendations from 2009 workshop 	<p>Responsible parties UNDP COs, PIC Parliaments,</p> <p>UNDP COs, PIC Parliaments, PIFS, RRRT, RCB, OHCHR, UNIFEM, UNFPA, UNAIDS</p> <p>UNIFEM, PIFS, IDEA, CPA</p>	<p>\$200,000 – travel, co-funding activities.</p> <p>\$400000 – workshops, consultancies to produce publications, travel</p> <p>\$300000 –publications, funding of small projects</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>1.4 Strengthening regional groupings (eg. the Forum of Parliamentary Officers & Clerk (FPOC) and Association of Pacific Island Legislatures (APIL)) as regional mechanisms for parliamentary forum and capacity development</p> <ul style="list-style-type: none"> • Technical support to 2008-11 FPOCs • Strategic planning support to APIL • Strengthening of institutional partnerships with CPA, IPU, APFF <p>1.5 Establishment of regional parliamentary services (eg. Information and Research Services, Induction Programs and regional training, and/or legal services for Speakers and non-Executive MPs)</p> <ul style="list-style-type: none"> • Benchmarking study on Pacific legislatures • Feasibility study of regional Parl Information and Research Services and presentation at 2008 FPOCC • Feasibility study of regional Parl Training Services and presentation at 2009 FPOCC <p>1.6 Regional research examining the legal frameworks underpinning Pacific parliaments, (ie. on the incorporation of traditional governance approaches into Pacific constitutional frameworks, strategies for strengthening Political Parties in the Pacific, the role of electoral commission in selected countries)</p> <ul style="list-style-type: none"> • Analysis of role of electoral commissions in Pacific and options for support • Analysis of pros and cons of Pacific political party integrity legislation and workshop to disseminate findings with legislators • Analysis of integration of traditional governance mechanisms into Pacific constitutions and workshop to disseminate findings • Follow up research depending on responses 	<p>FPOC, APIL, CPA, PIC Parliaments, PIFS,</p> <p>PIFS, FPOC, APIL, USP, ANU, Aust & NZ Parliaments, CDI, PaclII,</p> <p>Centre for Comp Constit Law, SSGM-ANU, USP, UNDP PNG CO, PNG Registrar for Pol Parties, PIC ECs, PIANZEA, IDEA</p>	<p>\$200,000 – seed funding, travel support, consultancies,</p> <p>\$400,000 – consultancy to undertake feasibility study, workshops, seed funding</p> <p>\$300,000 – consultancies, workshops, co-funding for pilot projects</p>
Sub-Total: Output 1				\$ 1.39 MILLION

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2 Strengthened capacity of Civil Society/ CSO, Traditional Authorities and Local Governments for effective delivery of local services</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> Weak capacity & limited structured mechanisms for local community and traditional authorities engagement with sub-national governments to address issues of service delivery & or accountability Limited community understanding of the operation of local government system Local government initiatives do not reflect community needs and priorities <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of CSOs and communities promoting / initiating or participating in social accountability initiatives Number of initiatives (between CSOs & Local Governments) developed to facilitate community / local government engagement and interaction 	<p>Year 1</p> <ol style="list-style-type: none"> Baseline Mapping Studies completed re Traditional and Local Government interactions and service delivery in PICs Stocktaking of Social Accountability initiatives in the Pacific Capacity building for the implementation of profiling methodology involving poor HHs and women groups <p>Year 2</p> <ol style="list-style-type: none"> Capacity building for linking profiling methodology to local government processes Capacity building on traditional community engagement with local governments and local social accountability initiatives in 3 PICs involving at least a women group per PIC Capacity building for integrating Disaster Risk Reduction & Mitigation in Local Government systems and processes in at least 2 PICs <p>Year 3</p> <ol style="list-style-type: none"> Approach(es) (tools/ methodology/ processes) to linking local profiling to local governance processes developed Initiatives on social accountability involving local governments and women groups implemented Approaches to traditional system / community engagement w/ local governments developed 	<p>2.1 Technical backstopping in design, implementation and monitoring of national decentralization and local governance initiatives</p> <ul style="list-style-type: none"> M & E Mission (Kiribati & Tuvalu) Assessment mission to Vanuatu & Fiji <p>2.2 Conduct regional research and advocacy to increase awareness, develop partnership and disseminate lessons learned</p> <ul style="list-style-type: none"> Workshop on Regional Mapping and Study of Traditional & Local Government Interaction Stocktake of Social Accountability initiatives Study & Regional Workshop on Local Service Delivery <p>2.3 Develop mechanism to improve service delivery, local governance processes, and social accountability initiatives (potential cross-practice w/ MDG and CPR)</p> <ul style="list-style-type: none"> Support to implementation of local profiling methodology in 3 countries (Vanuatu, Kiribati, Fiji + support to up scaling in SI) focusing on poor HHs and women's needs & priorities Design of action research on social accountability initiatives Workshops / consultations w/ local governments to identify entry points for linking local profiling to local government processes (planning, budgeting, M & E); Support to implementation of action research on social accountability initiatives TA/cap bldg support to local govt to improve delivery of pro-poor local services Consultations with CSOs & Local Governments on local disaster risk reduction TA /cap bldg support for the integration of DRR in local governance processes Documentation / dissemination of lessons learned 	<p>UNDP MCOs</p> <p>CSOs, Local Governments, CLGF, UNDP COs, RCB, UN Agencies</p> <p>CSOs, Local Governments, CLGF, USP, UNDP COs</p>	<p>Travel / DSA \$200,000</p> <p>Consultants / Workshops / Publications \$350,000</p> <p>Consultants / Workshops & Training / Project Funding \$800, 000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Sub-Total: Output 2	<p>Year 4</p> <ol style="list-style-type: none"> 1. Aware raising on lessons learned in linking community planning with local government processes 2. Awareness raising on lessons learned and toolkit on the Traditional / Community engagement w/ Local Governments 3. Awareness raising on lessons learned and toolkit on local social accountability 	<p>2.4 Build capacity of traditional community and develop mechanisms to facilitate the interface of traditional and – local government system for local development</p> <ul style="list-style-type: none"> • Traditional / Community engagement w/ local governments to identify entry points, design approaches, & implement community – local govts interaction • Training local communities & local governments on HRBA & participatory approaches • Support to the implementation of traditional / community governance engagement w/ local governments 	CSOs,	<p>Project funding / Workshops / Training / Consultants / Publications \$450,000</p> <p>\$ 1.7 MILLION</p>
<p>Output 3 – Capacity of independent media developed</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> 1. Varying levels of independence of media in the Pacific 2. Very little reporting of human rights issues 3. No substantive reporting of development issues from a rights <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Number of media personnel reporting increased understanding of human rights issues and HRBA to development 2. increased in number of media reports on human rights issues in at least 4 PICs 	<p>Year 2</p> <ol style="list-style-type: none"> 1. Completion of human rights capacity assessments of media in at least 6 PICs 2. Development of Pacific media human rights training framework <p>Year 3</p> <ol style="list-style-type: none"> 1. Capacity of media strengthened in at least 6 PICs to report HRBA to development and human rights issues 2. Media in at least 4 PICs report on human rights/HRBA to development issues 3. Media from at least 4 PICs enter in the Pacific media human rights awards <p>Year 4</p> <ol style="list-style-type: none"> 1. Capacity of media to report HRBA to development and human rights issues is strengthened in at least 8 PICs 2. Media in at least 6 PICs report on human rights/HRBA to development issues 3. Media from at least 4 PICs enter in the Pacific media human rights awards 	<p>3.1. Human rights and HRBA training and capacity building of media in the Pacific</p> <ul style="list-style-type: none"> • Human rights capacity assessment carried out of select Pacific media • Development of Pacific media human rights training framework • 2 Trainings for Pacific media from at least 6 PICs on HRBA to development and at least 1 hr issue • Presentation of annual Pacific human rights media awards from 1010 onwards 	Pacific Islands News Association (PINA)	<p>Human rights capacity assessment of national media in at least 6 PICs: \$50,000 (2009)</p> <p>Annual media training (2010-11) \$50,000 pa = 100,000</p> <p>Annual awards for human rights reporting (2010-11) \$15,000 pa = 30,000</p> <p>\$ 0.18 MILLION</p>
Sub-Total: Output 3				\$ 0.18 MILLION

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 4 – Access to information supported</p> <p>Baseline: No FOI laws or comprehensive information disclosure policies</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Information disclosure policies/laws developed in at least 3 target countries 	<p>Year 1 Partner Govts and CSOs identified and preparatory activities progressed</p> <p>Year 2 Tools and technical support provided to build capacity in partners on developing FOI laws/policies</p> <p>Year 3 Progress made in 3 PICS on developing FOI laws/policies</p>	<p>4.1. Technical advice, capacity building and advocacy to governments, parliaments and civil society in support of Freedom of Information laws and disclosure policies</p> <ul style="list-style-type: none"> Technical advice to CSOs in Vanuatu, Fiji and other countries working on FOI Support to attend annual Info Comms Conference Publication on best practice FOI law-making 	<p>PIFS, PICS Governments, PICS parliaments, Commonwealth Secretariat, TI Chapters, RRR, PCPI, Article 19, CHRI, CSO Project</p>	<p>\$600,000 – workshops, publications, small project funding</p>
<p>Sub-Total: Output 4</p> <p>Output 5: Regional advocacy and capacity developed for the implementation of UNCAC and strengthened Regional & National Accountability Frameworks and Mechanisms</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1 Pacific UNCAC ratification 7 Pacific Ombudsman of variable effectiveness and 1 new Anti-Corruption Commission (excluding Fiji's CAC) <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of PICS with improved national state of preparedness to ratify and/or implement UNCAC Anti-corruption Action Plans developed in at least 4 countries 	<p>Year 1</p> <ol style="list-style-type: none"> Assessment of Accountability Mechanisms in the Pacific Options identified for regional support to Ombudsman Awareness raised in 4 PICS on UNCAC <p>Year 2</p> <ol style="list-style-type: none"> Capacity building through twinning, legal advisory, case mgt & complaint investigation support, etc of PIC Ombudsman Awareness raising & advocacy on the implementation of UNCAC and anti-corruption reform initiatives Regional mapping and awareness raising on traditional integrity system in the Pacific <p>Year 3</p> <ol style="list-style-type: none"> Awareness raising on lessons learned in the implementation of the regional support mechanism for Ombudsman 	<p>5.1 (Sub) Regional Workshops, Advocacy and Capacity Development for the Ratification and Implementation of the UN Convention Against Corruption and OECD-ADB Anti-corruption framework</p> <ul style="list-style-type: none"> Sub-regional workshop (PNG, Solomon Islands, Vanuatu, Fiji) and Follow up support to develop national anti-corruption plans Sub-regional workshop (Palau, FSM, RMI, Tuvalu, Kiribati, Nauru) and Follow up support to develop national anti-corruption plans Sub-regional workshop (Samoa, Tonga, Cook Islands, Tokelau, Niue) and Follow up support to develop national anti-corruption plans General support to develop and implement national anti-corruption plans <p>5.2 Support for the implementation of a Regional Mechanism for Ombudsman functions and/or a Regional Mechanism for Anti-Corruption functions in the Pacific</p> <ul style="list-style-type: none"> Completion of study on Pacific Accountability Institutions Support for joint Workshop to discuss options for Regional Ombudsman and Anti-Corrupt. Implementation of recommendations of 2008 studies 	<p>UNODC, PIFS, UNDP PC, ADB-OECD, Caribbean SURF, RCB, UNODC</p> <p>Aust Commonwealth Ombudsman, PIFS, PICS Ombudsman Offices, PICS accountability institutions</p>	<p>\$200,000 – travel, small workshops \$500,000 – workshops, funding for pilot activities, co-funding for projects</p> <p>\$ 0.16 MILLION</p> <p>\$500,000 – workshops, consultancies, project funding</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>3. Number of Ombudsmen offices reporting improved access necessary resources and discharge their function</p>	<p>Year 4</p> <p>1. Identification of options for institutionalising a regional support mechanism for Ombudsman</p>	<p>5.3 Support to CSOs to strengthen advocacy and technical anti-corruption activities</p> <ul style="list-style-type: none"> Strengthened partnerships with Pacific TI Chapters and other anti-corruption NGOs 	<p>TI Chapters, PICS NGOs, CSO Project</p>	<p>\$200,000 – project funding, workshops</p>
<p>Sub-Total: Output 5</p>				<p>\$ 0.68MILLION</p>
<p>Output 6: Strengthened legal, policy and institutional frameworks to advance human rights in the Pacific</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> 12 PICs have ratified CEDAW but only 4 PICs have reported on CEDAW Across the Pacific implementation of all ratified treaties has either not yet begun or is only at beginning stages Limited capacity for implementing HR treaties and engaging with International Human Rights treaty bodies Only 1 PIC has a NHRI Limited understanding of governments and civil society of rights of PLHIV 1 PIC has HIV specific law and no PIC has a legal and policy framework that respects, protects and fulfils rights of PLHIV Commitment to and capacity of PIC governments to implement HRBA to development issues is extremely low 	<p>Year 1</p> <ol style="list-style-type: none"> At least 1 PIC develops a national plan to implement Concluding Comments by CEDAW Committee, especially on CEDAW legislative compliance Technical assistance and support on HRBA to HIV for at least 6 PICs through regional follow up meeting Capacity developed in 1 PIC to integrate human rights in natural disaster management <p>Years 1-4</p> <ol style="list-style-type: none"> Research and/or improvement in baseline data available on at least 3 sensitive/ emerging HR issues <p>Year 2</p> <ol style="list-style-type: none"> TA and support for follow up to regional high level consultation on HIV, and HR regional meeting in PNG <p>Years 2-4</p> <ol style="list-style-type: none"> 4 additional PICs develop plans to implement CEDAW that include legislative compliance <p>Years 3-4</p> <ol style="list-style-type: none"> Police in at least 4 PICS trained on HRBA to and HIV using video series 	<p>6.1 Technical assistance, research and capacity building of governments and civil society to support legislative compliance with human rights treaties, particularly CEDAW</p> <ul style="list-style-type: none"> Technical assistance, research and capacity building to at least 1 PIC each year on implementing CEDAW legislative compliance Update of Translating CEDAW into Law <p>6.2 Technical assistance, research, capacity building for governments and civil society on HRBA to HIV law and policy</p> <ul style="list-style-type: none"> Regional workshop - follow up high level Pacific regional meeting on HIV and human rights in PNG Development of 1st set of videos (2) for video series on HIV and human rights Technical assistance, research and capacity building to implement hr compliant HIV law and policy in 1 PIC each year Dissemination of video series on HIV and human rights and accompanying training <p>6.3 Technical assistance and training and capacity building on integrating human rights in natural disaster management in the Pacific</p> <ul style="list-style-type: none"> Technical assistance, research to build capacity of at least 1 PIC each year to integrate human rights in natural disaster management <p>6.4 Technical assistance and support to establishment of a NHRI</p> <ul style="list-style-type: none"> Research and capacity building for key PNG decision makers on an appropriate model for a NHRI 	<p>UNIFEM, RRRRT, UNOHCHR, UNAIDS/RRRT</p> <p>OCHA</p> <p>UNDP-PNG, Gov of PNG</p>	<p>TA + \$40,00 pa on CEDAW implementation, particularly legislative compliance +20,000 updating of TCL\$180,000</p> <p>\$Sub-total 2009-2011 \$30,000 pa TA on HRBA to HIV related law and policy reform \$90,000</p> <p>\$100,000 (2008) regional HIV and human rights follow up meeting in PNG</p> <p>\$320,000 Development & dissemination of HIV and human rights video series</p> <p>\$20,000 pa (Ta to integrate hr in ndm) \$80,000</p> <p>\$75,000 pa support for establishment of HRC in PNG \$75,000</p> <p>2008 (Support to USP legislative drafting to include HRBA &GM) \$20,000</p> <p>Research and baseline data on sensitive and emerging hr issues \$280,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>- Absence of baseline data on many human rights issues/situations</p> <p>Indicators:</p> <ol style="list-style-type: none"> Improvement in understanding of and preparations to improve CEDAW legislative compliance Improved government and NGO focus on CEDAW legislative compliance Concrete steps taken to establish a HRC in at least 1 additional PIC Improved government and civil society understanding of how to implement HRBA to HIV relevant law and policy Improved government and civil society understanding of how to integrate human rights in natural disaster management in the Pacific Steps taken to establish National Human Rights Commission in PNG Improved baseline data on some human rights issues Improved government and civil society understanding of how to integrate HRBA to development issues in the Pacific 	<p>2. Relevant Government departments in at least 4 PICs trained on HRBA to HIV (using video series)</p> <p>Years 2-4</p> <ol style="list-style-type: none"> TA to at least 4 PICs re implementing HRBA to HIV law and policy <p>Year 4</p> <ol style="list-style-type: none"> At least 4 PICs implement some law reform to improve legislative compliance with CEDAW 	<p>6.5. Technical assistance, research and support on HRBA to emerging and sensitive human rights issues:</p> <ul style="list-style-type: none"> Completion and launch of study and compilation of baseline data on women and girls with disabilities in the Pacific, technical assistance and capacity building for follow up/ implementation Capacity building for implementation of recommendations of research and baseline data on sexual minorities in the Pacific Development and production of a Pacific action guide HRBA to women and housing Regional training of trainers on HRBA to women and housing and support for development of a regional COP 2 national trainings on HRBA to women's housing and support to regional COP Research and baseline data on a specific development issue from a HRBA (topic tbd) <p>6.6. Capacity development for Pacific legislative drafting from HRBA and gender mainstreaming perspectives</p> <ul style="list-style-type: none"> research and technical support on entry point and frameworks that can be incorporated in proposed USP legislative drafting course 		
<p>Sub-Total: Output 6</p>				<p>\$ 1.145MILLION</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 7: Strengthened capacity of rights holders and duty bearers to engage with intl human rights mechanisms</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. Very limited capacity of both governments and civil society to engage in international human rights mechanisms and fora 2. Pacific CSO participation at CSW limited and ad hoc 3. No formal mechanisms for linking CSW with national and regional initiatives 4. No formal training or mentoring to develop advocacy skills or engage in thematic debates at CSW 5. PIFS and SPC working to improve PIC government commitment to engage with CSW 6. No PIC members on HRC, no Pacific CSO or government participation at Human Rights Council <p>Indicators:</p> <ol style="list-style-type: none"> 1. Increase in number of Pacific CSO able to meaningfully engage with CSW, HRC and other international fora 2. Number of PIC governments supporting Pacific NGO participation in international human rights fora 	<p>Year 1</p> <ol style="list-style-type: none"> 1. Development of Hand book for Human Treaty Implementation (2008) 2. Capacity built for participation at CSW of civil society from at least 4 PICs <p>Year 2</p> <ol style="list-style-type: none"> 1. Training of at least 3 PICs on first steps in treaty implementation <p>Year 3</p> <ol style="list-style-type: none"> 1. Training of at least 3 more PICs on first steps in treaty implementation <p>Year 2-4</p> <ol style="list-style-type: none"> 1. Training of UN staff on first steps in treaty implementation from at least 4 different UN agencies <p>Years 1-4</p> <ol style="list-style-type: none"> 1. Capacity built of PIC civil society and governments on 1 human rights issue per year relevant to international discussions <p>Years 2-4</p> <ol style="list-style-type: none"> 1. Participation of civil society from at least 6 PICs at CSW <p>Years 3-4</p> <ol style="list-style-type: none"> 1. Capacity built for participation of civil society from at least 4 PICs at HRC 	<p>7.1 Research, technical assistance and training for governments and civil society on first steps of treaty implementation</p> <ul style="list-style-type: none"> • Completion of Pacific Handbook on human rights treaty ratification • 3 sub-regional trainings on first steps of treaty implementation • Training of staff from at least 4 UN agencies on first steps of treaty implementation <p>7.2 Research, training and support for Pacific CSOs to participate at international human rights meetings.</p> <ul style="list-style-type: none"> • Development and presentation of papers on for CSW (eg. gender responsive budgeting - 2008) • Training and mentoring and support for participation of CSOs from at least 5 PICs over time at the CSW, and support for related regional, national, local activities • Training and mentoring and support for participation of CSOs from at least 4 PICs at the HRC, and support for related regional, national, local activities 	<p>OHCHR/UNIFEM/ UNICEF/UNFPA</p> <p>PIFS/SPC</p>	<p>2008 Treaty implementation handbook \$50,000</p> <p>2009-2011 3 Sub-regional trainings on first steps of treaty implementation (50,000 each) 150,000</p> <p>2008-2011 (\$20,000 pa for research for CSW, HRC) \$80,000 subtotal</p> <p>2008-2011 (\$250,000 pa for CSW participation and follow up) 1,000,000</p> <p>2010-2011 \$250,000 pa for HRC participation and follow up \$500,000</p> <p>Total for output 2.3 \$1,780,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
3. Capacity built of PIC Governments and civil society to implement human rights treaties				
Sub-Total: Output 3				\$ 0.18 MILLION
Output 8 – Effective Project management		8.1 Recruit and maintain current staff levels 8.2 Undertake periodic reporting, monitoring and evaluation activities 8.3 Mid-Term Review of Governance in the Pacific Project		Consultant(s) – MTR \$50,000 Team Leader + 3 Experts/ Specialists • HR Advisor, • Parl Support Advisor • CSOs / Local Governance Advisor • HRBA/Gender Adviser* (potential BDP funding) Governance Associate Programme Assistant
Sub-Total: Output 8				\$ 2.75MILLION
			TOTAL (Outcomes 1 & 2)	\$ 10.8 Million

V. MANAGEMENT ARRANGEMENTS

26. The project will be implemented over a period of 48 months, commencing in January 2008 through to December 2011. The project will be directly executed by UNDP Pacific Centre (PC) in Suva. UNDP PC will be responsible for the technical and financial management of the project, and for all fiduciary arrangements. The Pacific Centre will enter into partnership with implementing agencies/ partner to achieve the results defined in the project RRF.
27. The key to the success of the Pacific Centre projects will continue to be their capacity to engage with and retain the support of an extensive network of stakeholders. It is critical that the projects are delivered in an effective manner, reflecting responsiveness and timelines in delivery. If this is to occur it is important that the decision-making processes are minimized and that as much as possible the management and execution of the projects is seamless with decisions on expenditure again the agreed work programme decentralized to the region as much as possible.
28. As it is envisaged that a number of the activities will be sub-contracted to help build the capacity of local (regional) stakeholders, it is critical that the day-to-day management is located in the region, with a local presence possessing a good knowledge of travel schedules and an understanding of the vagaries of dealing with small island states widely scattered across a large area of the Pacific Ocean.
29. As has been the case in the first two years of the Pacific Centre operation, the regional nature of the projects prevents consideration of the NEX modality as there is no single intergovernmental agency considered suitable for the task of execution. While the Pacific Island Forum Secretariat will be a key partner in the implementation of aspects of the Pacific Centre projects, there are other regional organizations such as the Secretariat of the Pacific Community, University of the South Pacific and the South Pacific Geosciences Commission, which will continue to be important partners in the implementation of the projects, as well as a range of regional NGO entities. The Pacific Centre has demonstrated capacity to deliver effectively under the DEX modality and is considered to be in the best position to continue in this role for the Pacific projects to be implemented under the 2008-2011 Asia Pacific Regional programme.
30. The Pacific Centre will establish a Project Steering Committee, chaired by UNDP RBAP Deputy Bureau Director (see Annex for Project Steering Committee TOR). Project direction, and operational support and oversight will be exercised and coordinated by the Regional Governance Adviser & Project Coordinator who will be responsible for the overall management of the project (see Annex for Project Coordinator TOR). The Project Coordinator will be supported by Project Support, who will be recruited to assist in coordinating the routine activities of the project and will report on a regular basis to the Project Coordinator (See Annex: Project Support ToR).

Project Steering Committee

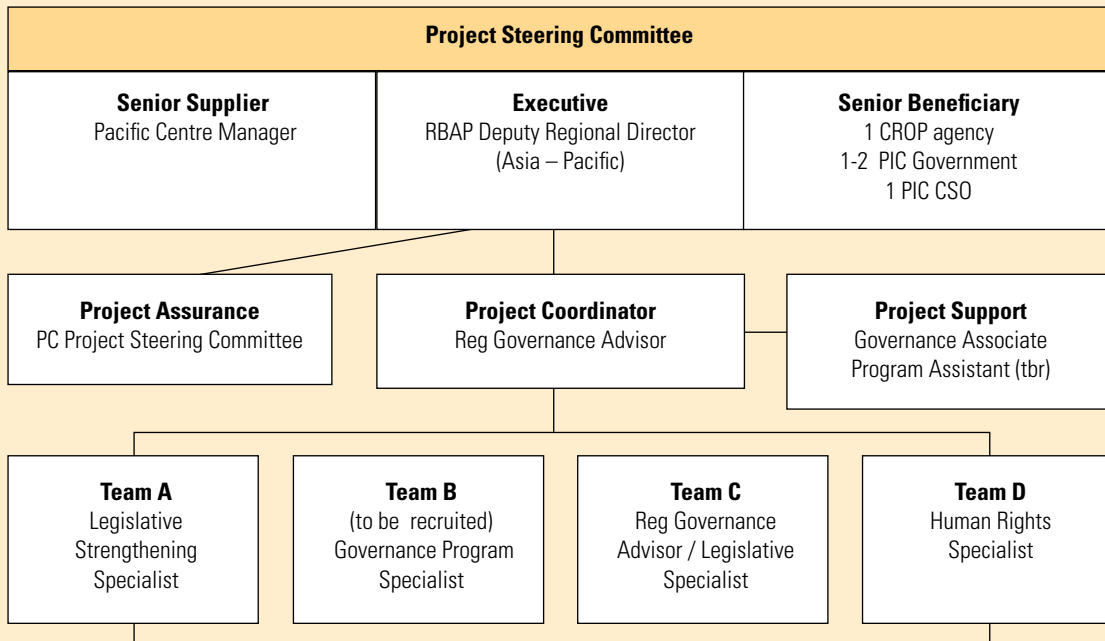
31. A Project Steering Committee will be established (see diagram below) to provide guidance to the project and the project manager (see TOR for the Project Coordinator in Annex 3). Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, which will require annual reviews, a mid-term evaluation and a final evaluation. The annual review report will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's Results Framework. The detailed expenditure report will indicate expenses by category as outlined in the original project budget.
32. The Project Steering Committee will be consulted if and when the Project Coordinator's tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the Project Assurance Officer.

Pacific Centre Advisory Panel

33. Beyond the direction provided by UNDP's global and regional strategies and the Pacific Plan, the Centre's work takes guidance from its Pacific Centre Advisory Panel of eminent persons, which will meet once a year and provide substantive input on Pacific island issues. The Advisory Panel advises on critical issues in the Pacific and related research, policy developments and advocacy that may be relevant to project outcomes. It provides a forum for dialogue between UNDP and other stakeholders on the approach and content of programme activities developed across the key focus areas of the Centre, and shares information about efforts and inroads made in promoting good governance, poverty reduction and MDG achievement; and crisis recovery and prevention in the Pacific. Another function is to facilitate discussion on more effective implementation of the Centre's outputs and to advise the Centre on innovative approaches, best practices and lessons learned that could be incorporated into the Centre's activities.

Project Management Structure

34. The project management structure described above can be illustrated as follows:



35. The Regional Governance Adviser who is also the Project Coordinator of the GovPac Project will be responsible for providing substantive guidance and the overall management of the project. The Project Coordinator will be assisted by team of specialists composed of the Legislative Strengthening Expert, a Human Rights Specialist and a Governance Program Specialist who will provide the substantive / technical inputs and assist in managing the different components of the Project. The Project will be supported by a project support team composed of a Program Associate and Assistant. It will be responsible for providing the operational management and administrative support to ensure that the project activities are implemented in a timely, efficient and cost effective manner in accordance with UNDP rules and regulations.

VI. MONITORING FRAMEWORK AND EVALUATION

36. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Mid-Term Review & Terminal Evaluation

- The project will be subject to a Mid-Term Review (MTR) and a Terminal Evaluation to be carried out by an external evaluation team in coordination with the RBAP and the UNDP Office of Evaluation in accordance with UNDP policies on evaluation. The aim of the MTR is to review progress and project risks, assess project implementation strategy and make recommendations to enhance the effectiveness of the project. The end of project evaluation shall be conducted within six months before the operational closing of the project. The objectives of the terminal evaluation will be to review the overall performance of the project in terms of efficiency and effectiveness of the project in achieving the project's objectives as it relates to the achievement of outputs and the project's contribution to outcomes, assess the project's implementation strategies and management arrangement, and identify lessons learned that can help inform future design of regional programs and priorities for UNDP technical cooperation in the Pacific.

VII Quality Management for Project Activity Results

OUTCOME 1: Improved inclusive participatory processes in policy making and implementation for more equitable development		
OUTPUT 1.1: Strengthened Capacity and Effectiveness of Parliament and representative institutions to exercise oversight and represent women and disadvantaged groups		
Activity Result 1 (Atlas Activity ID)	Parliamentary technical backstopping	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical backstopping in design, implementation and monitoring of national parliamentary activities.	
Description	<ul style="list-style-type: none"> LNAs for Palau, FSM, Tuvalu, Kiribati, Samoa, Cook Islands Designs for above countries Monitoring and support for ongoing projects Research on good practice re expending constituency development funds 	
Quality Criteria	Quality Method	Date of Assessment
UNDP Country Offices provided with timely, quality advice	Regular reports to PC Management Committee	Annually
Activity Result 2 (Atlas Activity ID)	Parliamentary mainstreaming of cross-cutting issues	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Mainstreaming cross-cutting development concerns in parliamentary activities (includes implementation of regional training on mainstreaming Human Rights, Gender, MDGs, HIV/AIDS, etc and research on conflict & parliaments)	
Description	<ul style="list-style-type: none"> Workshop on gender and governance for Project Managers, COs, Speakers, Clerks and Committee Chairs Regional Workshop on HR engagement for Committee Chairs and parl staff (foreign affairs, budget, social sectors) Regional Workshop on MDGs and parliamentary oversight for Committee Chairs and parl staff (budget, social development, etc) Publication on parliaments and conflict in the Pacific Workshop on disaster risk reduction + climate change IEC materials for legislators re content and progress re MDG at 2010 (2/3 towards 2015) IEC materials on HR implementation for legislators (FAQs, template questions, etc) 	
Quality Criteria	Quality Method	Date of Assessment
Increase in number of MPs asking questions about the MDGs/development in the Chamber and/or committees (in countries supported by UNDP parliamentary projects)	Feedback from Parliamentary Project Managers Review of Hansard speeches	Mid-term End of Project

Activity Result 3 (Atlas Activity ID)	Promoting women in parliament	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Research and advocacy on increasing Parliamentary representation for Women.	
Description	<ul style="list-style-type: none"> • Handbook on Engendering Parliaments • Partnership with I-Know for the Pacific • Meeting to discuss progress on Rarotonga recommendations and confirm future plans • Implementation of recommendations from 2009 workshop 	
Quality Criteria	Quality Method	Date of Assessment
% vote for women running for parliament	Statistics from electoral commissions where possible	End of Project

Activity Result 4 (Atlas Activity ID)	Strengthening regional parliamentary groupings	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Strengthening regional groupings (eg. the Forum of Parliamentary Officers & Clerk (FPOC) and Association of Pacific Island Legislatures (APIL)) as regional mechanisms for parliamentary forum and capacity development	
Description	<ul style="list-style-type: none"> • Technical support to 2008-11 FPOCCs • Strategic planning support to APIL • Strengthening of institutional partnerships with CPA, IPU, APPF 	
Quality Criteria	Quality Method	Date of Assessment
At least 1 regional parliamentary grouping meeting regularly to support the needs of members	Feedback from Pacific Members of Parliament	Ongoing End of Project

Activity Result 5 (Atlas Activity ID)	Establishment of regional parliamentary services	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Establishment of regional parliamentary services (eg. Information and Research Services, Induction Programs and regional training, and/or legal services for Speakers and non-Executive MPs)	
Description	<ul style="list-style-type: none"> • Benchmarking study on Pacific legislatures • Feasibility study of regional Parl Information and Research Services and presentation at 2008 FPOCC • Feasibility study of regional Parliamentary Training Services and presentation at 2009 FPOCC. 	
Quality Criteria	Quality Method	Date of Assessment
Options on regional parliamentary support strategies	Documents review Feedback from MPs	End of Project

Activity Result 6 (Atlas Activity ID)	Electoral + constitutional + political parties support	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Regional research examining the legal frameworks underpinning Pacific parliaments, (ie. on the incorporation of traditional governance approaches into Pacific constitutional frameworks, strategies for strengthening Political Parties in the Pacific, the role of electoral commission in selected countries)	
Description	<ul style="list-style-type: none"> • Analysis of role of electoral commissions in Pacific and options for support • Analysis of pros and cons of Pacific political party integrity legislation and workshop to disseminate findings with legislators • Analysis of integration of traditional governance mechanisms into Pacific constitutions and workshop to disseminate findings • Follow up research depending on responses to previous 3 studies 	
Quality Criteria	Quality Method	Date of Assessment
UNDP Country Offices provided with timely, quality advice	Regular reports to PC Management Committee	Annually
UNDP research outputs utilised by policy-makers	Feedback from partners	End of project

OUTPUT 1.2: Strengthened capacity of Civil Society/ CSO, Traditional Authorities and Local Governments for effective delivery of local services		
Activity Result 1 (Atlas Activity ID)	Technical backstopping of local governance initiatives	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical backstopping in design, implementation and monitoring of national decentralization and local governance initiatives	
Description	<ul style="list-style-type: none"> • M & E Mission (Kirabiti & Tuvalu) • Assessment mission to Vanuatu & Fiji 	
Quality Criteria	Quality Method	Date of Assessment
UNDP Country Offices provided with timely, quality advice	Evaluation Reports Draft Project Documents Mission Reports submitted to PC Management Committee	Annually

Activity Result 2 (Atlas Activity ID)	Research on local level governance processes	Start Date: January 2008 End Date: Dec 2009
Purpose	Conduct regional research and advocacy to increase awareness, develop partnership and disseminate lessons learned	
Description	<ul style="list-style-type: none"> • Workshop on Regional Mapping and Study of Traditional & Local Government Interaction • Stocktake of Social Accountability initiatives • Study & Regional Workshop on Local Service Delivery 	
Quality Criteria	Quality Method	Date of Assessment
Number of studies completed	Project consultancy reports	December 2008 & 2009
Regional workshops conducted	Workshop reports	December 2009

Activity Result 3 (Atlas Activity ID)	Strengthening local governance mechanisms & processes	Start Date: January 2009 End Date: Dec 2011
Purpose	Develop mechanism to improve service delivery through enhanced local governance processes, and social accountability initiatives	
Description	<ul style="list-style-type: none"> • Support to implementation of local profiling methodology in 3 countries (Vanuatu, Kiribati, Fiji + support to up scaling in SI) focusing on poor HHs and women's needs & priorities • Design of action research on social accountability initiatives • Workshops / consultations w/ local governments to identify entry points for linking local profiling to local government processes (planning, budgeting, M & E); • Support to implementation of action research on social accountability initiatives • TA/cap bldg support to local govt to improve delivery of pro-poor local services • Consultations with CSOs &, Local Governments on local disaster risk reduction • TA /cap bldg support for the integration of DRR in local governance processes 	
Quality Criteria	Quality Method	Date of Assessment
Action research(es) on social accountability completed	Project reports	Mid-term (Dec 2009) End of Project(Dec2011)
Initiatives developed with local governments on DRR	Project reports	Mid-term (Dec 2009) End of Project (Dec2011)

Activity Result 4 (Atlas Activity ID)	Strengthening traditional governance and local governments interaction	Start Date: Jan 2009 End Date: Dec 2011
Purpose	Enhance interface between traditional governance system and local governments	
Description	<ul style="list-style-type: none"> • Traditional / Community engagement w/ local governments to identify entry points, design approaches, & implement traditional governance / community – local government interaction • Training local communities & local governments on HRBA & participatory approaches • Support to the implementation of traditional / community governance engagement w/ local governments. 	
Quality Criteria	Quality Method	Date of Assessment
Number of initiatives (between CSOs & Local Governments) developed to facilitate community / local government engagement and interaction	Project reports	Project reports Mid-term (2009) End of Project (Dec 2011)

OUTPUT 1.3: Capacity of independent media developed		
Activity Result 1 (Atlas Activity ID)	HR for media	Start Date: Jan 2008 End Date: Dec 2009
Purpose	Human rights and HRBA training and capacity building of media in the Pacific	
Description	<ul style="list-style-type: none"> • Human rights capacity assessment carried out of select Pacific media • Development of Pacific media human rights training framework • 2 Trainings for Pacific media from at least 6 PICs on HRBA to development and at least 1 hr issue • Presentation of annual Pacific human rights media awards from 1010 onwards 	
Quality Criteria	Quality Method	Date of Assessment
HR Capacity assessment of Pacific media	Project / consultancy report	Dec 2009
Training of media on human rights reporting	Workshop report	Dec 2009

OUTPUT 1.4: Access to information supported		
Activity Result 1 (Atlas Activity ID)	Support to FOI	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical advice, capacity building and advocacy to governments, parliaments and civil society in support of Freedom of Information laws and disclosure policies	
Description	<ul style="list-style-type: none"> • Technical advice to CSOs in Vanuatu, Fiji and other countries working on FOI • Support to annual Information Commissioners Conference • Publication on best practice FOI law-making <i>Planned actions to produce the activity result.</i>	
Quality Criteria	Quality Method	Date of Assessment
Information disclosure policies/laws in at least 3 target countries	Analysis provided by FOI partners and collected from news stories and other sources over time	Dec 2011

OUTCOME 2: International norms and standards on anti-corruption and human rights implemented through public policies		
OUTPUT 2.1: Regional advocacy and capacity developed for the implementation of UNCAC and strengthened Regional & National Accountability Frameworks and Mechanisms		
Activity Result 1 (Atlas Activity ID)	Technical backstopping on anti-corruption	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical backstopping for the development/implementation of national anti-corruption plans and institutions	
Description	<ul style="list-style-type: none"> • Sub-regional workshop (PNG, Solomon Islands, Vanuatu, Fiji) and Follow up support to develop national anti-corruption plans • Sub-regional workshop (Palau, FSM, RMI, Tuvalu, Kiribati, Nauru) and Follow up support to develop national anti-corruption plans • Sub-regional workshop (Samoa, Tonga, Cook Islands, Tokelau, Niue) and Follow up support to develop national anti-corruption plans • General support to develop and implement national anti-corruption plans 	
Quality Criteria	Quality Method	Date of Assessment
Anti-corruption Action Plans developed in at least 4 countries	Media reports; Official communication from PIC Govts	Mid-term (2009) End of Proj (Dec 2011)
Sub-regional workshops on anti-corruption	Workshop reports	Mid-term (Dec 2009) End of Proj (Dec 2011)

Activity Result 2 (Atlas Activity ID)	Support for UNCAC	Start Date: Jan 2008 End Date: Dec 2011
Purpose	(Sub) Regional Workshops, Advocacy and Capacity Development for the Ratification and Implementation of the UN Convention Against Corruption	
Description	Regional /Sub-regional workshops on UNCAC Support for National Anti-Corruption Plans	
Quality Criteria	Quality Method	Date of Assessment
Number of PICs demonstrating improved national state of preparedness to ratify and/or implement UNCAC Initiatives developed with local governments on DRR	Assessment reports (from donors, TI Survey & stakeholders feedback); UNODC reports on PIC ratification of UNCAC	Mid-term (Dec 2009) End of Proj (Dec 2011)

Activity Result 3 (Atlas Activity ID)	Support to Pacific Plan 12.1	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Support for the Implementation of a Regional Mechanism for Ombudsman functions and/or a Regional Mechanism for Anti-Corruption functions in the Pacific	
Description	<ul style="list-style-type: none"> • Completion of study on Pacific Accountability Institutions • Support for joint Workshop to discuss options for Regional Ombudsman and Anti-Corrupt. • Implementation of recommendations of 2008 studies. 	
Quality Criteria	Quality Method	Date of Assessment
Agreed option(s) for a regional support mechanism for accountability functions, including ombudsman	Workshop reports Feedback from stakeholders (leaders, accountability officials)	Dec 2009
Pilot implementation of regional support mechanism for accountability and/or ombudsman functions	Memorandum of Understanding	Dec 2011

Activity Result 4 (Atlas Activity ID)	Civil society anti-corruption activities	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Support to CSOs to strengthen advocacy and anti-corruption activities	
Description	Strengthened partnerships with Pacific TI Chapters and other anti-corruption NGOs	
Quality Criteria	Quality Method	Date of Assessment
Joint activities on anti-corruption implemented	Signed Partnership Agreements / MOUs	Mid-term (Dec 2009) End of Proj (Dec 2011)

OUTPUT 2.2: Strengthened legal, policy and institutional frameworks to advance human rights in the Pacific

Activity Result 1 (Atlas Activity ID)	Legislative compliance with human rights treaties	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical assistance, research and capacity building of governments and civil society to support legislative compliance with human rights treaties, particularly CEDAW	
Description	<ul style="list-style-type: none"> • Technical assistance, research and capacity building to at least 1 PIC each year on implementing CEDAW legislative compliance • Update of <i>Translating CEDAW into Law</i> 	
Quality Criteria	Quality Method	Date of Assessment
Improvement in understanding of and preparations to improve CEDAW legislative compliance	Stakeholders feedback Review of draft policy papers and draft legislations	Mid-term (2009) End of project (2011)
Number of PIC governments and NGO reporting on CEDAW	CEDAW Country Report documents	End of Project

Activity Result 2 (Atlas Activity ID)	Support re HIV law	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical assistance, research, capacity building for governments and civil society on HRBA to HIV law and policy	
Description	<ul style="list-style-type: none"> Regional workshop - follow up high level Pacific regional meeting on HIV and human rights in PNG Development of 1st set of videos (2) for video series on HIV and human rights Technical assistance, research and capacity building to implement hr compliant HIV law and policy in 1 PIC each year Dissemination of video series on HIV and human rights and accompanying training 	
Quality Criteria	Quality Method	Date of Assessment
Improved government and civil society understanding of how to implement HRBA to HIV relevant law and policy	Stakeholders feedback Review of proposed draft legislations	Mid-term End of project
Training on HIV Law and policy	Workshop report	Annually

Activity Result 3 (Atlas Activity ID)	Human rights and disaster management	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical assistance and training and capacity building on integrating human rights in natural disaster management in the Pacific	
Description	<ul style="list-style-type: none"> Technical assistance, research to build capacity of at least 1 PIC each year to integrate human rights in natural disaster management 	
Quality Criteria	Quality Method	Date of Assessment
Training on integrating human rights in natural disaster management in PICs	Training / workshop report	Annually

Activity Result 4 (Atlas Activity ID)	Support for NHRIs	Start Date: Jan 2008 End Date: Dec 2009
Purpose	Technical assistance and support to establishment of a NHRI	
Description	Research and capacity building for key PNG decision makers on an appropriate model for a NHRI	
Quality Criteria	Quality Method	Date of Assessment
Steps taken to establish National Human Rights Commission in PNG	Media report Report by UNDP -PNG	Dec 2009

Activity Result 5 (Atlas Activity ID)	TA for sensitive HR issues	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Technical assistance, research and support on HRBA to emerging and sensitive human rights issues	
Description	<ul style="list-style-type: none"> • Completion and launch of study and compilation of baseline data on women and girls with disabilities in the Pacific, technical assistance and capacity building for follow up/implementation • Capacity building for implementation of recommendations of research and baseline data on sexual minorities in the Pacific • Development and production of a Pacific action guide HRBA to women and housing • Research and baseline data on a specific development issue from a HRBA (topic tbd) • Regional training of trainers on HRBA to women and housing and support for development of a regional COP • national trainings on HRBA to women's housing and support to regional COP 	
Quality Criteria	Quality Method	Date of Assessment
Baseline data on some human rights issues	Project consultancy report	Annually
Research studies on emerging human rights issues	Project consultancy reports Publications	Annually

OUTPUT 2.3: Strengthened capacity of rights holders and duty bearers to engage with international human rights mechanisms

Activity Result 1 (Atlas Activity ID)	Support for treaty implementation	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Research, technical assistance and training for governments and civil society on first steps of treaty implementation	
Description	<ul style="list-style-type: none"> • Completion of Pacific Handbook on human rights treaty ratification • 3 sub-regional trainings on first steps of treaty implementation • Training of staff from at least 4 UN agencies on first steps of treaty 	
Quality Criteria	Quality Method	Date of Assessment
Training on treaty implementation	Workshop reports	Annually

Activity Result 2 (Atlas Activity ID)	Support for participation at HR meetings	Start Date: Jan 2008 End Date: Dec 2011
Purpose	Research, training and support for Pacific CSOs to participate at international human rights meetings/.fora	
Description	<ul style="list-style-type: none"> • Development and presentation of papers on for CSW (eg. gender responsive budgeting) • Training and mentoring and support for participation of CSOs from at least 5 PICs over time at the CSW, and support for related regional, national, local activities • Training and mentoring and support for participation of CSOs from at least 4 PICs at the HRC, and support for related regional, national, local activities 	
Quality Criteria	Quality Method	Date of Assessment
Number of CSOs/NGOs participating at the CSW, HRC and other international human rights fora	Project reports	Annually
Capacity of Pacific CSO to meaningfully engagement with CSW, HRC and other international fora	Mission reports Review of CSO reports / position papers Conference proceedings	Annually
Greater understanding and acceptance by PIC governments of the importance of Pacific NGO participation in international human rights for a	Stakeholders feedback	Annually

VII. Legal Context

37. This regional project is directly executed by the UNDP Regional Pacific Centre, located in Fiji. As Fiji, the host country, has signed the Standard Basic Assistance Agreement (SBAA), the following text applies.
38. This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date). Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.
The executing agency shall:
 - a) 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;
 - b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
39. 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 this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES
Annex 1

Risk Log Matrix

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Lack of capacity of FPOC & or APIL to develop as effective regional parliamentary forum and platform for capacity development of Pacific Parliamentarians.	Political Organizational	This can result in lack of effective voice and further marginalization of MPs in influencing discussions and decision on regional issues that affect national constituencies. Affects the achievement of project objective P(Probability) = 4	Provide support to FPOC & APIL to develop internal capacity to assume role and functions as regional parliamentary forum.	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change e.g. dead, reducing, increasing, no change
2	Lack of viable institutional mechanism for hosting a regional support mechanism for parliamentary services.	Political Financial Organizational	Failure to develop a regional support mechanism for Parliamentary service will: (1) affect the achievement of project objectives; and (2) contribute to continuing limited effectiveness of Parliaments especially the small island states	Work in close consultation with various PIC Parliaments & Govts, donors and various stakeholders in identifying and developing viable option(s) that has broad-based ownership and support, realistic and financially feasible	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
3	Weak support and commitment in mainstreaming gender and other development in parliamentary activities.	Political Organizational	Affects the achievement of project objective. P = 3	Work in close collaboration & engagement with PSP Project Managers & UNDP COs in order to identify opportunities / entry points for integrating gender and other development issues in parliamentary activities. Maintain responsive & flexibly to changing programming opportunities through timely support to PSP projects	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
4	Implementing social accountability initiatives at the local level can contribute to or heighten local conflict(s).	Political	The occurrence of this risk can result in either delay of project implementation and or a more limited scope of coverage for the project in countries where it is feasible to implement. Although the effect will be unfavourable in terms of project coverage, this can provide a lesson learned for the project that can help inform design P=3	Design of social accountability should take into account local context and developed with the participation of local communities / stakeholders to ensure local ownership and commitment Maintain close engagement with project partners to assess situation and contribute to development of appropriate strategy for engagement with local stakeholders.	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
5	Lack of capacity and or commitment by CSOs/ or Local Governments to implement or participate in social accountability initiatives (SAI).	Political Organizational	Affects the achievement of project objectives P=4	Work closely with project counterparts & partners to ensure that adequate capacity development support are provided to CSOs/ Local Govt/ communities prior to implementing SAIs activities Ensure that local stakeholders are involved in the design of proposed SAI to ensure ownership and commitment. Maintain a high level of engagement and communication to monitor progress and respond timely to evolving developments.	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
5	Government reaction to media reporting on human rights	Political	Lack of progress can affect achievement of project objectives. P=3	Ensure balanced and objectivity in the development and delivery of media training on human rights reporting	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
6	Lack of / weak commitment to enacting Freedom of Information (FOI) Law	Political	Lack of progress can affect achievement of project objectives. As FOI is a key pillar to accountability lack of progress on this area can potentially affect progress across a broad range of accountability initiatives. P=4	Provide technical support to PIC Parliaments and Governments in developing FOI legislation. Support advocacy activities to increase awareness & create constituencies for reform Maintain high level of engagement with national counterparts to identify strategic opportunities to support the development of national policies / framework / legislation for FOI	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
7	Lack of / or weak commitment to developing national anti-corruption action plan	Political	Lack of progress can affect achievement of project objectives P=4	Maintain high level engagement with national counterparts to identify strategic opportunities to support the development of national anti-corruption action plan. Work in partnership with other donors to identify and support champions to PICs	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
8	Lack of / weak commitment by PICs in establishing regional mechanism for ombudsman function in the Pacific	Political Organizational Financial	Lack of progress in this area will affect the achievement of project objective including that of the Pacific Plan. P=4	Ensure broad based consultation at the national level (beyond national ombudsman offices) in the formulation of options. Support PIFS in taking a leadership role in convening a regional workshop and facilitating the discussion and decision-making of Pacific Island Forum Leaders.	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
9	Lack of / or weak commitment in ratifying UNCAC	Political	Affects the achievement of project objectives P = 4	Maintain continuing and high level of engagement with PICs to enhance understanding of UNCAC. Bring relevant country experience in the region through South-South cooperation to exchange information on steps taken to increase national preparedness to ratify UNCAC	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
10	Lack of / weak commitment to establish legal framework, mechanisms and institutions to advance human rights in the Pacific	Political	Affects the achievement of project objectives P = 4	Maintain continuing and high level of engagement and dialogue with PIC governments to enhance awareness and understanding of human rights issues Strengthen capacity of CS/CSO to advocate policy reform and create political will. Strengthen capacity of PIC Governments to address capacity constraints in the development of legal framework for human rights.	GovPac Team	GovPac Team	Nov 2007	Nov 2007	No change
11	Government reaction to support CSO engagement in HR mechanisms	Political		Maintain continuing and high level engagement with PIC governments to enhance understanding and mobilize support for CSO engagement in HR mechanisms. Facilitate government –CSO engagement to develop understanding, awareness and mutual support.					

**United Nations Development Programme
Country: Pacific Island Countries
Project Title:
CAPACITY BUILDING OF CSOS: ADVANCING THE REALIZATION OF THE MDGS IN THE PACIFIC**

Initiation Plan Start Date: September 2007

Initiation Plan Start Date: August 2008

Expected Output(s):

1. CSO Mapping and Capacity Assessment completed
2. Civil Society Index implemented in atleast 1 PIC
3. CSO – MDGs pilot research initiated
4. M & E Framework developed
5. Atleast 1 CSO Forum strengthened/ supported
6. Atleast 1 Regional / National Consultation facilitated

Implementing Partner/Executing Entity: UNDP Pacific Centre

Responsible Parties/Implementing Agencies: UNDP Pacific Centre

Civil society engagement in issues that affect a nation is basic for good and effective governance. In this context, furtherance of good governance and achievement of the MDGs require a broad-based alliance among all stakeholders, and the role and responsibilities of civil society organisations (CSOs) is an essential dimension of the MDG framework. Given the challenges to foster higher levels of human development in the Pacific region, and the constraints encountered by CSOs in contributing to development by working towards achievement of national priorities through addressing poverty reduction and the MDGs, the purpose of this Preparatory Assistance phase is to lay the groundwork for the implementation of regional CSO project. The specific objectives of the initial Plan phase are as follows:

- (1) Initiate the start-up of project implementation;
- (2) Undertake the implementation of Civil Society Index in selected PICs to develop benchmark and insights on the overall state of civil society in the region;
- (3) As a complementary initiative to (2) undertake regional CSO/ network mapping and capacity assessment of in the region;
- (4) Conduct preliminary research on CSOs understandings and engagement with MDGs; and
- (5) Develop a monitoring and evaluation (M&E) framework that will provide the basis for assessing progress towards the achievement of results for the program

The Initial Implementation phase will be implemented by UNDP through the Pacific Centre. A Project Steering Board composed of representatives from the UNDP COs, PC, UNV, Pacific Islands Forum Secretariat, PRNGOs, national CSOs and other identified stakeholders, will be convened to provide guidance to the project. The Initial Implementation phase will have an indicative budget of US\$ 565,000. It is estimated that the budget will cover the initial set of activities. Based on the progress in the achievement of the key milestones the budget maybe increased to allow expansion of the activities and facilitate the build up of activities for the implementation of the succeeding phase.

Total Budget	\$ 565,000
Allocated resources:	
• Government	
• Regular	
• Other:	
o AusAid TF \$ 500,000	
o Donor	
o Donor	
• In kind contributions	
Unfunded budget:	

Agreed by (UNDP Resident Representative):

1. Purpose

1. The CSOs and the civil society play a critical role in achieving goals of democratisation, participation, good governance, poverty reduction, peace and development. CSOs can play a vital role in regional, sub regional, national and local processes to strengthen governance to better ensure the achievement of the MDGs. CSOs have a comparative advantage of non-bureaucratized and responsive structures and a willingness to address sensitive issues. They have first hand information about “on the ground” issues, constraints and local resources, the actions and resources needed to address them. They are also in a position to focus on groups that are marginalized, excluded, stigmatised and vulnerable. This is important if the voices of the larger civil society, i.e. social movements, local worker’s organizations, farmer and fisher groups, women’s movements, migrants, ethnic and indigenous peoples’ groups and rights networks are to be given sufficient consideration.
2. Currently there are more than 1,000 civil society organisations (CSOs) operating in the Pacific at different levels , covering a wide spectrum of issues ranging from disabilities, youth, gender, trade, health, environment, culture and governance. However, Pacific CSOs face major challenges which impact on their effectiveness and operation. At the enabling environment level, many PICs lack the enabling laws and legislation. In all PICs civil society legislation was adopted upon independence from former colonial powers and has not been amended to adapt to changing times. Moreover, there is lack of mechanisms to ensure that civil society priorities are given serious consideration. Dialogues between CSOs and Governments are often ad-hoc and not supported through an institutional legal framework, resulting in a loose link between the two. CSOs in the Pacific also face internal capacity problems. Most CSOs do not have stable funding and rely on project funding which is unpredictable and dependent on donor projects. As a result CSOs have limited human resource capacity, are unable to recruit and retain high quality staff, and face high staff turnover
3. Recognizing the important role of CSO, UNDP has been at the forefront of supporting the development of CSOs. In the Pacific UNDP supported civil society strengthening initiatives through the Sustainable Micro-Finance and Livelihoods through Empowerment Program (SMILE, Fiji) and the “Pacific NGO/CSO Capacity Building Initiative (PNGOCBI)”. Building from these and other initiatives, and following extensive consultation involving CSOs the UNDP Pacific Centre formulated the proposed project “Capacity Building of CSOs: Advancing the Realization of the MDGs in the Pacific”. The project was presented in an LPAC in November 2006 and subsequently presented to the BPAC in April 9, 2007. While the BPAC favourably endorsed the idea of a regional project, the BPAC suggested that a one year initiation phase be developed to clarify and address the various issues raised in the BPAC. These include: (1) the need to further clarify the project outcomes/ outputs; (2) develop the project’s M & E framework; (3) focus on CSO mapping and capacity assessment; and (4) use the initial year to mobilize resource and support for the project.

2. Activities & Deliverables

The PA phase will be implemented for a maximum period of one (1) year with the following objectives:

- (1) Initiate the start-up of project implementation;
- (2) Undertake a pilot implementation of Civil Society Index in one or two PICs to develop benchmark and insights on the overall state of civil society in the region;
- (3) Undertake a CSO mapping and capacity assessment of regional and national CSOs/ network in the region;
- (4) Undertake a pilot research on CSO Engagement with MDGs;
- (5) Develop a monitoring and evaluation framework that will provide the basis for assessing progress towards the achievement of results for the program;
- (6) Undertake consultations to (i) further develop the project’s strategy (ies) and work plan for the subsequent years; (ii) develop and or reinforce partnerships to mobilize support and set the stage for the project implementation; (iii) explore and mobilize resources for the project.

Expected Output 1 CSO Mapping and Capacity Assessment

The CSO Mapping and Capacity Assessment aims to collect relevant information on various aspects of operation of CSOs such as their mandates, programmatic areas of work or focus, internal structure and governance system, priorities and their capacities on various areas such as advocacy, networking, gender-mainstreaming and HRBA among others. The initiative requires data collection and consultations with various regional NGOs and their national networks and other national NGOs in the 14 PICs. Various workshops will be convened to identify issues, present and validate initial finding and present the results of the analysis. The completion of the mapping and initiative will result in the identification of capacity development plan and strategy that help inform the design, focus and priorities of the project in supporting the development of CSO capacities. The capacity development plan can be used to coordinate and mobilize various donor support to the project and or to developing the capacity of the CSOs in the Pacific in general.

¹For the purposes of this document the term CSO refers to a broad range of non-state institutions and actors including but not limited to voluntary organizations, community-based organizations, churches, think tanks, religious organizations, women’s rights movements, grassroots and indigenous people’s organizations, and associations representing diverse interests that provide both a support and a counterweight to government. We also use the CIVICUS definition: civil society is the arena outside state, market, and family where people associate to advance common goals. CSOs and NGOs will be interchangeably used throughout this document.

²AusAID Pacific Media and Communications Facility, September 2005. *Informing Citizens: opportunities for Media and Communications in the Pacific.*

Expected Output 2 Civil Society Index

The Civil Society Index (CSI) developed by CIVICUS is a participatory action research methodology using 4 indicators aimed at assessing the state of health civil society in a country. The CSI will be implemented in partnership with CIVICUS and with a National Coordinating Organization (NCO) in 1-2 PICs. The implementation of the CSI will require data collection and analysis and, multi-stakeholder consultations aimed at generating insights, feedback and to validate the results of the analysis. The process of implementing the CSI empowers the stakeholders through the promotion of dialogue, collective learning and network building. These contribute to enhance the strength and sustainability of civil society and contribute to positive change. The result of the activity is a Civil Society Index developed that provides a benchmark that captures the state of civil society in a country.

Expected Output 3 CSO Engagement on MDGs

The pilot research on CSO engagement on MDG in Fiji is aimed at assessing on civil society organisations' engagement with the Millennium Development Goals in Fiji, including the state of awareness of MDGs among Fiji CSOs. The study is expected to provide benchmark information on the state of awareness of civil society organisations on the Millennium Declaration and the MDGs; the capacity of CSOs to perform MDG-related tasks and the information available to them; the nature of civil society organisations in Fiji and activities they are involved in; the resources available to civil society organisations and how they cope with lack of funding; and potential roles CSOs in Fiji can play to reach the MDGs. This initiative complements the CSO mapping and capacity assessment by focusing on MDG specifically and on various national and local NGOs in particular.

Expected Output 4 M & E Framework

The development of an M & E Framework for the project will involve consultations with CSOs/ NGOs and other stakeholders to clarify outputs, identify indicators, processes and activities on how CSOs can be more effectively engaged and involved in monitoring and providing feedback on the performance of the project. It will also involve identifying ways on how M & E can be built into project activities as a learning mechanism to develop capacity.

Expected Output 5 CSO Forum Strengthened/ Supported

The Project will support the CSOs in the establishment of CSO Forums, where CSOs at the provincial, national and regional levels come together to form one voice and convey their voice on certain issues of their concern. Issues to be discussed include the monitoring and achievement MDGs and promotion of volunteerism for development. The objective is to build an enabling environment for CSOs to voice their concerns and work towards streamlining the development process in the Pacific.

Expected Output 6 Regional / National Consultations

As part of the broader process of engagement with CSOs, various consultations will be held with CSOs, donors and other stakeholders. These consultations are aimed at: (i) gaining better insights on the various stakeholders, their areas of interest, as well as greater understanding of the relationships and dynamics within and among the various stakeholders; (ii) identify strategic entry points and evolving opportunities for project activities; (iii) strengthen existing partnerships and or identify opportunities for collaboration and partnership including potential for resource mobilization. The results of these engagement and consultations will help inform UNDP on the design of strategies for implementation, help identify feasible institutional and partnership arrangements, and contribute to refining the work plan.

3. Schedule

(See Table below)

4. Budget

YEAR 2008:									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Outputs. 1. Strengthened capacities of selected regional and national CSOs/ networks in the Pacific									
a. Enhanced capacity of PRNGOs/ networks to act as an efficient and effective umbrella organization to its members and affiliates	Conduct CSO mapping, information gathering exercise/ research on CSO profiles (e.g. areas of focus, scope, etc.) capacity assessment and formulation of capacity development strategies	*	*			UNDP PC, partner CSO/ consultants		Activity/ Travel / DSA Consultants	150,000
	Initiate implementation of Civil Society Index (CSI) in 1-2 PICs		*	*	*	UNDP PC, CIVICUS/ partner CSO/ consultants		Activity/ Travel / DSA Consultants	100,000
b. Core of experts/ trainers on MDGs and related areas developed among CSOs	Establish a roster of experts for the Pacific region, including experts on gender				*	CSO		Publication	Publication
c. Second generation leaders developed	Develop and implement a successor leadership program for CSOs								
d. capacity for research and advocacy developed	Establish a systematic data/ information collection and dissemination mechanism among CSOs and stakeholders				*				

YEAR 2008:									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
2. Increased regional/ national participation of CSOs and ownership of MDG initiatives and processes									
	Conduct trainings and workshops on: <ul style="list-style-type: none"> • Data collection, analysis and policy formulation • Advocacy and networking Issue based workshops (governance, accountability, etc) Support specific issues/advocacy CSO legal framework								
a. CSO forum established at all levels (i.e. regional, national, local)	Conduct consultations with communities, CSOs and other stakeholders on modality of representation and administration of CSO Forum			*		UNDP PC/ UNV, partner CSO/ consultants		Travel / DSA Consultants	40,000
	Conduct MDG training/ workshops among stakeholders to localize the MDGs Develop MDG toolkit with global, national and local indicators								
b. Increased awareness and recognition of the relevance of achieving the MDGs and their link to poverty reduction, peace and development among CSOs and other stakeholders	CSOs actively engaged in MDG monitoring towards its achievement								
	Conduct a pilot research on CSOs' understanding and interaction with MDGs in Fiji		*	*		UNDP PC/ partner CSO/ consultants		Activity/Travel	700,000

YEAR 2008:									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
3. Increased efficiency and effectiveness in MDG service delivery by CSOs and other stakeholders									
a. Funding and technical expertise to regional and country development efforts to achieve the MDGs made available	Establish funding mechanism systems and guidelines								
	Provide small grants to CSOs to implement projects/info campaigns linked to the MDGs								
	Deploy UNVs and regional experts to the CSOs in the PICs on a demand driven basis			*		UNV/UNDP PC	UNV/UNDP PC		
TOTAL								US\$565,000	

YEAR 2008:									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
4. Partnership between and among governments, CSOs, regional institutions, donors and communities forged/enhanced									
a. Funding and technical expertise to regional and country development efforts to achieve the MDGs made available	Conduct consultations with communities, CSOs and other stakeholders to explore and develop partnership arrangements and strategy for effective engagement w/ various development partners								
	Participate/organize meetings and workshops with governments, regional organizations, donors to advocate/negotiate for CSO/civil society interests								
b. Spirit of volunteerism within the Pacific region promoted	Facilitate/ build alliances between and among networks of CSOs in the Pacific				*	UNDP PC/ UNV, partner CSO/ consultants			Travel / venue/ Refreshments
	Celebrate Annual Volunteers Day and give due recognition to CSO best practices								

YEAR 2008:									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
5. Efficient management and administration of the Project									
a. project staff	Undertake recruitment of project staff Project Coordinator		*	*	*	UNDP PC		Salary	50,000
b.. Monitoring and Evaluation Framework developed	Conduct consultations to formulate M & E		*	*	*	UNDP PC/ UNV, partner CSO/ consultants		Travel/ DSA/ Venue/ Consultant	50,000
c. Work Plan and Budget for 2009	Conduct consultations to validate original RRF and formulate work plan and budget for 2009								

4. Indicative project cost for the Initial Implementation phase is estimated at US\$ 565,000. The budget will be funded by the UNDP Pacific Centre from the support received from AusAID and NZAid. The breakdown of the indicative budget is reflected in the Results and Resources Framework.

5. Management Arrangements

UNDP PC will directly implement the project. Initially the overall responsibility for the coordinating the implementation of the CSO-MDG Project will be with the Regional Governance Adviser. A team in the Pacific Centre consisting of the GovPac, MDG and the PeacePac staff will provide technical support to the implementation of specific activities in line with the teams' competence and expertise. The Team will report to the PC Manager.





MDG ACHIEVEMENT AND POVERTY REDUCTION



POVERTY AND MILLENNIUM DEVELOPMENT GOALS (MDGS) IN THE PACIFIC

The relevance and utility of the MDG framework in helping countries to reduce poverty and improve human development has been endorsed regularly by Pacific Island leaders, their administrations, regional organizations and non-governmental agencies throughout the Pacific since the September 2000 Millennium Summit. In 2003, Pacific Island Leaders noted that, if modified to better reflect Pacific Island circumstances, the MDGs would be most useful in focusing and improving the integration of policy, planning and budgeting into national sustainable development strategies, and in monitoring progress. Adapting the Goals through specific targets and indicators to more accurately reflect regional, national and sub-national contexts and priorities can facilitate more meaningful and useful assessment of poverty reduction efforts as well as of development performance in general.

The 2005 World Summit outcome gave a fresh impetus to countries to develop national sustainable development strategies that would contribute to reducing poverty and achieving the MDGs. The revised MDG Monitoring Framework has reinforced the need to further address the agenda of decent work for all, universal access to reproductive health, universal access to treatment for HIV/AIDS for all who need it, and significantly reducing biodiversity loss. Currently, nearly all countries in the region have integrated or are in the process of integrating the MDGs into their national development processes and many have reported on progress. All countries have plans for continued advocacy, monitoring and reporting, and implementation. A regional report on MDG progress covering all 15 Pacific Island Countries (PICs) was compiled in 2004 and as at end 2007 eight PICs have produced national MDG reports with a further six in various stages of completion. The Pacific Plan will also use the MDG framework as a monitoring tool. Thus, at mid-point between the Millennium Summit (2000) and the deadline to reach the MDGs (2015), there is wide acceptance and understanding of the MDGs as a useful development framework to address economic, social and ecological challenges.

Despite this progress, PICs face numerous challenges in their efforts to systematically target and reduce growing poverty and hardship through national planning and development frameworks. There is a clear need for: accurate and timely macro-economic and poverty data and analysis on which to base poverty reduction strategies or institute pro-poor policy reform; further demonstration of how costing sectoral priorities can inform policy strategies and resource allocation decisions to achieve the MDGs; improved capacity in generating, analysing and utilizing quality data and information on poverty in order to better target development interventions to reach the most vulnerable populations and areas; strengthened institutional capacity for monitoring national development plans; stronger links between national/ sectoral planning and budget processes and the review and monitoring of these processes; and improved coordination amongst donors, regional organizations and UN agencies in providing support to countries.

HOW THE POVERTY REDUCTION AND MDGS ACHIEVEMENT TEAM ASSISTS PACIFIC ISLAND COUNTRIES

Promoting poverty reduction through the achievement of the Millennium Development Goals (MDGs), improving capacity for evidence-based policy and poverty analysis, reducing vulnerabilities to HIV/AIDS, including among mobile populations and providing support for the creation of national level, private-sector focused enabling environments for the creation of economic opportunities and sustainable livelihoods, are the primary focus areas for the MDG Achievement and Poverty Reduction thematic team in the Centre. Members of the MDG Achievement and Poverty Reduction team are available to provide high-quality and responsive policy advice and technical assistance to help build capacity for regional, national and sub-national efforts for reducing hardship and addressing emerging poverty issues within the MDG framework and the integration of these issues into countries national sustainable development strategies. In particular support is being provided for:

- Poverty analysis and monitoring, the preparation of regional and national MDG reports, integrating MDG targets and indicators into national / sectoral planning and linking to budgeting processes, identifying sectoral priorities and interventions, costing the achievement of the MDGs within national contexts, and pro-poor policy advocacy and the use of MDGs for elaborating and monitoring the Pacific Plan;

THE EIGHT MILLENNIUM DEVELOPMENT GOALS



- Strengthening capacity for evidence-based policy analysis and formulation, policy advice on pro-poor macroeconomic policies, the preparation of national poverty reduction and sustainable development strategies and in facilitating regional cooperation in finding solutions to ameliorate the impact of economic shocks on the poor;
- Promoting more accessible private-sector focused regulatory environments, providing entrepreneurial capacity building and facilitating private sector partnerships for rural livelihoods and Medium & Small Micro Enterprises (MSME) development which will help to improve the economic choices and coping capacities for those people experiencing hardship and poverty in the region;
- Advisory services on policy and strategy options for: sustainable livelihoods creation, with emphasis on youth-focused strategies and the development of alternative rural livelihoods approaches and models; Youth entrepreneurship development through an ongoing partnership with The Body Shop and Commonwealth Youth Programme; provision of technical support to UNDP Country Offices and development partners to design and deliver programmes aimed at strengthening money management knowledge and skills in the region.
- Strengthening HIV/AIDS responses to: address countries' needs and priorities as they relate to human development, governance and human rights; integrating these into MDG-based NSDS, and complemented by the implementation of the regional HIV/AIDS strategy; supporting development of policies and programmes to address human security dimensions of HIV, including reducing vulnerability of women, girls, migrant and mobile populations to HIV.
- Supporting the full integration of the poverty-energy-environment nexus into MDG-based NSDS, and building capacities of key stakeholders/ local institutions to expand access to environment and renewable energy services, particularly for the poor through the use of PPP modalities where possible.

The UNDP - Pacific Centre, through assistance to UNDP Country Offices, supports Pacific Island countries in gaining a better understanding of poverty and hardship, encouraging them to formulate national sustainable development strategies to meet the challenges of the global economy.

**United Nations Development Programme
Region: Asia and the Pacific
Project Document
MDG Achievement and Poverty Reduction in the Pacific Phase II**

Expected Outcomes:Outcome 1: Improved achievement of the MDGs for reducing poverty and inequality

- 1) Strengthened capacity of stakeholders to develop and implement MDG-based NSDS which address the vulnerabilities of Small Island States, integrate HIV and gender, and mobilise private sector support to achieve the MDGs.
- 2) Publication of a Pacific HDR with specific focus on the governance implications for MDG achievement.
- 3) Establishment of 4 UNDP-led MDG Country Development Managers in the Pacific

Outcome 2: Regional cooperation and integration fostered for enhanced trade flows leading to increased employment and poverty reduction

- 4) Private sector capacities and networks enhanced to support inclusive economic growth and employment creation in line with the Pacific Plan and regional sector policies and strategies, to optimize the human development benefits of regional integration and globalization and reduce poverty.
- 5) Increased access by low income and rural women and men to sustainable financial services through a dedicated sub-component on financial inclusion (separate project document refers)
- 6) Strengthened legal, policy and institutional frameworks to advance human rights in the Pacific
- 7) Strengthened capacity of rights holders and duty bearers to engage with international human rights mechanisms

Outcome 3: Enabling environment created and capacities developed to respond to human development, governance and cross-border challenges of HIV/AIDS and mobility

- 6) Regional and national responses developed that enable access of people on the move to HIV services and innovative initiatives implemented that reduce vulnerability of women, girls and mobile populations to HIV.

Outcome 9: Poor enabled with improved access to ecosystem assets and sustainable and affordable energy services

- 7) Stakeholders have skills and knowledge to mainstream poverty-energy-environment nexus in ecosystem services and are able to initiate use of PPP modalities for renewable energy, and pilot pro-poor interventions for ecosystem management and energy security

Implementing Partner/Executing Entity: CROP Agencies, Donors, Private Sector and CSOs

Responsible Parties/Implementing Agencies: MDG and Poverty Reduction Team Pacific Centre

Responding to the Pacific Plan designed to advance regionalism, the umbrella programme MDG Achievement and Poverty Reduction in the Pacific, 2008-2011 Phase II, consists of two sub-components of which this is one component and the other is Financial Inclusion. The thrust of this MDG sub-component is to strengthen the capacity of Pacific governments, regional organisations and stakeholders to formulate, cost and implement National Sustainable Development Strategies that are aligned with the MDGs. NSDS will have a strong focus on sustainable development and poverty reduction to address the vulnerability of PICs to climate change and natural disasters and strengthen capacities to cope with economic shocks. The MDG sub-component will promote coherence between evidence-based policies, planning, costing and financing strategies. The Financial Inclusion sub-component will consolidate current successes into a multi-donor initiative to accelerate and increase access by rural and low income women and men to sustainable financial services to improve their livelihoods.

Programme Period:	2008 -11
Project Title:	MDG Achievement and Poverty Reduction Project Phase II
Atlas Award ID:	00048498
Start date:	1 April 2008
End Date	31 December 2011
LPAC Meeting Date	24 October 2007
BPAC Meeting Date	19 December 2007

Total resources required	\$10,637,812
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Agreed by (Government)

Agreed by (Implementing Partner/Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

1. Progress on MDG achievement has been very uneven in the Pacific, with gains in some countries and lost ground in others. The lost ground has been particularly evident where there has been political instability, conflict or natural disasters. Weak fiscal discipline, the impact of global externalities, domestic urban/rural migration and vulnerabilities to climate change and natural disasters have adversely affected the ability of Pacific Governments to implement the necessary policy initiatives to realise significant MDG gains.
2. Economic growth has been relatively sluggish over the past two years, averaging an annual growth rate of 3.3% (Asian Development Bank). Poverty and inequality is growing and even in countries with a seemingly more positive growth rate there has been no noticeable reduction in poverty. Taking into account the significant variation within and among countries, available data suggest that one in four households in the Pacific experiences poverty and hardship. Clearly, strategies and economic policy reforms in many countries have not yielded the expected growth or been pro-poor. There is an urgent need for most Pacific Island countries to balance competing national priorities with resource constraints and enhance the effectiveness of often diminishing aid to produce better development outcomes.
3. Countries are increasingly committed to integrating the MDGs, localised where necessary, into National Sustainable Development Strategies (NSDS). While some notable progress has been made on MDG reporting, countries have yet to recognise the need for coherence between the MDGs, national and sectoral planning and budgeting, the Mauritius Strategy, the Pacific Plan and other frameworks, including human rights frameworks. Ongoing sensitization on the Millennium Declaration and the MDGs will continue to ensure Pacific governments are better able to fulfil their obligations and right-holders to claim their rights.
4. Although still relatively scarce, poverty data is becoming increasingly sought after as key indicators to inform pro-poor policies and national development strategies. In the last three years, nine countries have either completed or initiated household surveys. Together with Demographic and Health Surveys (DHS) and the next scheduled census round over the 2008-2010 period, data availability, including gender disaggregated statistics, is expected to improve significantly. It is important that the new data is used effectively to guide the formulation of sound pro-poor, evidence-based policies for MDG achievement. This will require greater coordination between data users and data producers, and harmonisation of data sources among national agencies.
5. Rising unemployment, particularly youth unemployment, and increasing domestic and international labour mobility have become critical policy issues for many countries. The agenda of decent work for all is therefore very relevant for PICs. The impact of these patterns on those, often women and children, left behind in both urban and rural environments adds to the complexity of monetisation in PICs. Many disadvantaged groups have no access to basic services such as telephone, electricity, financial services and basic goods. Lack of access to markets and low financial literacy marginalise income opportunities for rural communities. Geographic impediments, inefficient state-owned enterprises and state-supported monopolies have for long obstructed the private sector from delivering services effectively. Regional and national dialogue on policy and legislative reviews to create a private sector enabling environment is essential to improve access to services, markets, income and employment opportunities.
6. While most Pacific countries have National HIV and AIDS strategic plans, many of these plans are not costed, and HIV and AIDS is not fully integrated in the overall development agenda. Pacific Islands Countries need support to integrate HIV into their NSDS and work out appropriate financing strategies. Solid analysis, experience sharing and policy options are required to convince policy makers and leaders that the epidemic requires more attention, pragmatism and resources. Education and prevention efforts will continue in the face of increasing risks and rising HIV prevalence rates. PICs will be further supported in their multi-sectoral response to include national leadership towards the epidemic, promote confidential and voluntary testing and counselling, provide universal access to treatment for those affected and infected, and address the stigma and discrimination often associated with the epidemic through right-based responses.
7. Increasing vulnerability to disasters within the Pacific Region is both persistent and systemic. Advocating for and supporting both policy and behavioral change in the areas of natural resource and environmental management, including mitigation and adaptation to climate change, has been identified by regional frameworks as key to reducing this long term vulnerability and building more resilient Pacific Island nations and communities. Growing evidence confirms that climate change is one of the most important threats to the social, economic and environmental development of PICs, with the potential to have serious adverse consequences for socio-economic development, even to the extent of threatening the very existence of some states. This has serious implications for MDG achievement. Increasing populations, unsustainable production and consumption patterns, dependence on climate-sensitive industries such as tourism, fisheries and agriculture, and location of major infrastructure in coastal areas make PICs particularly vulnerable to climate change and natural disasters.
8. The impact of oil price rises, climate change and demography, including the consequences of labour mobility and the growing threat of HIV/AIDS, have profound effects on the likely long-term sustainability of some small island states. National sustainable development strategies need to acknowledge and respond to these issues.
9. During the past two years, the PC MDG Achievement and Poverty Reduction project has adopted a two-pronged approach: (i) laying a foundation on poverty reduction and the MDG framework through regional and sub regional training workshops for key government stakeholders and civil society representatives on MDG-based planning and budgeting; and (ii) facilitating high level private-public sectors dialogue to strengthen partnerships for private-sector led growth in the region and private sector engagement in pro-poor financial services delivery.

II. STRATEGY

10. The Pacific MDG project will be an umbrella project with two sub-components:
- MDG achievement and poverty reduction component, designed to support NSDS, and with other outcomes supporting and contributing to integration of MDGs within NSDS; and
 - Financial Inclusion sub-component, designed to consolidate current successes into a multi-donor initiative to accelerate and increase access by rural and low income women and men to sustainable financial services.

The project component relating to MDG achievement is focused on the regional priority set by Pacific governments to strengthen NSDS. These are seen as pivotal to addressing the vulnerabilities of island states, and provide the background to the roll-out of MDGI which is led by RCC

11. These sub-components align with the Results and Resource Framework in the Regional Programme Document for Asia and the Pacific (2008-2011) under the Focus Area: Poverty Reduction and Achievement of the MDGs, and with the UNDP Strategic Plan under the Key Result Area: Promoting inclusive growth, gender equality and achievement of the MDGs. The market driven approaches to regional private sector dialogue, entrepreneurship development, crisis prevention and recovery, sustainable livelihoods creation, youth entrepreneurial development, renewable energy and the Financial Inclusion sub-component are consistent with the UNDP Private Sector Strategy and linkages with the Bureau of Partnerships will reinforce the achievement of these outputs.
12. The Pacific Plan, endorsed by Pacific Leaders, provides a regional platform for the overall work of the Pacific Centre. Support to the Plan promotes regional public goods, especially regional cooperation and integration. Key priorities under the Pacific Plan include the development and implementation of National Sustainable Development Strategies (NSDS) under the Sustainable Development pillar, and support to private sector development under the Economic Growth pillar. This is the primary regionality criteria for the outcomes from the MDG Achievement and Poverty Reduction umbrella project, as technical and advisory support will be provided to (i) address sustainable development, including energy, environment, climate change, vulnerability to disasters and other issues within NSDS which align to the MDG framework; and (ii) support private sector mechanisms as well as outcomes arising from the annual Pacific Finance and Economic Ministers Meeting (FEMM), including financial inclusion.
13. The next four years is likely to witness an increase in the support provided by the Regional Centres to the Pacific region on the MDGs. With increased scientific evidence, and resulting global attention to the environment, special attention is likely to be placed on Goal 7 and related package of environmental indicators. In this context, the three Regional Centres will collaborate extensively to support Pacific countries. In particular, the MDGI team in Colombo, including the MDG Environmental Advisor, the Environment and Energy Group in Bangkok and the Pacific Centre will work as an integrated team in support of the special needs of the Pacific.
14. The MDGI Colombo and the Pacific Centre have already collaborated on a number of knowledge sharing events, involving governments and civil society in the Pacific. The project will build on the technical competencies available at all three Centres to plan an effective platform of support with regard to needs assessment, costing, financing, modelling, environment and energy policies and capacity development initiatives to reduce economic, social, environmental and gender inequalities and support achievement of the MDGs in the Pacific.
15. To this end, the Pacific Centre will utilise some of its core resources, staff resources from partner Regional Centres and TRAC II resources from Country Offices for support to environmentally sensitive, HIV-integrated and engendered MDG planning and budgeting. Mobilising private sector support and improving aid effectiveness to achieve the MDGs will be critical to the success of this project.
16. While the focus in Asia is on supporting Governments to design, cost and finance MDG-based plans within the framework of a Simplified Macroeconomic Model, the Pacific MDG umbrella project is designed to respond and provide support to the particular needs of Pacific Governments in formulating, costing and implementing National Sustainable Development Strategies, as outlined in the Pacific Plan. These NSDS will have a strong component of sustainable development, reflecting the vulnerability of Pacific Island Countries to environmental issues, climate change and natural disasters, and the need to respond to these to achieve the MDGs. The Pacific MDG umbrella project also recognises the capacity constraints of PICs and tailors interventions accordingly.
17. The thrust of the MDG component of the umbrella project is achievement of the MDGs in the Pacific through support to NSDS which address the vulnerabilities of Small Island States, integrate HIV and gender, and mobilise the private sector to support poverty reduction. In contributing to the outcomes of the Regional Programme for Asia/Pacific, the MDG component will produce the following outputs:
- Strengthened capacity of stakeholders to develop and implement NSDS which integrate poverty indicators, gender disaggregated data and concerns, energy, environment, climate change, HIV, and private sector support to achieve the MDGs
 - Publication of a Pacific HDR with specific focus on the governance implications for MDG achievement
 - Poverty analysis and gender-disaggregated statistics support data needs for MDG-based NSDS, the formulation of pro-poor and gender sensitive economic policies, and evidence-based decision making.
 - Poverty-energy-environment nexus mainstreamed into MDG-based NSDS, and capacities of key stakeholders/ local institutions strengthened to expand access to environment and renewable energy services, particularly for the poor, and initiate use of PPP modalities
 - HIV/AIDS responses identified to address countries' needs and priorities as they relate to human development, governance and human rights. They will be integrated into MDG-based NSDS, complemented by the implementation of the regional HIV/AIDS strategy. Policies and programmes will address human security dimensions of HIV, including reducing vulnerability of women, girls, migrant and mobile populations to HIV.

- Stakeholders have skills and knowledge to design and implement policies, strategies and partnerships to promote public-private sector collaboration, optimize human development benefits of trade, enhance private sector and market development that benefits the poor, create economic opportunities for low income households and small enterprises, with a focus on women and youth, to have access to a broad range of financial services and promote pro-poor growth
- Strengthening regional aid coordination and management processes through support to PIFS in setting up a monitoring and evaluation framework aligned with the MDGs. This will strategically support aid effectiveness regionally and nationally under the auspices of the Pacific Plan. Support will be provided to PICs to improve the effectiveness of national aid management for MDG achievement, particularly leading up to the High Level Forum in Ghana in September 2008 and for the subsequent implementation of recommendations
- Responding to the request of Pacific governments for greater UN presence in the Pacific, UNDP will support four Country Development Managers (CDM) in Solomon Islands, Tuvalu, Nauru and Palau. These UNDP-led expanded UN presence will demonstrate UNDP's commitment and responsiveness to development in the Pacific through the substantive support of the CDM to MDG programming and MDG-related interventions in the preparation of NSDS. The CDM will be part of the regular dialogue on NSDS and other strategic plans, foster strong links between MDG monitoring and monitoring of other plans, including the Pacific Plan, anchored around PacificInfo, and serve as operational support for all UN Agencies, enhancing greater UN Inter-Agency collaboration. The CDM will facilitate an extension of the MDG Initiative in the Pacific and be an integral part of the MDG component of the Pacific umbrella project over the next four years.
- To address the specific vulnerabilities of the region to climate change, the PC through this project will align its support to the work of the proposed UN Inter-Agency Climate Change Resource Centre. The particular activity of this project will align with NSDS and a key output is to assess climate change risks and integrate adaptation measures into NSDS.

Other elements of the Strategy include:

18. Financial Inclusion sub-component – (Refer to separate project document): Responding to a mandate from the Forum Economic Ministers, an assessment on access to financial services in the 5 Pacific LDCs was conducted in 2007, from which a regional programme on financial inclusion has been designed in partnership with UNCDF and EU/ACP. The Pacific Financial Inclusion Programme (PFIP) is a 4 year project aimed at accelerating and increasing the number of rural and low income women and men with access to sustainable and affordable financial services to improve their livelihoods. The strategy entails the provision of demand-driven specialised knowledge, market intelligence on lower segment markets and capacity development support to financial services providers, banking, telecommunications regulators and policy makers to overcome challenges to financial services innovation and delivery to vulnerable groups. Emphasis is on using ICT in generating efficiencies and outreach to the majority of the region's people living in rural villages and remote islands. As a component of the umbrella project, a separate project document has been prepared for this initiative which will be implemented under clear joint programming arrangements, recognising the lead role of UNCDF and the importance of enabling multi-donor buy-in into the programme. The project will focus on the 5 LDCs, with expansion to other PICs as market opportunities are identified and resources mobilized. The programme will draw on the SME and rural livelihoods expertise in the MDG umbrella project to align economic opportunities creation to financial services delivery. The Pacific Financial Inclusion Programme specifically addresses the UNDP Strategic Plan's Poverty Reduction and MDG Achievement Outcome 7 on increasing access of low income households and small enterprises to a broad range of financial services. PFIP will undertake joint activities with the UNDP Bureau of Partnerships' Private Sector Division in translating the UNDP Private Sector Strategy on growing inclusive markets into action on the ground in the Pacific.
19. Vulnerability and Climate Change: The project will place a specific focus on addressing climate change in NSDS over the next four years and strengthen the capacity of PICs through the UN Inter-Agency Climate Change Resource Centre to assess climate change risks, and support stakeholders to develop and adopt strategies which contribute to sustainable development, sound environmental management and judicious resource use. Mechanisms to address adaptation to climate change will be through NSDS which integrate risk management into national planning and align with related policies and plans such as National Action Plans for Disaster Risk Management and National Adaptation Programmes of Action to enhance the prospects of adaptation to climate change risks.
20. Gender and HRBA: The project will address the nexus among various sectors (poverty/environment/energy, poverty/HIV, poverty/PSD), with other practice areas, Regional Centres and BDP. While gender will be mainstreamed in MDG-based NSDS and related activities, it will be complemented by targeted gender interventions where necessary, based on country needs. All interventions will seek to further strengthen the capacities of duty-bearers and policy making institutions to reduce inequalities, promote and protect the rights of women and socially excluded groups, and provide a minimum threshold for all people to live a life of dignity through the achievement of the MDGs.
21. Capacity Development: Through training, networking, information sharing at regional level, complemented by additional direct technical and advisory support at country level, the project will strengthen the capacities of:
 - Governments as duty-bearers to fulfil their obligations to rights-holders
 - Regional Organisations in the Pacific (CROP) agencies through support to implementation of the Pacific Plan
 - Private sector to create economic opportunities particularly for youth and women through entrepreneurship and financial inclusion programmes
 - Civil society in the region as rights-holders to build demand for better governance and MDGs achievement
 - Pacific UNDP COs through policy and advisory support in line with the 30/70 split

22. Knowledge Management and South/South Cooperation: The project will leverage existing knowledge and manage the creation of new knowledge through regional public goods and advocacy documents for human development such as Pacific HDRs, support to regional electronic networks for private sector development and micro-finance, the development of knowledge products to codify good practices and capture lessons learnt, and promotion of knowledge sharing, networking and South-South cooperation amongst and between Pacific island countries and other SIDS in the achievement of their strategies.
23. Partnership and Resource Mobilisation: Interventions will build on existing initiatives in partnership with donors (AUSAID, NZAID, EU, ADB, UNCDF) and regional partners (PIFS, SPC and other CROP agencies, PIPSO, TI, etc) in areas of common interest, leveraging their networks to reach common objectives.
24. MDG-based NSDS will be formulated in partnership with RCC/RCB, other UN Agencies to reflect the One UN more strategically, and with CROP agencies. The PC will work closely with the RCC/RCB on environment, energy and climate change issues, with the RCC/RCB Gender and HIV Teams to integrate gender and HIV into MDG-based NSDS, with BDP, with the RCC Trade Team and the HDR Unit. The support from RCC will be crucial to develop core expertise within the Pacific on the needs assessment methodology, costing tool approach and financing strategy. Partnership with ADB will be further strengthened, in particular on poverty and data analysis in PICs.
- (a) Innovative partnerships with the private sector will be explored to mobilise the business community for poverty reduction and address HIV and TRIPS issues.
 - (b) Greater synergies will inform the work of the project. For example, strategic partnerships will be established with Parliamentarians to ensure alignment between national priorities and resource allocation for the achievement of the MDGs in a synergistic approach with the PC Governance Team.
 - (c) Greater emphasis will be placed on working with civil society in the region as partners in development, in synergy with PC Governance and Conflict Prevention Teams, and the UNDP CSO Division.
25. Resource mobilisation for the project will be coordinated with the Centre's overall resource mobilisation strategy to ensure that adequate resources are available to deliver the expected outputs. Based on the current resource envelope, which includes \$2.583 M (excluding \$250,000 for Financial Inclusion) from the Regional TRAC resources available to the project effective 1 April 2008, and \$450,000 from the current AusAID cost-sharing contribution to the Centre, the amount to be mobilized is \$7,605,000. Based on resources under negotiation with Australia and New Zealand, a further \$4.3 M can be expected to be ear-marked for the MDG project. The expected shortfall to be raised during 2008-2011 is, therefore, \$3.305 M.
26. Should resource mobilisation efforts not be successful, the strategy will be to prioritise activities with existing outputs and scale back to ensure the following interventions are implemented:
- MDG-based NSDS prepared, costed, with a financing strategy for Papua New Guinea, Vanuatu and Solomon Islands (the latter are two LDCs) and integrate poverty and gender disaggregated data, environment, and HIV;
 - Climate change addressed in NSDS;
 - Four Country Development Managers in Solomon Islands, Nauru, Tuvalu and Palau are in place and fully functional;
 - At least one Pacific Human Development Report on Governance and MDGs published;
 - Access to HIV services expanded to people on the move and innovative initiatives to reduce mobility and gender-related vulnerabilities supported
 - In line with the Pacific Plan, private sector mechanisms supported and private sector contribution to poverty reduction and achievement of the MDGs mobilised.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <ol style="list-style-type: none"> Improved achievement of the MDGs for reducing poverty and inequalities Enabling environment created and capacities developed to respond to human development, governance and cross-border challenges of HIV/AIDS and mobility 				
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <p>None stated</p>				
<p>Partnership Strategy: Support to the achievement of the Pacific Plan through partnerships with PIFS and other CROP agencies, MCO and other One UN agencies, CSOs and private sector</p>				
<p>Project title and ID: MDG Achievement and Poverty Reduction for PICs</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Strengthened capacities of stakeholders to develop & implement MDG-based NSDS which integrate environment, energy, climate change, poverty indicators, HIV & gender, to use costing & budgeting tools and to integrate the MDGs into NSDS</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> Zero countries with capacity to formulate inclusive MDG-based NSDS with environment, energy, climate change, poverty, gender and HIV fully integrated; Six countries have national poverty indicators <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of countries with capacity to formulate inclusive MDG-based NSDS with environment, energy, climate change, poverty, gender and HIV fully integrated; 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> One additional country has capacity to formulate inclusive MDG-based NSDS with gender, energy, environment and climate change, HIV and poverty data fully integrated Technical support to at least two countries to prepare national MDG report <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> One additional country has capacity to formulate inclusive MDG-based NSDS with gender, energy, environment and climate change, HIV and poverty data fully integrated - Technical support to at least three countries to prepare second MDG Report and have national poverty indicators with gender disaggregated data <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> One additional country has capacity to formulate inclusive MDG-based NSDS with gender, energy, environment and climate change, HIV and poverty data fully integrated 	<p>Activity Result 1:</p> <p>Strengthening capacities of stakeholders to use Needs Assessment (NA) methodology and costing models to integrate sector priorities into MDG-based NSDS which are costed and have a financing strategy, with initial focus on PNG, Vanuatu and Solomon Is</p> <p>Actions:</p> <ul style="list-style-type: none"> Sub regional MDG workshops held each year over the next 4 years, with one regional workshop in 2009 Core expertise developed in PICs on the NA and costing models to support countries in improving MDG-based planning, budgeting and evidence-based policy-making, including advisory support to UNDP COs Integration of MDGs into NSDS supported, with cross-sectoral linkages specifically focused on gender, HIV/AIDS, energy, environment and climate change Training of Parliamentarians on MDGs/poverty to strengthen linkages between resource allocations to national priorities, with focus on reducing inequalities and fostering accountability (linkage to be made with governance) Provision of programming tools, analysis and experience sharing on HIV/AIDS mainstreaming across the wider A/P region and addressing gender based differences and specific needs of vulnerable populations Institutionalising PacificInfo for MDG monitoring & reporting, with link to DRM Emergency Info system 	<p>Specific Partners: PIFS, PFTAC, SPC, One UN, ADB, CSOs, RCC/RCCB, BDP, MCOs, national governments</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.8 million Non-core \$2.8 million.</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>2. Number of countries with national poverty indicators and gender disaggregated data</p>	<p>- Technical support to at least two countries to have national poverty indicators with gender disaggregated data</p> <p><u>Target (Year 4)</u></p> <p>- One additional country has capacity to formulate inclusive MDG-based NSDS with gender, energy, environment and climate change, HIV and poverty data fully integrated - An additional three countries have a second MDG report and national poverty indicators with gender disaggregated data</p>	<p>• Supporting aid coordination and management under the Pacific Plan</p> <p>Activity Result 2:</p> <p>National MDG & Poverty Reports supported</p> <p>Actions</p> <ul style="list-style-type: none"> • Technical support provided to build countries' capacity to produce national MDG & Poverty reports • Reports completed, published, disseminated and advocacy undertaken • Capacity building for national statistics offices to undertake poverty analysis, including gender disaggregation of data, support for setting up gender statistics database, and aligning Pacific Plan reporting with gender indicators 		
<p>Output 2: PHDRs produced with Pacific relevant themes for human development advocacy to reduce poverty and inequalities</p> <p>Baseline: Previous PHDR produced in 1999</p> <p>Indicators: New PHDR published</p>	<p><u>Target (Year 1):</u></p> <p>- One PHDR published with theme of Governance for Human Development and MDG Achievement</p> <p><u>Target (Year 4):</u></p> <p>- One PHDR published with theme to be identified.</p>	<p>Activity Result 1.</p> <p>Two PHDR published</p> <p>Actions:</p> <ul style="list-style-type: none"> • Stakeholders consulted and themes identified • Consultants engaged and PHDR drafted • Pacific HDI, HPI and other indicators calculated • Drafts reviewed and agreed • PHDR published and disseminated • Advocacy undertaken 	<p>RCC, RCC, CSOs, MCOs, One UN, regional organisations, and other stakeholders</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.1 million Non-core \$0.1 million</p>
<p>Output 3: Establishment of four UNDP-led MDG Country Development Managers (CDM) in Solomon Islands, Tuvalu, Palau and Nauru</p> <p>Baseline: No such positions currently exist</p> <p>Indicators: Officers in post, provide outreach support for MDG-programming and related interventions</p>	<p><u>Target (Year 1):</u></p> <p>- One PHDR published with theme of Governance for Human Development and MDG Achievement</p> <p><u>Target (Year 4):</u></p> <p>- One PHDR published with theme to be identified.</p>	<p>Activity Result 1.</p> <p>Two PHDR published</p> <p>Actions:</p> <ul style="list-style-type: none"> • Stakeholders consulted and themes identified • Consultants engaged and PHDR drafted • Pacific HDI, HPI and other indicators calculated • Drafts reviewed and agreed • PHDR published and disseminated • Advocacy undertaken 	<p>MCO, RCC/RCC, governments, UNFPA, UNICEF and CROP agencies</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.8 million Non-core \$0.0 million</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 6: 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</p> <p><u>Baseline:</u> Insufficient capacity and lack of robust multi-country responses that addresses the human development challenges of migration, trafficking and HIV in the region.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of regional partners supported, and capacity developed for multi-sectoral responses to HIV, mobility and trafficking; Number of regional/ national initiatives launched to reduce the vulnerability of mobile and migrant populations, women and girls to HIV, forced migration, and trafficking. 	<p><u>Target (Year 1):</u></p> <ul style="list-style-type: none"> One study mapping mobility and HIV vulnerability in the Pacific completed and published One Regional working group on HIV, mobility and gender initiated At least one initiative engaging private sector (employers of mobile/migrant workers engaged) supported <p><u>Targets (year 2):</u></p> <ul style="list-style-type: none"> A reference document on Policy options to address gender and mobility related HIV vulnerability in the Pacific produced and published Two countries have appropriate policy responses that address HIV, gender and mobility One regional women's coalition on HIV established <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> At least three (additional) countries have appropriate policy responses and implement initiatives that address HIV, gender and mobility <p><u>Targets (year 4)</u></p> <ul style="list-style-type: none"> At least three (additional) countries develop appropriate policy responses and implement initiatives that address HIV, gender and mobility 	<p><u>Activity Result:</u></p> <ol style="list-style-type: none"> Better understanding of mobility and gender related HIV vulnerability in the Pacific and advocacy and knowledge products developed Multi-sectoral policy dialogue on HIV, gender and mobility initiated and sustained Innovative initiatives to reduce HIV vulnerabilities women, girls, mobile and migrant populations supported <p><u>Actions:</u></p> <ul style="list-style-type: none"> Conduct research, advocacy and promote evidence based policy dialogue (i.e. gender dimension of HIV vulnerability in the Pacific context) Conduct regional capacity building on appropriate and innovative approaches to gender & HIV programmes Support to identification and development of responses to emerging HIV/AIDS development issues in the Pacific Support to PICs in the implementation of HIV/AIDS strategies addressing gender and mobility dimensions of the epidemic 	<p>Specific partners: RCC, RCB, APLF, CROP agencies, PIAF, CSOs, UNAIDS, UNFPA, UNIFEM, ILO, PIPSO</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.2 million Non-core \$0.2 million</p>

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: 2. Regional cooperation and integration fostered for enhanced trade flows leading to increased employment and poverty reduction;</p> <p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: None stated</p>				
<p>Partnership Strategy: Support to the achievement of the Pacific Plan through partnerships with PIFS and other CRQP agencies, MCO and other One UN agencies, CSOs and private sector</p> <p>Project title and ID: MDG Achievement and Poverty Reduction for PICs</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Appropriate policies & strategies to mitigate the impact of regional integration on vulnerable groups designed and implemented</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> Limited capacity to address supply-side constraints and trade mainstreaming, two PIC LDCs with validated DTIS; Insufficient consideration given to the human development impact of regionalization process – including migrant worker schemes. <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of policy advisory and IF support to 5 LDCs One Pacific focused regional initiative to support implementation of pro-poor trade and investment policies Number of advisory inputs to optimize human development benefits of migrant worker schemes 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> Policy advisory and IF support to at least two PIC LDCs through COs; Participation in regional dialogue and meetings on migrant worker schemes and pilot activities initiated in partnership with originating and destination countries and sponsoring donors <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> Policy advisory and IF support to at least two PIC LDCs through COs One Pacific focused regional initiative to support implementation of pro-poor trade and investment policies Participation in regional dialogue and meetings on migrant worker schemes and pilot activities initiated in partnership with originating and destination countries and sponsoring donors <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> Policy advisory and IF support to one PIC LDCs through COs Participation in regional dialogue and meetings on migrant worker schemes and pilot activities initiated in partnership with originating and destination countries and sponsoring donors 	<p>Activity Result 1: Countries are supported in establishing IF frameworks</p> <p>Actions:</p> <ul style="list-style-type: none"> Support provided to MCOs in integrating pro-poor strategies in trade policies through IF in 5 LDCs <p>Activity Result 2: TA to develop strategies to maximize employment benefits and mitigate negative effects of labour mobility schemes (GATS Mode 4)</p>	<p>Specific Partners: : COs, NZAID, AUSAID, WB, ADB</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.1 million Non-core \$0.1 million</p>

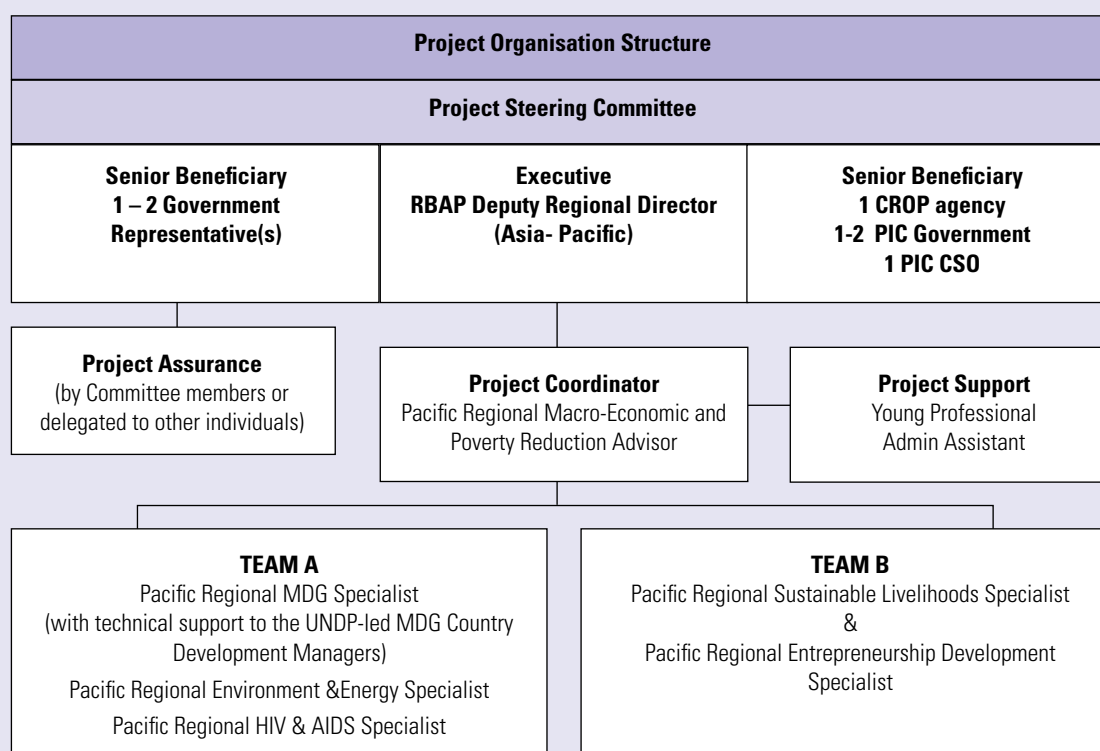
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2: Private sector capacities and mechanism enhanced to support inclusive economic growth and employment creation</p> <p>Baseline:</p> <ul style="list-style-type: none"> - No PIC has fully developed & implemented entrepreneurship education school curriculum - PIPSO secretariat not fully functional and business plan unfunded with inaugural Pacific Business Forum demonstrating the potential of PIPSO - High unemployment rate amongst young women and men and especially in rural areas - The role of the private sector has not been integrated in planning and conflict prevention and recovery programmes - No functioning business mentoring model in the Pacific that is sustainable and has strong private sector participation 	<p><u>Targets (Year 4)</u></p> <ul style="list-style-type: none"> - Develop M&E tool to assess human development impact on IF support for 5 LDCs through COs - Participation in regional dialogue and meetings on migrant worker schemes and pilot activities initiated in partnership with originating and destination countries and sponsoring donors <p><u>Targets (Year 1)</u></p> <ul style="list-style-type: none"> - Institutional capacity of PIPSO - Samoa entrepreneurship education in school curriculum development completed - Business mentoring available in one country - Two youth entrepreneurship workshops per year with The Body Shop & CYP - Alternative private-sector driven rural sustainable livelihoods creation model and strategy developed for 2 PICs <p><u>Targets (Year 2)</u></p> <ul style="list-style-type: none"> - One Pacific Regional Business Forum - PSD and peace building project implemented in at least one country - Samoa entrepreneurship education in school curriculum pilot in schools completed - One additional country with Entrepreneurship Education in the curriculum - Business mentoring available in one additional country 	<p>Activity Result 1: Public private sector dialogue and knowledge network, platforms and mechanisms strengthened at regional and national levels through policy support, regional and national Business Forums with follow up actions promote enabling environment for private sector growth, competitiveness and contribution to poverty reduction.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Enhance support mechanisms for SMEs in including the development of business advisory services and business mentoring with regional lessons learnt and knowledge sharing. • Strengthening the role of the private sector in peace-building, employment creation for youth and ex-combatants, crisis recovery, good governance and HIV and AIDS response... • Innovative financing and support mechanisms designed for the engagement of the private sector in poverty reduction and in the area of energy and environment for the poor with special focus on women and youth • Engage Government and Private Sector in Human Rights Based Approach and Gender mainstreaming in PSD through research and analysis on best practices and Pacific practices and (sub)regional and national workshops and advocacy on HRBA and gender mainstreaming 	<p>PIFS, PIPSO and national private sector organizations, CROP agencies, UNAIDS, ILO</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration</p> <p>Core: \$0.25 million Non-core \$0.6 million</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. PIPSO self sustainable 2. PSD and Peace building project document approved 3. Three Regional Enterprise and Financial education project document approved. Number of countries with entrepreneurship education in school curriculum. 4. Regional database widely accessible on practical SME solutions based on Pacific experiences. 5. Number of youth entrepreneurship development & sustainable livelihoods models & strategies developed & implemented 6. Number youth entrepreneurship workshops per year with The Body Shop & CYP 7. Private sector & conflict prevention project developed & piloted in one PIC 	<p>OUTPUT TARGETS FOR (YEARS)</p> <ul style="list-style-type: none"> - Two youth entrepreneurship workshops per year with The Body Shop & CYP - Alternative private-sector driven rural sustainable livelihoods creation model and strategy developed for 2 PICs <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - One additional country with entrepreneurship education in school curriculum - Business mentoring available in one additional country - Two youth entrepreneurship workshops per year with The Body Shop & CYP - Alternative private-sector driven rural sustainable livelihoods creation model and strategy developed for 2 PICs <p><u>Targets (year 4)</u></p> <ul style="list-style-type: none"> - One Pacific Regional Business Forum - Two additional countries with entrepreneurship education in school curriculum - Business mentoring available in two additional countries. - Two youth entrepreneurship workshops per year with The Body Shop & CYP - Alternative private-sector driven rural sustainable livelihoods creation model and strategy developed for 2 PICs 	<p>INDICATIVE ACTIVITIES</p> <ul style="list-style-type: none"> • Private sector driven sustainable livelihoods creation models, strategies and pilot projects developed and pilot projects implemented for cross-country learning and replication 		

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: 9. Poor enabled with improved access to ecosystem assets and sustainable and affordable energy services</p>				
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: None stated</p>				
<p>Partnership Strategy: Support to achievement Pacific Plan through partnerships with PIFS and other CROP agencies, MCO and other One UN agencies, CSOs and private sector</p>				
<p>Project title and ID: MDG Achievement and Poverty Reduction for PICs</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Pro-poor interventions for ecosystem management and energy security piloted; Output 2: Policies and institutional arrangements improved for the mainstreaming of poverty-environment-energy nexus through investment in ecosystem services and use of PPP modalities for renewable energy. Baseline: 1. Limited capacity of decision makers to ensure investment in ecosystems; 2. Lack of attention to access to energy services in national development planning and inadequate institutional capacities Indicators: 1. Number of gender-responsive tools/methodologies used for development frameworks that include pro-poor management of ecosystem services; 2. Number of renewable energy projects implemented applying the PPP modality or regional strategic pooling of resources</p>	<p><u>Targets (year 1)</u> - Pilot bio-fuel project in RMI monitored - new pilot established in one other PIC <u>Targets (year 2)</u> - New mechanisms promoting PPP modality and strategic pooling for energy/ environment issues in one PIC. - Pilot bio-fuel project in RMI evaluated <u>Targets (year 3)</u> - Payment for ecosystem services integrated into policies of ONE PIC - New mechanisms promoting PPP modality and strategic pooling for energy and environment issues in one PIC. - New pilot established in one other PIC <u>Targets (year 4)</u> - Payment for ecosystem services integrated into policies of one PIC - New pilot established in another PIC</p>	<p>Activity Result Support to public private sector dialogue mechanism to engaging the private sector in environment and energy policy development • Action: to be developed</p>	<p>Specific partners: PIFS, SPREP, Samoa MCO, RCB and CSOs, UN Inter-Agency Climate Change Resource Centre</p>	<p>Workshops; consultants; travel and supplies, knowledge products ; facilities and administration Core: \$0.0 million Non-core \$0.8 million</p>

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <ol style="list-style-type: none"> 1. Improved achievement of the MDGs for reducing poverty and inequalities 2. Regional cooperation and integration fostered for enhanced trade flows leading to increased employment and poverty reduction; 3. Enabling environment created and capacities developed to respond to human development, governance and cross-border challenges of HIV/AIDS and mobility 9. Poor enabled with improved access to ecosystem assets and sustainable and affordable energy services 			
<p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: None stated</p>			
<p>Partnership Strategy: Support to achievement Pacific Plan through partnerships with PIFS and other CROP agencies, MCO and other One UN agencies, CSOs and private sector</p>			
<p>Project title and ID: MDG Achievement and Poverty Reduction for PICs</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1: Effective Project Management</p>	<p>=</p>	<ul style="list-style-type: none"> • Recruit and Maintain current staff levels • Undertake periodic reporting, monitoring and evaluation activities • Mid term review of MDG Achievement and Poverty Reduction project 	<p>Specific partners: PIFS, SPREP, Samoa MCO, RCB and CSOs, UN Inter-Agency Climate Change Resource Centre</p>
			<ul style="list-style-type: none"> • Team leader • MDG Specialist • Entrepreneurship Development Specialist • Sustainable Livelihoods Specialist • HIV and AIDS Specialist • Environment and Energy Specialist • Administration Officer • Pacific UNV • Pacific Centre Operations support <p>Core: \$3,227,812 million Non-core \$0.56 million</p>
			<p>Total Outcomes 1, 2, 3, 9</p> <p>\$10,637,812</p>

V. Management Arrangements



27. Project coordination will be vested in the Project Steering Committee, which will comprise the main cost-sharing and policy advocacy partners. A representative from the respective organisations will be identified and confirmed once the programme is approved for implementation. The Project Steering Committee will review the annual work-plan, monitor progress and provide strategic directions to optimize the impact of the programme. Terms of Reference for the Project Steering Committee are at Annex 3
28. Overall management will be through the Pacific Centre's Management Committee & its Advisory Panel, under the overall guidance of the RBAP and BDP, along with the Regional Centre Management Board, as set out in the RPD. The Pacific Centre's management structure and reporting mechanisms are set out in the Pacific Centre Strategy, 2008-2011 and will include at least one meeting of the Centre's Advisory Panel each year.
29. The key to the success of the Pacific Centre projects will continue to be their capacity to engage with and retain the support of an extensive network of stakeholders. It is critical that the projects are delivered in an effective manner, reflecting responsiveness and timeliness in delivery. If this is to occur it is important that the decision-making processes are minimized and that as much as possible the management and execution of the projects is seamless with decisions on expenditure against the agreed work programme decentralized to the region as much as possible.
30. As it is envisaged that a number of the activities will be sub-contracted to help build the capacity of local (regional) stakeholders, it critical that the day-to-day management is located in the region, with a local presence possessing a good knowledge of travel schedules and an understanding of the vagaries of dealing with small island states widely scattered across a large area of the Pacific Ocean.
31. As has been the case in the first two years of the Pacific Centre operation, the regional nature of the projects prevents consideration of the NEX modality as there is no single intergovernmental agency considered suitable for the task of execution. While the Pacific Island Forum Secretariat will be a key partner in the implementation of aspects of the Pacific Centre projects, there are other regional organisations such as the Secretariat of the Pacific Community, University of the South Pacific and the South Pacific Geosciences Commission which will continue to be important partners in the implementation of the projects, as will a range of regional NGO entities. The Pacific Centre has demonstrated capacity to deliver effectively under the DEX modality and is considered to be in the best position to continue in this role for the Pacific projects to be implemented under the 2008-2011 Asia Pacific regional programme.

VI. MONITORING FRAMEWORK AND EVALUATION

32. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- The work-programme for the MDG component of the umbrella project will be monitored and evaluated by the Pacific Centre Management Committee through the completion of annual reports, partner progress reports and the established PC monitoring and evaluation system supported by NZAID. Separate joint programming management arrangements are established for the Financial Inclusion component.
- Annual work-plans will be established and progress will be measured against indicators identified; periodic evaluations will be undertaken to ensure that outcomes are being realised.
- Progress reporting will be coordinated with reporting processes established for the Pacific Plan.
- The overall monitoring and evaluation procedures of the Pacific Centre are set out in the Pacific Centre Strategy, 2008-2011

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTCOMES 1 & 3 FROM RPD		
OUTPUT 1 Strengthened capacities of stakeholders to develop & 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		
Activity Result 1 Activity Result 2	<ol style="list-style-type: none"> 1. Strengthening capacities of stakeholders to use Needs Assessment (NA) methodology and costing models to integrate sector priorities into MDG-based NSDS which are costed and have a financing strategy. Initial focus on PNG, Vanuatu and Solomon Is 2. National Poverty and MDG Reports supported 	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	Assist in achieving the MDGs and Reducing Poverty	
Description	<p>Actions for Activity Result 1:</p> <ul style="list-style-type: none"> • Sub regional MDG workshops held each year over the next 4 years, with one regional workshop in 2009 • Core expertise developed in PICs on the NA and costing models to support countries in improving MDG-based planning, budgeting and evidence-based policy-making, including advisory support to UNDP COs • Integration of MDGs into NSDS supported, with cross-sectoral linkages specifically focused on gender, HIV/AIDS, energy, environment and climate change • Training of Parliamentarians on MDGs/poverty to strengthen linkages between resource allocations to national priorities, with focus on reducing inequalities and fostering accountability (linkage to be made with governance) • Provision of programming tools, analysis and experience sharing on HIV/AIDS mainstreaming across the wider A/P region and addressing gender based differences and specific needs of vulnerable populations • Institutionalising PacificInfo for MDG monitoring & reporting, with link to DRM Emergency Info system • Supporting aid coordination and management under the Pacific Plan <p>Actions for Activity Result 2:</p> <ul style="list-style-type: none"> • Technical support provided to build countries' capacity to produce national MDG & Poverty reports • Reports completed, published, disseminated and advocacy undertaken • Capacity building for national statistics offices to undertake poverty analysis, including gender disaggregation of data, support for setting up gender statistics database, and aligning Pacific Plan reporting with gender indicators 	
Quality Criteria	Quality Method	Date of Assessment
Number of countries with capacity to formulate inclusive MDG-based NSDS with environment, energy, climate change, poverty, gender and HIV fully integrated;	Count the countries with MDG-based NSDS with climate change, energy, environment, gender and HIV fully integrated	End year
Number of countries with MDG & Poverty reports, and national poverty indicators with gender disaggregated data	Count the reports Count the number of countries with gender disaggregated poverty indicators	End year

OUTCOMES 1 & 3 FROM RPD OUTPUT 2: Publication of a Pacific HDR with specific focus on the governance implications for MDG achievement		
Activity Result 1	At least one PHDR published and disseminated	Start Date: 1Q 2008 End Date: 1Q 2011
Purpose	Assist in achieving the MDGs and Reducing Poverty	
Description	Actions: <ul style="list-style-type: none"> • Stakeholders consulted and themes identified • Consultants engaged and PHDR drafted • Pacific HDI, HPI and other indicators calculated • Drafts reviewed and agreed • PHDR published & disseminated • Advocacy undertaken 	
Quality Criteria	Quality Method	Date of Assessment
New PHDR published	Count the number of PHDR published & disseminated	End 2008 and End 2009

OUTCOMES 1 & 3 FROM RPD OUTPUT 3: Establishment of four UNDP-led MDG Country Development Managers in Solomon Islands, Tuvalu, Palau and Nauru		
Activity Result 1	MDG-based NSDS respond to and integrate countries' needs and priorities	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	To assist in achieving the MDGs and Reducing Poverty	
Description	Actions: <ul style="list-style-type: none"> - Country Development Managers (CDM) are in post - CDM induction and training undertaken - CDM provide substantive support to national dialogue on MDGs & NSDS and support UN Inter-Agency collaboration on MDG programming 	
Quality Criteria	Quality Method	Date of Assessment
Officers in post, and provide outreach support for MDG-programming and related interventions	Count the number of CDM in post and MDG support provided	End Year

OUTCOMES 1 & 3 FROM RPD OUTPUT 6: 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		
Activity Result 1	1 Better understanding of mobility and gender related HIV vulnerability in the Pacific and advocacy and knowledge products developed	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	Evidence based comprehensive and multi-sectoral HIV response	
Description	Actions: <ul style="list-style-type: none"> • Desk reviews/targeted field research conducted • Stakeholders and partners consulted • A network established • A mapping exercise completed • Reports/studies compiled 	
Quality Criteria	Quality Method	Date of Assessment
Knowledge/advocacy produced inform policy	Reference to advocacy/knowledge products	End year

Activity Result 2	2 Multi-sectoral policy dialogue on HIV, gender and mobility initiated and sustained	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	Comprehensive and multi-sectoral HIV response	
Description	Actions: <ul style="list-style-type: none"> • Key partners across sectors, initiatives and entry points identified • Regional policy dialogue on HIV, mobility and gender initiated • Policy options discussed and identified • Policy document/strategy developed • Support provided to region/countries for Policy options to be incorporated in HIV response (i.e. Regional/national strategies & implementation plans) 	
Quality Criteria	Quality Method	Date of Assessment
All key sectors represented and consensus on policy options	Joint statements and endorsement of policy options	continuous basis

Activity Result 3	3 Innovative initiatives to reduce HIV vulnerabilities of women, girls, mobile and migrant populations supported	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	Comprehensive and multi-sectoral HIV response	
Description	Actions: <ul style="list-style-type: none"> • Engage with a range of new partners (i.e. private sector, women's group) • Jointly develop innovative initiatives with regional focus • Support pilot initiatives and assist in resource mobilisation for scaling up initiatives • Promote best practices and linkages in the wider region (Asia-Pacific) 	
Quality Criteria	Quality Method	Date of Assessment
Buy-in of new partners (i.e. private sector) and relevance of outcomes reflecting needs/ response gaps	Innovative initiative generate interest and are replicated	Ongoing throughout the period

OUTCOME 2 FROM RPD		
OUTPUT 1: Appropriate policies to mitigate the impact of regional integration and conflicts on vulnerable groups are designed and implemented using skills learned		
Activity Result 1	MCOs and partners supported in strengthening the human development and pro-poor impact of IF and labour mobility schemes	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	To assist in achieving the MDGs and Reducing Poverty	
Description	Actions: <ul style="list-style-type: none"> • Support provided to MCOs in integrating pro-poor strategies in trade policies through IF in 5 LDCs • TA to develop strategies to maximize employment benefits and mitigate negative effects of labour mobility schemes (GATS Mode 4) 	
Quality Criteria	Quality Method	Date of Assessment
1. Policy advisory & technical assistance provided in timely manner in support of IF in 5 LDCs	Number of UNDP CO requests on IF support fulfilled with support from RCC	End of each year
1. One Pacific focused regional initiative to support implementation of pro-poor trade and investment policies promoted by regional organisation	number of partnerships with regional organisations to promote pro poor trade	End year 2009 & 2011

OUTCOME 2 FROM RPD		
OUTPUT 2: Private sector capacities and mechanism enhanced to support inclusive economic growth and employment creation		
Activity Result 1	Private sector capacities & regional mechanisms strengthened for achieving inclusive economic growth and employment creation	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	To strengthen private sector capacities and regional mechanisms to achieve the MDGs and to reduce poverty	
Description	<p>Actions:</p> <ul style="list-style-type: none"> • Enhance support mechanisms for SMEs including the development of business advisory services and business mentoring with regional lessons learnt and knowledge sharing. • Strengthening the role of the private sector in peace-building, employment creation for youth and ex-combatants, crisis recovery, good governance and response to HIV and AIDS. • Innovative financing and support mechanisms designed for the engagement of the private sector in poverty reduction and in the area of energy and environment for the poor with special focus on women and youth • Private sector driven sustainable livelihoods creation models, strategies and pilot projects developed and pilot projects implemented for cross-country learning and replication • Engage Government and Private Sector in Human Rights Based Approach and Gender mainstreaming in PSD through research and analysis on best practices and Pacific practices and (sub)regional and national workshops and advocacy on HRBA and gender mainstreaming 	
Quality Criteria	Quality Method	Date of Assessment
1. PIPSO supported by other Donor and semi self sustainable	PIPISO secretariat operational	End year 2009
2. PSD and Peace building project document developed and approved	Approved activity through LPAC	End year 2008
3. Three Regional Enterprise and Financial education project document approved. Number of countries with entrepreneurship education in school curriculum.	Tripartite review of Samoa Pilot project	End year 2009
4. Regional database widely accessible on practical SME solutions based on Pacific experiences	Client satisfaction online reports	End year 2009 & 2011
5. Number of youth entrepreneurship development & sustainable livelihoods models & strategies implemented	Number of strategies and models developed and number of PICs implementing such initiatives	End year 2009 & 2011
6. Two youth entrepreneurship workshops per year with The Body Shop & CYP	2 countries annually	End of each year

OUTCOME 9 FROM RPD		
OUTPUT 1: Pro-poor interventions for ecosystem management and energy security piloted		
Activity Result 1	Support to public private sector dialogue mechanism to engaging the private sector in environment and energy policy development	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	To assist in achieving the MDGs and Reducing Poverty	
Description	Planned actions to produce the activity result.	
Quality Criteria	Quality Method	Date of Assessment
Number of tools/methodologies used for development frameworks that include pro-poor management of ecosystem services	Stakeholders' participation in evaluation	End of each year

OUTCOME 9 FROM RPD		
OUTPUT 2: Policies and institutional arrangements improved for the mainstreaming of poverty-environment-energy nexus through investment in ecosystem services and use of PPP modalities for renewable energy		
Activity Result 1	Support to public private sector dialogue mechanism to engaging the private sector in environment and energy policy development	Start Date: 1Q 2008 End Date: 4Q 2011
Purpose	To assist in achieving the MDGs and Reducing Poverty	
Description	Planned actions to produce the activity result.	
Quality Criteria	Quality Method	Date of Assessment
Number of renewable energy projects implemented applying the PPP modality or regional strategic pooling of resources	Field visits coupled with stakeholder assessments	End of each year

VII. Legal Context

33. This regional project is directly executed by the UNDP Pacific Centre located in Fiji. As Fiji, the host country, has signed the Standard Basic Assistance Agreement (Letter of Arrangement of the South Pacific Regional Office between government of Fiji and UNDP), the following text applies. This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Fiji and UNDP, signed on 1st November 1975. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner. The executing agency shall:
- 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;
 - assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
34. 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 this agreement.
35. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
36. For those countries which have endorsed the project the following text applies:
- The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.
 - Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.
37. The executing agency shall:
- 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;
 - assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
38. 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 this agreement.
39. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES
Annex 1. Risk Log Matrix

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Political instability at national level	Political Security	Depending on the severity of the political instability it could impact progress significantly to disengagement with the Government. P = 1 in most countries, except Fiji & Solomon Islands 4; PNG 3 and Tonga 2	Security assessments are regularly done by the UNDSS.	Manager Pacific Centre	Coordinator MDG team	Nov 2007	Nov 2007	No change
2	Natural Disaster impacting the ability of countries to implement or continue implementing programmes due to a shift in focus	Environmental Security	Short to medium term impact on programmes P = 2	Manage time boundaries to allow longer period for implementation where possible	Manager Pacific Centre	Coordinator MDG team	Nov 2007	Nov 2007	No change
3	MDG team not fully staffed or understaffed	Operational	Affects implementation of specific programmes P = 1	Short term specialists and consultants hired until position is filled	Manager Pacific Centre	Coordinator MDG team	Nov 2007	Nov 2007	E&E specialist position not advertised yet
4	Partnership agreement modality with CROP agencies not approved or delayed	Operational Regulatory	DEX executed partnerships not implemented or competitive bidding results in unworkable situations P = 4	Deputy Manager PC appointed to resolve issue based on work done in 2006 and 2007	Manager Pacific Centre	Coordinator MDG team	Nov 2007	Nov 2007	No change
5	Insufficient Non Core resource mobilized to implement programmes	Financial Organisational	Programmes partly implemented or not implemented P = 2	Review annual work plan to prioritise activities in line with available funding	Manager Pacific Centre	Coordinator MDG team	Nov 2007	Nov 2007	Insufficient funds





PACIFIC FINANCIAL INCLUSION PROGRAMME



PFIP - PACIFIC FINANCIAL INCLUSION PROGRAMME

Extending sustainable financial services to 80% of Pacific islanders who remain unbanked

FINANCIAL EXCLUSION IN THE PACIFIC

UNDP estimates that around 6.5 million Pacific islanders, representing 80 % of low income people living in urban, peri-urban and predominantly remote villages and islands scattered across an ocean area covering 1/3 or the world's surface, do not have access to both formal and informal financial services. As a consequence, the majority of people who are excluded are not able to achieve their full economic potential and are denied the opportunities to attain a productive and dignified living.

The meager 20% coverage reflects both the formidable challenges that financial service providers face as well as the economic inefficiency of the infrastructure and systems providers use to deliver financial services. Traditional approaches to financial service delivery have been ineffective, largely because of inefficiencies in transport and communications infrastructure, payment system infrastructure, conventional financial institution models, service delivery models, and a general lack of understanding about the cash flows of rural households and producers.

Geographic isolation, demographic dispersion, limited income-generating opportunities, financial illiteracy and traditional socio-economic structures create formidable challenges for the delivery of financial services in PICs. The financial service access frontier has been defined primarily by the limits of traditional institutional models that rely on economies of scale to cover the costs of vertically integrated organizations. As a result, financial service providers, including commercial banks and microfinance initiatives, have struggled to find viable economies of scale outside of principal cities and rural population centres across the region.

THE REGIONAL POLICY ENVIRONMENT FOR PRO-POOR FINANCIAL SERVICES

At the Forum Economic Minister Meeting (FEMM) in 2004 Ministers considered the issue of microcredit. They noted success amongst microcredit schemes in the Pacific and endorsed their continued development. Pacific Islands Forum Secretariat (PIFS) was requested to work with others to develop a report on the success of microcredit schemes, including case studies. UNDP and PIFS prepared a regional study on Successful Microfinance in the Pacific: Achieving Financial Inclusion which introduced the concept of financial inclusion to FEMM 2006. The recommendations on priority actions to extend access to financial services for the majority of their populations were officially distributed to member countries.

In order to support member countries to identify key constraints and opportunities for overcoming financial exclusion, UNDP, UNCDF and EU/ACP Microfinance Programme conducted a Financial Services Sector Assessment of the 5 Pacific LDCs (Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu) in 2007. This programme draws on the findings of the assessment as well as country-level research and extensive consultations with national and regional stakeholders in all the 15 Pacific island countries that will benefit from this programme.

HOW CAN THE PROGRAMME HELP

The Programme will be demand-driven and provide support to a broad range of stakeholders including policy makers, regulators, financial services providers and regional and international organisations brokering and managing knowledge on pro-poor financial services. The primary criteria for support is that it will lead to increasing efficiencies (in terms of lowering costs) and access by low income and rural people to sustainable financial services.

Programme support provided to stakeholders will entail an undertaking by partners to achieve measurable goals and to also contribute towards the implementation of the project.

THE TYPES OF SUPPORT MAY INCLUDE THE FOLLOWING:

- Research into lower segment markets – including rural household and supply chain cash flow studies.
- Specialized technical experts to work on specific pro-poor financial service development
- Advocacy and sensitization with policy makers and regulators
- Facilitation of partnerships between financial services providers
- Facilitating access to and sharing of knowledge and information
- Capacity development of financial service providers and regulatory bodies
- Study visits, workshops and learning events
- Design financial literacy programmes to support implementation of new financial services and products
- Micro-capital grants to financial services providers to develop and implement a pro-poor financial service

All support, in particular micro-capital grants, will be reviewed and approved by an Investment Committee comprised of the main funders and partners of the programme.

**United Nations Development Programme
Region: Asia and the Pacific
Project Document
PACIFIC FINANCIAL INCLUSION PROGRAMME**

UNDP Global Strategic Plan Expected Outcome : The Programme will contribute to “Policies, strategies and partnerships established to promote public-private sector collaboration and private sector and market development that benefits the poor and ensures that low income households and small enterprises have access to a broad range of financial services”. Indicator: Number of clients that have sustainable access to quality financial services at an affordable cost from financial service providers that are supported by UNDP or UNCDF, working in partnership with other donors.

Programme Expected Outputs/Annual Targets: (i) Constraints to building an inclusive financial sector addressed as needed to facilitate access to financial services (2 PICs per year); (ii) Demand driven knowledge products & market intelligence to inform product development, influence regulatory modernization & facilitate policy choices (5 in yr 1, 5 in yr 2, 4 in yr 3, 4 in yr 4); and (iii) Increase number of active clients of 8 selected FSPs delivering sustainable financial services to rural and low income women and men and micro-entrepreneurs (2 FSPs/yr from yr 1 to yr 4).

Executing Entity: UNDP Pacific Centre and UNCDF

The Programme aims to play a catalytic role in expanding access to financial services to 80% of the region’s population who are excluded, comprising of predominantly rural and low income women and men and micro-entrepreneurs. The Programme will do this through the creation of knowledge and its dissemination among policy makers, regulators, banks, non-bank financial institutions, telecommunications operators and other players to overcome challenges in financial service delivery to vulnerable groups and by providing performance-based support to FSPs to implement pro-poor financial services. Lessons from pilot projects will feed back into knowledge creation and dissemination. The Programme will position itself as a strategic facilitator of these partnerships and seeks to add value by helping to accelerate progress in creating inclusive financial sectors in the Pacific in partnership with governments, FSPs, PIFS, SPC, UNCDF, EU/ACP, UNDP Regional Centres & COs, other UN Agencies and donors.

Programme Period:	2008 - 2011
Project Title:	Pacific Financial Inclusion Programme
Atlas Award ID:	
Start Date :	1 Jan 2008
End Date :	1 Dec 2011
LPAC Meeting Date :	
BPAC Meeting Date :	

Total Resources Required	\$5,000,000
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* Based on Nov 2007 exchange rate. EU/ACP contribution is Euro 400,000 and will be converted to USD at the time of disbursement.

Agreed by UNDP:

Agreed by UNCDF :

Agreed by Government :

PART 1: SITUATION ANALYSIS¹**Financial Services for Low Income People is a Financial Sector Issue**

1. Financial inclusion is a development vision in which low income and disadvantaged women and men living everywhere in a country enjoy permanent access to a wide range of financial services, delivered by different types of financial and non-financial institutions through a variety of convenient mechanisms. Improving the access by large numbers of disadvantaged women and men to sustainable financial services is now recognized as a financial sector development issue requiring systemic change of the formal financial system to overcome the barriers that have excluded the majority of the population. Financial sector development has both a direct and indirect impact on reducing poverty because, firstly, of the link between financial sector development and more equitable growth and, secondly, through its impact in broadening access to finance by all.
2. An inclusive financial sector can be characterized by:
 - Access by all bankable households, including women, and enterprises to a full range of financial services at a reasonable cost, including savings, short and long-term credit, mortgages, insurance, pensions, payments, local money transfers, international remittances, leasing and factoring;
 - Soundness of institutions, which is maintained through performance monitoring by stakeholders and, where required, sound prudential regulation;
 - Financial and institutional sustainability as a means of providing access to financial services over time;
 - Multiple providers of financial services, wherever feasible, to bring cost-effective alternatives to customers, including sound private, non-profit and public providers.

Financial Exclusion in the Pacific

3. UNDP² estimates that around 6.5 million Pacific islanders, representing 80 % of low income people living in urban, peri-urban and predominantly remote villages and islands scattered across an ocean area covering 1/3 of the world's surface, do not have access to both formal and informal financial services. As a consequence, the majority of people who are excluded are not able to achieve their full economic potential and are denied the opportunities to attain a productive and dignified living.
4. Those excluded, and the impact of their exclusion, are summarized in the accompanying table. They represent the groups which will benefit from this programme.

¹See Financial Services Sector Assessment of Pacific LDCs, UNDP, UNCDF & EU/ACP, June 2007
<http://www.uncdf.org/english/microfinance/sectorDev/index.php#assess>

²Banking the Unbanked in the Pacific, J Liew, UNDP Pacific Centre (2005), Paper presented to the World Bank Conference on Building Inclusive Financial Systems, Washington DC, May 2006

Excluded Groups	Estimated Scale	Impact of Exclusion
Women & men living in rural villages & remote islands engaged in intermittent income earning activities – primarily handicrafts & food preparation for women & agriculture & fishing for men	60 % – 80 % of population	No safe savings to manage what little is earned, leading to high consumption spending. No access to credit to smooth consumption or take advantage of income earning opportunities. Face difficulties paying for education & health services (if available).
Women, men, youth & children everywhere with no or low levels of financial knowledge and competencies	80 % - 90% of population	Because of low financial literacy, they are considered by majority of commercial FSPs as not bankable. Without immediate intervention at community & school level, the problem will continue to be inter-generational. Experience of the ANZ Bank/UNDP Banking the Unbanked initiatives in Solomon Islands & Fiji shows that financial literacy better equip people to maximize use of banking service, generates demand for other products & sustains demand. The greatest impact at household level is felt when there is a convergence of banking service and financial literacy training.
Rural households engaged in permanent production – copra, cocoa, seaweed, kava food crops	10 % - 50 % of rural population	No efficient payment systems. No safe savings and credit. Incur high cost to ship or accompany produce to town. Tend to spend all earnings before going home. Although earning, they face financial difficulties in meeting customary obligations, paying school fees, seeking medical care, improving dwellings & procuring inputs for production.
Public employees out-posted to rural areas	Significant – as one wage worker, on average, supports up to 20 persons.	They can spend between 30% to 50% of their wage packet to receive it. Erosion of income affects quality of life. As most are teachers and health workers, the need to travel to nearest bank branch results in missed work & lapse of service to community
Rural households that receives money from relatives working in towns and overseas	Significant – total annual overseas remittances to Pacific estimated at \$425 m	They can spend between 30% to 50% of the amount remitted to travel to nearest bank branch or agent. Similarly, the transaction cost to persons sending money (usually in cash) is very high, often finding someone reliable who is traveling. Overseas workers spend between 15% - 50% in fees to send money home in the Pacific.
Women and men engaged regularly in running a micro-enterprise in peri-urban and urban areas. They commonly earn below the poverty line or are most vulnerable to poverty	Significant – with urbanization growing at 20% annually in Pacific & growth of urban poverty	While living in proximity to banks, they don't qualify for access or are intimidated by formality. No safe savings to build lumpsums to meet higher costs of urban living & to build assets. No credit to smooth consumption, to expand micro-enterprises & to enter formal economy. Household are very vulnerable to sickness & death of income earner with absence of savings or micro-insurance.
Women with no current income or living under \$1 per day – typically living in informal settlements around in rural & urban population centres where potential for income generation exists	Significant – 40% - 60 % of women in poor households in peri-urban and urban areas	Access to responsive microfinance services can significantly improve the economic status, self-esteem and household well-being of poor women. MFIs like SPBD (Samoa) & VANWODS (Vanuatu) service exclusively poor women. VANWODS impact evaluation in June 2007 showed average savings of \$450; 97% of clients have business compared to 28% prior to joining; profits grew by 60% for long-term (5 years or more) clients; for long-term clients, 100% of female & male children attend primary school & 90% female & 100% attend secondary school. The sustainability and growth of such institutions are critical to the on-going well-being of poor women.

5. The meager 20% coverage reflects both the formidable challenges that financial service providers face as well as the economic inefficiency of the infrastructure and systems providers use to deliver financial services. Traditional approaches to financial service delivery have been ineffective, largely because of inefficiencies in transport and communications infrastructure, payment system infrastructure, conventional financial institution models, service delivery models, and a general lack of understanding about the cash flows of rural households and producers.
6. Geographic isolation, demographic dispersion, limited income-generating opportunities, financial illiteracy and traditional socio-economic structures create formidable challenges for the delivery of financial services in PICs. The financial service access frontier has been defined primarily by the limits of traditional institutional models that rely on economies of scale to cover the costs of vertically integrated organizations. As a result, financial service providers, including commercial banks and microfinance initiatives, have struggled to find viable economies of scale outside of principal cities and rural population centres across the region.³

The Regional Policy Environment for Pro-poor Financial Services

7. At the Forum Economic Minister Meeting (FEMM) in 2004 Ministers considered the issue of microcredit. They noted success amongst microcredit schemes in the Pacific and endorsing their continued development. Pacific Islands Forum Secretariat (PIFS) was requested to work with others to develop a report on the success of microcredit schemes, including case studies. UNDP and PIFS prepared a regional study on *Successful Microfinance in the Pacific: Achieving Financial Inclusion* which introduced the concept of financial inclusion to FEMM 2006. The recommendations on priority actions to extend access to financial services for the majority of their populations were officially distributed to member countries.
8. While at this high level of collective policy articulation, regional governments acknowledge the importance of building inclusive financial systems, at the country, however, governments of PICs, with exception of PNG, have focused most of their attention on credit initiatives and state-owned development banks. In order to support member countries to identify key constraints and opportunities for overcoming financial exclusion, UNDP, UNCDF and EU/ACP Microfinance Programme conducted a Financial Services Sector Assessment (FSSA) of the 5 Pacific LDCs⁴ in 2007. This programme draws on the findings of the FSSA as well as country-level research and extensive consultations with national and regional stakeholders in the 5 LDCs as well as non-LDC countries.

The Regulatory Environment

9. With the help of the ADB, the governments of the Solomon Islands, Vanuatu and Samoa have launched comprehensive initiatives to establish a legal, judicial, and institutional framework for using moveable property as collateral in loan contracts. This is extremely important because of the complex problems associated with land titling and liens. Ability to pledge personal property that is not real estate is especially important to the poor, and especially women, since they have less access to land titles. Measurable results will come far on the horizon but these initiatives represent sound policy for building more inclusive financial systems.
10. The regulatory environments of LDCs and non-LDCs are generally conducive to commercial banking and financial services. However, there are several issues that will need to be addressed as financial service providers (FSPs) work out new channels for reaching the unbanked. Some challenges include "Know Your Customer" rules that require banks to collect and verify identification documentation on customers are creating barriers to access in majority of PICs. These barriers will become increasingly evident as banks expand services to poorer populations. Prudential regulations related to the role of third-party agents that conduct transactions on behalf of banks will become increasingly important to pro-poor initiatives as they will likely play an important role in expanding services beyond the scope of bank branches. Caution about allowing unlicensed institutions to mobilize deposits is well-grounded in international standards for prudential regulation. However, unlicensed organizations like VANWODS Microfinance (Vanuatu) and SPBD Microfinance (Samoa) have proven to be the most effective financial service providers at reaching unbanked populations with credit. Future partnerships between these organizations and banks may spawn innovative savings service delivery channels for the unbanked.

The Supply of Financial Services

11. Commercially viable banking has been largely confined to large population centres. Bank lending practices are generally timid. Bank managers report that there are few 'bankable' projects. Collateral requirements are generally conservative. This imposes significant restrictions on lending because land titles in the region are rarely secure enough to serve as collateral. Banks have begun to experiment with branchless delivery models and some of these early stage initiatives are showing potential for extending services well beyond the current access frontier. The impact of these developments is small when measured by numbers of clients served but they represent, nevertheless, the most likely drivers of pro-poor services from the banking sector.
12. Pacific island governments have experimented with various credit delivery schemes. Repayment performance is generally perceived to be poor and in any case the initiatives are short-lived. These programmes are typically housed in some public sector institution for their duration and are not designed to create sustainable institutions. Many of the government-owned development banks of the region have collapsed or have undergone major restructuring and are credit driven.

³Financial Services Sector Assessment of Pacific LDCs, UNDP, UNCDF & EU/ACP, June 2007

⁴The 5 Pacific LDCs are Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu

The Demand for Financial Services

13. Precise assessments of demand are impossible in markets where supply is constrained or the population is uninformed about the possibility of services they have never encountered. It is possible, however, to interpret the potential demand that is reflected in current consumer behavior and in their response to pilot initiatives. Consumer responses to savings options, for example, provide some clues about broader demand for the service. Broadly speaking, there are indications that people are eager to access savings instruments when they can do so readily and without great cost.
14. The demand for credit is more complex. Just because people borrow and repay loans does not mean that they realise a net benefit from the transactions. In Samoa, consumption borrowing is wide spread. Banks report that many salaried workers maintain loan obligations that consume their entire pay packet. In the four archipelagic countries, the question about borrowing capacity arises more from the economic conditions that prevail in remote areas.
15. The demand for person-to-person transfer services is very evident in all of the countries. All of the countries receive significant foreign remittances from nationals living abroad. This money is transferred back to relatives by various channels, most of them expensive and unreliable. Domestic remittances are likely even more important.

Opportunities for Extending the Access Frontier

16. The access frontier has been defined primarily by the limits of traditional institutional models that rely on economies of scale to cover the costs of vertically integrated organisations. Banks, non-profit organisations and credit unions have all attempted to create organisations that perform all of the functions related to financial service provision and organisational management. Reliance on branch-based service channels is another limiting factor. As a result, financial service providers have struggled to find viable economies of scale outside of principal cities and remote populations have developed other mechanisms for managing their cash resources. The current reach of financial services is a reflection of the limits of branch banking.
17. However, new technologies are creating opportunities for extending the access frontier beyond the limits of branch banking. Emerging information and communications technologies are creating new opportunities in the areas of branchless banking, specialized organisational models, and product innovation. Moreover, most of these technologies are provided by telecommunications companies that are well positioned to participate in ventures to provide financial services to their mobile phone clientele. This process is already advancing rapidly in Vanuatu and Samoa. Collectively, these opportunities demonstrate that the access frontier is no longer defined by branch locations; the reach of telecommunications technology now defines the access frontier.

Supporting Financial Inclusion in the Pacific

18. Telecommunications technology is creating new opportunities to extend financial services to the unbanked. However, it is important to note that the actors that are positioned to exploit these opportunities are different in significant ways than the usual stakeholders in traditional development finance initiatives. They also lack access to pertinent knowledge and capacity development support. The champions of the new initiatives will come from a diverse cross-section of private, non-governmental and public sector players and create partnerships out of very different business models and social and economic motives. In simple terms, the key players that will push the access frontier are unassociated. Affecting change in the financial markets in the Pacific will require catalytic agents that identify and support champions of innovative initiatives, and make connections between these champions and stakeholders in other Pacific countries and contexts.

Current UNDP and Donor Programmes

19. Both ADB and UNDP are actively supporting commercial microfinance services. In PNG, ADB has set up the Microfinance Competence Centre to strengthen the sector and has led to an emerging microfinance industry comprising of licensed microfinance banks, loans and savings societies and NGO microfinance providers. ADB is partnering with the National Bank of Vanuatu on rural microcredit and electronic rural banking. UNDP has partnered with ANZ Bank to bank the unbanked in the Pacific which has seen mobile vehicular rural banking services piloted in Fiji and now replicated in Samoa, Solomon Islands, Tonga and Vanuatu with a combined outreach of 75,000 new accounts. These partnerships with commercial banks are particularly significant as they are validating a new strategy in extending the financial services frontier in the Pacific.
20. AusAID has launched the Enterprise Challenge Fund to provide risk-sharing grants to private businesses to implement business propositions with strong pro-poor and BEE outcomes. The ECF will operate in Fiji and PNG and then rolled-out in Vanuatu and Solomon Islands. The ECF represents a key strategic partner for this programme and efforts will be made at all levels to develop programming synergies.
21. In 2006, Microfinance Pasifika Network (MPN) was established, comprising of MFIs, commercial banks and donors supporting microfinance, to provide a platform for sharing knowledge, set performance standards and to provide a collective voice for microfinance practitioners and stakeholders in advancing the fledgling microfinance industry in the region. With UNDP support, MPN has developed a web-based portal to house the Pacific Resource Centre for Microfinance (PRCM) as the region's microfinance knowledge manager.
22. PIFS continues to play a key role in facilitating regional consensus and actions towards more inclusive financial sector policies and has supported microfinance training with BRI. Its work in telecommunications policy and regulatory modernization is seen as critical to bringing rural communities into the mainstream financial sector. The Secretariat of the Pacific Community (SPC) is taking the lead role in 2 important regional digital divide initiatives. The Pacific Rural Internet Connectivity Project (RICS) which plans to install 100 VSAT rural stations across the region holds real potential

for testing the feasibility of extending ICT-enabled rural banking. UNDP has initiated discussions on collaboration. The One Lap Top Per Child Project (OLPC) could prove effective in the delivery of financial education to rural children.

23. Limited financial literacy, among women, men and youth, is cited as a significant constraint on demand for financial services. UNDP has led the work on financial literacy training in the region and programmes are operating in Fiji and Solomon Islands and is about to start in Tonga, Kiribati, Tuvalu and Vanuatu. A survey is currently being carried out to measure the impact of ANZ rural banking and financial literacy training on rural households in Fiji. The results, including differentiation of responses by female and male financial actors, is expected in the first quarter of 2008. Remittances have now reached \$450 million per year to the Pacific but fees remain high from 15 % to 50%⁵. With overseas government-sponsored temporary work programmes becoming more significant, pre-departure training of migrant workers on financial knowledge will enable them to better save, invest and make informed choices between payment transfer services.
24. A microfinance gap analysis of the 5 LDCs is presented in Annex 6, identifying current constraints, needs, support programmes, gaps and responses from the programme.

PART 2: STRATEGY

Regional Dimension

25. The programme outputs are aligned to the Pacific Plan and FEMM action priorities and these regional development policy platforms are strategic entry points for the programme. The programme will contribute to the Pacific Plan Economic Growth objective "to improve income earnings and livelihoods through better access to goods, services, employment and other development opportunities".
26. Because of the similarity of constraints faced by many PICs – for example geographical isolation and small population size; low levels of financial competencies - comparative analysis across countries with similar challenges will facilitate solutions sharing, identifying sub-regional approaches, explore cross-boundary ICT-enabled solutions and leading to economies of scale in delivery of interventions by the programme.
27. Knowledge creation and targeted dissemination to empower industry champions is a key strategy. Knowledge created will be managed by the Pacific Resource Centre for Microfinance of the Microfinance Pasifika Network. Continued capacity development and partnership with MPN will create a regional community of practice and ensure that knowledge created by the programme is permanently available to all.
28. A regional programme support facility will provide performance-based assistance to eligible FSPs⁶ to implement pro-poor financial services, products and use of new delivery channels. These successful models of pro-poor financial innovations, collectively, will act as centres of excellence for facilitating learning and regional replication. Business models that will have the greatest impact across the region will take advantage of economies afforded only through a region-wide market and by tapping opportunities provided by regional satellite coverage and networks.

Programme Strategy and Activity Clusters

29. The Programme aims to play a catalytic role in expanding access to financial services for rural and low income women and men and micro-entrepreneurs in the five Pacific LDCs and 10 non-LDCs. The Programme will do this through:
 - Generating and disseminating knowledge to implementation partners and stakeholders (including but not limited to financial and telecommunications regulators, policy makers, FSPs, financial literacy providers, microfinance support organisations and networks) to identify lower segment financial markets and to raise awareness on innovation in ICT-enabled delivery channels, product development, institutional models and regulatory modernization that benefit rural and low income women and men and micro-entrepreneurs.
 - Active advocacy at regional policy level on removing constraints to financial inclusion, nurturing of regional networks and facilitation of partnerships to forge new financial services delivery channels, product development, ongoing knowledge management and financial and telecommunication policy modernization supporting pro-poor and gendered financial services experimentation.
 - Catalytic funding support to solidify partnerships and build capacity of actors to design and implement viable models for delivering financial services to rural and low income women and men and micro-entrepreneurs.
 - Generate a demonstration effect and feed back lessons learned into knowledge creation and dissemination through a deliberate effort to learn from the experience
30. The programme aims to position itself as a strategic facilitator of key partnerships to add value by helping to accelerate progress. The actors that will be engaged by the programme are not homogenous and do not have a history of forming partnerships (like telcos and banks; MFIs and banks, donors and telcos/banks etc). As a result of this, the programme has to be dynamic, flexible and opportunistic. This diversity of actors will require the programme to take an activist approach in the execution of the programme.

⁵ World Bank, PACNEWS, 13 September 2007

⁶ Eligible FSPs include, but not limited to remittance companies, NGO microfinance institutions, commercial banks, regulated microfinance service providers, credit unions, development financing institutions, non-bank financial institutions, telecommunications providers facilitating fund transfers etc.

Programme Outputs

31. Through the combination of the above 4 mutually reinforcing strategies, the programme will seek to achieve the following outputs:

- Replicable projects, acting as regional network of demonstration and learning models, delivering financial services to women and men living and working in rural villages and remote islands and low income people and micro-entrepreneurs everywhere, showing improved pro-poor targeting and women empowerment and overall improvement in levels of efficiency, outreach and sustainability;
- The industry has access to knowledge and market intelligence on the demand for and supply of financial services - including ICT-enabled delivery channels and products, reliable information about rural cash flows and supply chains, economic opportunities, financial competency building approaches, gender dimension of financial exclusion, new institutional models, financial and telecommunication regulation modernization;
- Pacific Resource Centre for Microfinance (of the Microfinance Pasifika Network), a virtual web-based portal, acting as knowledge manager and gate-keeper of best practices for the region;
- New partnerships formed, especially between FSPs and telecom operators, and engaged in pilot business propositions demonstrating new delivery channels, products and institutional models;
- Regulatory framework (financial and telecommunication sectors) allows experiments and policymakers understand importance of removing constraints in the enabling environment to support new delivery channels and institutional models; and
- Lessons from pilot pro-poor and gendered financial services models are documented and project briefs/documents developed to facilitate replication of results by national governments, state and private FSPs and telcos, donors and UNDP Country Offices.
- Financial services development for rural and low income women and men and micro-entrepreneurs integrated into overall financial sector strategies and action plans at regional (including FEMM and the Pacific Plan) level and filtering to sub-regional and country level:
- Improved coordination, collaboration and linkages forged with donors, engaged in financial sector development, to optimize impact on vulnerable groups. Engage CGAP to ensure lessons learned and best practices from global branchless banking pilots are utilized.

Linkages with UNDP Country Programmes

32. The analyses of past performances and future needs conducted through the United Nations Development Assistance Framework (UNDAF) and Country Programme Action Plan (CPAP) in the Pacific identified emerging demands from Pacific island countries for technical advisory support to include: MDG-based national development strategies; preparation of national gender mainstreaming strategies; public sector reform; inclusive governance; CSO capacity development; national aid management; private sector development; environment management; and, energy service delivery.
33. UNDP Fiji and Samoa MCOs have identified priorities in the areas of (i) improved enabling environment for trade facilitation and development; (ii) income generation and employment opportunities created for vulnerable groups (women and youth); and (iii) enhanced financial competencies of vulnerable groups (rural and urban women and youth). Planned country programs in financial literacy training are particularly strategic in building the foundation for achieving inclusive financial sectors and will generate demand and encourage innovation by FSPs that can be supported by the regional programme. UNDP Country Programmes provide an important vehicle for more intensive efforts to remove constraints in the enabling environment and the scaling-up and replication of successful pilot projects supported by the programme.

Cross-Practice Linkages and Synergies

34. In designing, implementing and monitoring the programme's activities and outputs, it will identify deliberate and clear linkages with the other Pacific Centre's core programmes in Democratic Governance, Crisis Prevention and Recovery and Poverty Reduction and MDGs. The potential areas of mutual complementarity are shown in the accompanying matrix.

Governance	CPR	MDGs
Local government strengthening and service delivery can provide safety net to people falling out of or not targeted by PPIP	Microfinance as tool for disaster and conflict preparedness & during recovery to rebuild household & community assets and create sustainable livelihoods	MDGI – integration of MDGs in national plans and budgets provides entry point for mainstreaming financial inclusion strategies
Local area poverty profiling will help identify vulnerable groups & facilitate M&E of impact on rural women & men	Policy platforms for conflict prevention and DRM affords opportunity for targeted advocacy on exclusionary factors that leads to inequity and threats to security	Poverty analysis will help identify vulnerable groups (and women) and financial exclusion indicators can be integrated into HIES.
Access to parliaments for sensitization legal reform that supports financial inclusion		Research on exclusion of women and other vulnerable groups adds to body of knowledge to aid poverty analysis and poverty reduction policy development
Human rights frameworks and institution strengthening can provide support to advocacy work for creating inclusive financial sectors		Financing and microfinance models for promoting renewable energy and sustainable resource use.
Prepare good practice notes on legal & regulatory modernization that are conducive to financial inclusion		Entrepreneurship & financial education in school curriculum contributes to overcoming financial exclusion
		PIPSO & regional business forum as effective vehicles for partnership building, advocacy & knowledge dissemination

Legend LED BY RESPECTIVE PRACTICE TEAM LED BY PPIP

35. The knowledge created by the programme will also contribute to the growing role of the Pacific Centre as a regional knowledge centre. The programme team will work with the UNDP Regional Centres in Bangkok and Colombo to facilitate cross-centre and cross-thematic knowledge sharing in the area of financial inclusion. Through joint work planning, the PPIP can also draw on the expertise of the UNCDF Financial Inclusion Advisor for Asia based in the Colombo regional centre.

Human Rights Based Approach and Gender Mainstreaming

36. The programme will give specific emphasis to improving service delivery to the majority of Pacific islanders who are excluded from the financial system because they live in rural and remote communities, whose low level of income is assumed as unbankable by largely commercial banks, who are not financially literate, who are predominantly rural women without ownership rights to assets and who are female and male micro-entrepreneurs operating in the informal sector outside the protection of the law.

37. To ensure gender is mainstreamed into the design of specific interventions, implementation and monitoring and evaluation, the following actions will be made integral to programming:

- Stakeholders (including direct and indirect beneficiaries and affected parties), wherever practical, will participate in shaping the scope and terms of reference of all major research and independent evaluations to be undertaken and cost-effective mechanisms will be put in place for the meaningful participation of all stakeholders;
- Output targets and indicators will, wherever applicable and when data is available, be disaggregated by sex, location and vulnerable groupings and monitoring and reporting mechanisms put in place to measure respective benefits.

38. The programme strategy centres on the active engagement and participation of institutional partners and vulnerable groups in overcoming barriers to financial exclusion. The accompanying table highlights how the outputs and activities of the programme, in building an inclusive financial sector, can positively impinge on duty-bearers (governments, regulators, financial service providers) and rights-holders (excluded women and men).

OUTPUTS & ACTIVITIES	DUTY BEARERS	RIGHTS HOLDERS
Financial inclusion integrated in formal financial sector development and poverty reduction plans	Financial sector in PICs adopt policies & strategies to be more inclusive of the 80% of region's people excluded - women and men living and working in rural villages and remote islands and low income people and micro-entrepreneurs everywhere, especially those living in peri-urban and urban informal settlements with majority of women in informal trading	
Regulatory modernization allowing pro-poor financial services innovation	Banks & other FSPs are more ready to invest in services & products for lower segment markets. Examples of regulatory modernization (supported by various donors) include : alternative anti-money laundering know-your-customer rules for rural and poor people; protection of poor people's savings (including recognition that women are better savers); use of movable assets & chattels as collateral is inclusive of the poor & micro-entrepreneurs; speeding up judicial process for debt recovery lowers risk of lending to low-income people	Conducive policy & regulatory environment for women and other vulnerable groups to exercise their rights
Market information on lower segment markets & successful models for serving women, micro-entrepreneurs & other vulnerable groups provided to FSPs	FSPs consider that rural & low income people are bankable. Change in corporate mindset of FSPs to the opportunities of serving lower segment markets. In particular to understand & tailor products to the financial dynamics specific to women, rural households, micro-entrepreneurs.	The programme's research methodology incorporates mechanisms for meaningful participation of women and other stakeholders to assess their own situation & to offer solutions tailored to their needs.
Financial literacy programmes	Financial illiteracy is a major constraint to demand for financial services. Financial capability building of vulnerable groups makes them more market-ready for banks and other FSPs to more efficiently serve them.	Lack of financial literacy self-excludes many from the financial system. Improved financial capabilities empower vulnerable people with money management knowledge & to know their rights as customers & consumers; able to make choices on financial products & costs; are less prone to predatory lending & get-rich quick pyramid schemes
Grant support to pilot projects serving vulnerable groups	Successful pilot projects provide inspiration and model for change in business behaviour by FSPs to the economic opportunities of serving lower segment markets	Women and other vulnerable people have access to responsive & affordable financial services. Access to safe savings, micro-insurance, payment systems and credit better enable women and other vulnerable to exercise the rights to education & health.
Projects showing improved levels of efficiencies, outreach & sustainability		More women & vulnerable people have access to cheaper financial services & delivery channels to improve their livelihoods. Focus on sustainability builds permanence of services to vulnerable groups.
Monitoring & Evaluation	A financial inclusion policy framework encourages reporting by financial regulators and FSPs of progress towards extending financial services to women & vulnerable people.	Participatory assessment methodologies will be employed to enable beneficiaries and those negatively affected to provide a balanced evaluation. Ameliorate negative unintended impacts during design, implementation and M&E and assist those who are not directly targeted by the programme to access other areas of relevant support.

Donor Coordination and Collaboration

39. Donors actively supporting private sector and financial sector development meet 3 times a year to share information, promote common approaches and strengthen collective efforts. They currently comprise of AusAID, World Bank Group, ADB, NZAid, EU/IEB and UNDP. The programme will seek to form substantive collaboration with relevant donor programmes and be conscious not to duplicate actions or impact negatively on each others work. The programme's multi-donor Investment Committee, that approves grants to FSPs, will provide the opportunity for donors to participate as funder and partner in supporting pro-poor financial innovations and, at the same time, strengthen alignment of their respective programmes.
40. At the global level the Programme will seek collaboration with CGAP's Technology Programme for the implementation of new technologies and identifying the conducive legal & regulatory framework to balance the facilitation of access to finance and protect the financial system. The Programme envisages to draw lessons learned from the global Technology Programme and also feed it with experiences in the Pacific.

Resource Mobilization Strategy

41. UNDP, UNCDF and EU/ACP will contribute a combined total funding of \$2.05 m towards the total programme budget of \$5 m. The available funding of \$2.05 m will be allocated towards the first 2 years of implementation to ensure that planned activities and outputs are fully accomplished. UNCDF's resources will be dedicated to the five (5) LDCs. UNDP, in addition to the \$250,000 core contribution, will undertake to allocate the initial amount of \$1.0 m from the Pacific Centre's non-core resources towards the programme budget. This amount is included in the \$2.95 m overall resource mobilization target for PFIP. Concurrently, the programme will begin concerted efforts to forge cost-sharing partnerships to mobilize the remaining balance from other donor partners. Ensuring timely achievement of programme outputs and the success of funded pilot projects is central to building donor confidence in the programme. Timely reporting and accountability to financing partners is also integral to building donor confidence in the programme. Active participation in the Pacific Private Sector Development Donor Group will create opportunities for co-financing of strategic activities. The programme Investment Committee, comprising of donor representatives and PIFS, will be an important vehicle for information sharing and resource mobilization. In case of shortfall in resources, the Investment Committee will prioritize results to be achieved, and the outputs would be reduced accordingly.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Outcome in UNDP Global Strategic Plan Results and Resource Framework: The Programme will contribute to "Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low income households and small enterprises have access to a broad range of financial services."</p>			
<p>Outcome indicators as stated in the UNDP Global Strategic Plan Results and Resources Framework: (i) Constraints to financial inclusion identified and addressed at regional and national level (yr 1); (ii) Demand driven knowledge products & market intelligence to inform product development, influence regulatory modernization & facilitate policy choices (5 in yr 1, 5 in yr 2, 4 in yr 3, 4 in yr 4); and (iii) Increase number of active clients of 8 selected FSPs delivering sustainable financial services to rural and low income women and men and micro-entrepreneurs (2 FSPs/yr from yr 1 to yr 4).</p>			
<p>Key Result Area 1 : Promoting inclusive growth, gender equality and MDG achievement</p>			
<p>Partnership Strategy : 1. Strategic partnership with PIFS for regional policy development & advocacy to remove constraints for building inclusive financial sectors. 2. Cultivate and forge implementation partnerships with FSPs to design and develop sustainable financial services targeting low-income households. 3. Substantive partnerships with UNDP COs, Regional Centres & policy development bureaus, UNCDF and UN agencies to strengthen 1-JUN strategy for poverty reduction. 4. Pursue collaboration with donors to pool knowledge & resources to optimize impact on low-income households. 5. Engage CGAP to ensure lessons learned from global branchless banking pilots are captured and integrated into the PFIP.</p>			
<p>Project title and ID (ATLAS Award ID): Pacific Financial Inclusion Programme</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>OUTPUT 1 : KNOWLEDGE CREATED</p> <p>1.1 The industry has access to knowledge and market intelligence on the demand for and supply of financial services to inform product development, influence regulatory modernization & facilitate policy choices that benefit women and men living and working in rural villages and remote islands and low income people and micro-entrepreneurs everywhere</p> <p>Indicator :</p> <ul style="list-style-type: none"> - Number of knowledge products tailored to the needs of stakeholders and, where applicable, data is disaggregated by sex, rural/urban and vulnerable groups 	<p>1.1 Knowledge products tailored to the specific needs of actors and stakeholders (including UNDP COs) produced. Major knowledge products identified during FSSA include :</p> <ul style="list-style-type: none"> - 6 Financial services profiles for largest PLCs (PNG, Fiji, Vanuatu, Tonga, Solomon Islands, Samoa) more detailed numbers on accounts & sectors (2 each in 2008, 09, 10) - Compilation of specialised knowledge on technology-enabled pro-poor financial services relevant for the Pacific (ongoing) - Knowledge on savings product development (MicroSave) (ongoing) - 3 rural household and supply chain cash flow studies (1 in 2008, 2 in 09) - 5 Brief notes on emerging models (ongoing) 	<p>1.1 Activity Result : Demand-driven research and specialised TA delivered in a timely manner</p> <p>Actions :</p> <p>1.1.1 Active engagement & consultation with stakeholders (including UNDP COs) in scoping & preparing TOR for all research to ensure that knowledge creation is demand-driven & research incorporate participatory & gender sensitive approaches.</p> <p>1.1.2 Timely recruitment of consultants & mobilisation of expertise to conduct the research and provision of TA</p> <p>1.1.3 Identify and implement other targeted research and learning questions that can drive change</p>	<p>Policy & technical advisors : \$454,000</p> <p>Admin/support costs : \$106,000</p> <p>Research : \$321,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> - Number of research undertaken with participation of women & other vulnerable groups Baseline : - Shortage of research (coupled with strong demand) and information that are accessible & relevant inhibits stakeholders from considering alternative actions & approaches to servicing vulnerable groups 	<ul style="list-style-type: none"> - Report on impact of financial literacy and rural banking on rural households in Fiji (2008) - Best practices on design, delivery & impact assessment of financial literacy programmes (2009) 			
Sub-Total Output 1				\$ 881,000

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>OUTPUT 2 : KNOWLEDGE DISSEMINATED TO INFORM POSITIVE CHANGE</p> <p>2.1 Policy makers & industry stakeholders empowered with knowledge & information to make decisions & take actions to overcome challenges in financial service delivery to vulnerable women & men</p> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> - Number of constraints to financial inclusion identified and removed - Number of positive change activities, partnerships & projects to overcome challenges in financial service delivery implemented by institutional stakeholders <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - PICs have not integrated constraints based approach to financial inclusion in financial sector & national development plans 	<p>2.1 Regional financial inclusion conference organized for regulators, policy makers & stakeholders (2008)</p> <p>2.2 Technical provided for key Pacific Island Forum policy & technical conferences & workshops – including FEMM, Pacific Governors of Central Banks, Financial Managers, PITA</p> <p>2.3 Knowledge products & other relevant information & links housed and disseminated through the web-based Pacific Resource Centre for Microfinance of the Microfinance Pasifika Network (2008 & ongoing)</p> <p>2.4 Financial literacy programmes adapted to emerging development opportunities like migrant workers & remittances, ICT-enabled products & services (2008 & ongoing)</p> <p>2.5 Policy & regulatory constraints are addressed by governments – building on ongoing financial policy and regulatory work by PIFS, ADB, IFC & other donors (2008 & ongoing)</p>	<p>2.1 Activity Result : Successfully organise regional conference on building inclusive financial sectors</p> <p>Actions :</p> <p>2.1.1 In partnership with PIFS, mobilise high level stakeholder participation & co-sponsorship of regional conference</p> <p>2.1.2 Ongoing joint-planning & regional advocacy work with PIFS & annual program results reporting to FEMM & results incorporated in PC's six-monthly reporting on contribution to Pacific Plan achievement</p> <p>2.2 Activity Result : Targeted knowledge transfer & learning facilitated</p> <p>Actions :</p> <p>2.2.1 Advocate & participate at regional meetings & workshops to build support for achievement of programme outputs</p> <p>2.2.2 Prepare Partnership Agreement with PRCM/MPN for regional knowledge management & dissemination</p> <p>2.2.3 Share research results through seminars & targeted mailing</p> <p>2.2.4 Disseminate replicable financial literacy programmes</p> <p>2.2.5 Share knowledge with UNDP COs to support country programming & staff capacity development</p> <p>2.3 Activity Result : Key partnerships developed that lead to pilot projects</p> <p>Actions :</p> <p>2.3.1 Active networking and visits to countries to meet with FSPs & stakeholders</p> <p>2.3.2 Partnership formed with SPC to test feasibility of Pacific Rural Internet Connectivity Project (RICS) for extending rural banking and the potential of the One Lap Top Per Child Project (OLPC) in delivery of financial education to rural children</p> <p>2.3.3 Agree on roles, linkages & communication strategy with govt. and donor funding mechanisms that are also open to FSPs in order to optimize coordination & impact – specifically Solomon Islands Rural Financial Services Fund, AusAID Enterprise Challenge Fund & ADB Private Sector Development Initiative</p>	<p>Policy advice & TA by Programme Team</p> <p>PCRM/MPN responsible for regional knowledge management</p> <p>Partners : MPN/PRCM, FDC, RCC, RCB, UNDP COs, UNCDF, EU/ACP, UNDP/PB, ESCAP, PFTAC, academia, CGAP, PIFS, SPC, AUSAID, NZAID, ADB, WBG, UNIFEM, ESCAP</p>	<p>Policy & technical advisors: \$453,000</p> <p>Admin/support costs : \$106,000</p> <p>Conference : \$180,000</p> <p>Policy & TA Missions : \$90,000</p> <p>Consultants : \$175,000</p> <p>Knowledge management by PRCM/MPM: \$80,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>OUTPUT 3 : PRO-POOR FINANCIAL SERVICES IMPLEMENTED</p> <p>3.1 Replicable projects, acting as regional network of demonstration and learning models, delivering financial services to women and men living and working in rural villages and remote islands and low income people and micro-entrepreneurs everywhere, showing improved inclusion of women and overall improvement in levels of efficiency, outreach and sustainability</p> <p>Indicator : - Number of projects & clients (where possible disaggregated by sex, location (rural/urban centre) with access to financial services</p> <p>Baseline : - Very early attempts at financial services innovation & small number of replicable projects targeting low income & rural people</p>	<p>3.1 Increase in number of active clients of 8 selected FSPs - from baseline established in grant agreements, 8 FSPs increase their number of active clients by 20 % per annum compounded, at least 50% of which are women</p> <p>3.2 FSPs produce new products and services, and utilize alternative delivery channels with efficiency increase that translates to lower costs for clients (against baseline established with FSPs)</p> <p>3.3 Successful replicable projects acting as and adding to a regional network of best practices for pro-poor financial service delivery</p>	<p>2.3.4 Participation in meetings of Pacific Donor Private Sector Group for information sharing, joint activities & coordination</p> <p>2.3.5 Interact with CGAP's Technology Program to use lessons learned in branchless banking and take advantage of related policy advice</p> <p>3.1 Activity Result : FSPs supported to implement financial services serving vulnerable groups</p> <p>Actions :</p> <p>3.1.1 Establish Investment Committee & briefing on TOR and project appraisal criteria, grant disbursement & monitoring & reporting procedures</p> <p>3.1.2 Award grants, monitor & report performance (including sex disaggregated information) to Investment Committee</p> <p>3.1.3 Pro-active technical support to FSPs & facilitation of partnerships to generate grant</p> <p>3.1.4 Engage with policymakers to address regulatory reform that may be needed to support new delivery channels and institutional models</p> <p>3.1.5 Prepare resource mobilization strategy, actively share information & disseminate successes to donor group to form cost-sharing partnerships to grow the grant facility and capacity development activities of the programme</p> <p>3.2 Activity Result : Lessons from FSP projects disseminated</p> <p>Actions :</p> <p>3.3.1 Document lessons learned (successes/challenges) from grant projects to feed into knowledge creation and dissemination</p> <p>3.3.2 Link with related initiatives, e.g. CGAP Technology Program, Pacific Challenge Fund</p>	<p>Sub-Total Output 2</p> <p>Investment Committee; Pro-active technical support from Programme Team</p> <p>Partners : FSPs, UNDP COs, UNCDF, EU/ACP, SIG/RFSF, AusAID/ECF, ADB/PSDI, CGAP Min of Finance, bank & telecom regulators</p>	<p>\$ 1,084,000</p> <p>Policy & technical advisors : \$454,000</p> <p>Admin/support costs : \$104,000</p> <p>Capacity development grants to FSPs : \$2,161,000</p> <p>Consultants : \$105,000</p> <p>Mid-term & final evaluations: \$111,000</p> <p>Policy & TA missions : \$100,</p>
			<p>Sub-Total Output 3</p> <p>PROGRAMME TOTAL</p>	<p>\$3,035,000</p> <p>\$5,000,000</p>

PART 4: ANNUAL WORK PLAN: 2008 – 2011

The annotated Annual Work Plan for 2008 to 2011, showing core and non-core resources and resource mobilization targets and responsibilities of current confirmed funders, is contained in Annex 4

PART 5: MANAGEMENT ARRANGEMENTS

Programme Management

42. The programme will be implemented by the UNDP Pacific Centre, as a separate project under the umbrella MDG and Poverty Reduction programme, with clear management arrangements to facilitate multi-donor participation, and will build on the lessons and successes in piloting private-led pro-poor financial services and financial literacy training implemented by the MDG and Poverty Reduction practice team from 2005 to 2007.
43. Programme coordination will be vested in the Programme Investment Committee which will comprise, at the start of the project the main cost-sharing and policy advocacy partners – UNDP, UNCDF, EU/ACP, AusAID and PIFS. A representative from the respective organisations will be identified and confirmed once the programme is approved for implementation. The Investment Committee will approve the annual workplan, monitor progress and provide strategic directions to optimize the impact of the programme.
44. The Investment Committee will also review and approve project proposals supported by the grant facility. The Investment Committee will also ensure the efficient use of public resources, avoid duplication and maximise synergies with other donor partners. The Terms of Reference for the Investment Committee is contained in Annex 2, including the process for approval and expenditure of funds.
45. In accordance with PRINCE2⁷ project management and accountability methodology, adopted corporately by UNDP globally, the Investment Committee will constitute the Project Board. The apportionment of members into the roles of executive, senior beneficiary and senior supplier will be determined at its first meeting.

Programme Team

46. The programme will be staffed by a team consisting of a Pacific Financial Inclusion Advisor and a Regional Partnerships and Business Development Adviser; one Administrative Assistant; and one Young Professional for research support. The team will provide tailored policy advice and technical assistance to all stakeholders and sub-contract relevant services and expertise when needed. UNCDF Financial Inclusion Practice Area (FIPA), in conjunction with UNDP Pacific Centre and EU/ACP, will procure the Programme team based on international competitive recruitment (see Annex 3 for TOR). The Programme team will submit annual work plans, grant agreements and progress reports to the Investment Committee. Recognising the substantive technical capacities of UNCDF Financial Inclusion Practice Area and UNCDF's role as advisor to UNDP on all microfinance matters⁸, the programme team will have technical accountability to UNCDF and corporate and operational accountability to the Pacific Centre.

UNDP Administration and Joint Programming

47. As has been the case in the first two years of the Pacific Centre operation, the regional nature of the project prevents consideration of the National Execution (NEX) modality as there is no single intergovernmental agency considered suitable for the task of execution, especially in the area of financial inclusion. The Pacific Centre has demonstrated capacity to deliver effectively under the Direct Execution (DEX) modality and is considered to be in the best position to continue in this role for the Pacific projects to be implemented under the 2008-2011 Asia Pacific regional programme.
48. The administration of this Project shall be governed by UNDP rules and procedures as defined in the Results Management Guide within the policy context defined by the Executive Board.
49. Harmonization of UN funding will be achieved through Joint Programme Arrangements: This is a "Joint Programme", as defined by the UN Development Group (UNDG), and associates UNDP and UNCDF as follows:
 - Fund management will be a combination of "parallel funding" (whereby UNDP and UNCDF manage their respective core funds through their separate business units) and "pass-through" (whereby Donor and other third party co-financing funds will be transferred to each of the two agencies according to their budget management responsibilities as detailed in the budget, through the intermediary of an Administrative Agent);
 - For Donor and other third party co-financing, UNDP will act as Administrative Agent on behalf of both agencies, according to UNDG rules, and this will be reflected in (a) the Letter of Agreement signed between the Administrative Agent and Donor and other co-financing partners and (b) an inter-agency Memorandum of Understanding to be signed by both UNDP and UNCDF, and by other UN agencies which opt later to support this programme; and
 - In the course of implementation of this programme, and in monitoring and reporting on progress, UNDP, UNCDF and other future associated UN agencies will collaborate according to the regulations for Joint Programmes as these are issued by UNDG.

⁷ PRINCE 2 (Project in Controlled Environments) is a project management and accountability methodology which has been adopted corporately by UNDP globally. The Project Board is appointed by corporate management and is responsible for the success of the project. The multi-donor Programme Investment Committee (refer to Annex 2) will constitute the Project Board. The Executive role is to ensure ultimately accountability for the project. The Senior User role is to ensure that the outputs produced meet the needs of the end-user. The Senior Supplier role is to commit resources to ensure that the outputs produced will achieve the intended objectives within design, cost and time parameters. These are roles and several people can discharge the responsibilities of each of the 3 roles.

⁸ See http://www.uncdf.org/english/microfinance/undp_policy.php

PART 6: MONITORING AND EVALUATION

50. The M & E and Reporting Framework for the Pacific Centre will apply to the programme. Progress reports will be consolidated into the Pacific Centre's reports to its Management Committee and M&E will be carried out in accordance with the UNDP M & E Framework outlined in Annex 5.
51. In addition, FSPs receiving grants from the programme will report on performance against standard indicators and targets as set out in the Partnership Agreement. These indicators will be disaggregated by sex. The PFIA will compile the reports received into a consolidated semi-annual report for the Investment Committee.
52. The Investment Committee will provide reporting on an annual basis to FEMM and other relevant ministerial meetings.
53. The programme team will make regular monitoring visits to the pilot projects to verify progress and to consult with stakeholders, especially women and men beneficiaries.
54. Where practical, and in conjunction of relevant regional meetings, key stakeholders will meet at least once every two years to review progress achieved; and actively discuss constraints and opportunities to support the development of an inclusive financial sector.
55. The programme is subject to an independent mid-term and final evaluation, managed by the UNCDF Evaluation Unit. The evaluation is in compliance with the UNCDF mandatory evaluation requirements in the UNDP Evaluation Policy⁹, to which UNCDF is party. Funding for the evaluation is included in the programme's budget. The evaluation will assess its overall performance, the outputs and outcomes produced against its initial targets, the impact it has brought or would likely to bring about with a focus on the progress toward sustainability of the FSPs, its relevance to the national context, and management efficiency.
56. The evaluations will provide mechanisms for the free and meaningful participation of local stakeholders – including women and targeted vulnerable groups.
57. The evaluation will be forward looking offering lessons learned and recommendations to improve programme performance. The results of these evaluations will feed into strategic, thematic and outcome evaluations carried out by UNCDF and UNDP. Success in carrying out development evaluation requires partnerships in evaluation with national and international actors. Opportunities will be sought for collaboration with programme partners in conducting the evaluations.

Quality Management for Project Activity Results

58. The quality of results produced by the programme activities will be assessed against the quality criteria and method of assessment described below:

OUTPUT 1.1 : The industry has access to knowledge & market intelligence on demand & supply of financial services to inform product development, influence regulatory modernization & facilitate policy choices		
Activity Result 1.1 (Atlas Activity ID)	Demand-Driven Research & TA	Start Date: 1 Feb 08 End Date: 31 Dec 11
Purpose	To provide policy makers, regulators & FSPs with demand-driven knowledge to inform product development, regulatory modernization & policy choices.	
Description	Identify knowledge & information needs of stakeholders, prepare TOR, deliver TA by programme team & recruit consultants as needed.	
Quality Criteria	Quality Method	Date of Assessment
TOR for research to be developed with client & quality to be measured against outputs in TOR	Client to assess quality and timeliness of research	Within 1 month from completion of each research activity
TOR for TA prepared with client (including UNDP COs) and timeliness and quality of TA provided by consultants and/or programme team measured against TOR	Client to assess quality and timeliness of consultant & TA from programme team	Within 1 month from completion of each TA mission
6 monthly and annual targets met	Client requests for TA and specialised knowledge fully met & measured against workplan targets	6 monthly & annual performance monitoring

⁹ See: <http://www.undp.org/ee/documents/Evaluation-Policy.pdf>

OUTPUT 2.1 : Policy makers & industry stakeholders empowered with knowledge & information to make decisions & take actions to overcome challenges in financial service delivery to vulnerable groups		
Activity Result 2.1 (Atlas Activity ID)	Regional Advocacy, Knowledge Management & Learning	Start Date: 1 Feb 08 End Date: 31 Dec 11
Purpose	To provide policy makers, regulators & FSPs with specialized knowledge to facilitate product development, regulatory modernization & policy development.	
Description	Institutionalize regional knowledge management & dissemination function; advocate at relevant regional meetings & organise targeted knowledge sharing & learning events. Regional conference organized with PIFS and other industry stakeholders in 3rd Quarter 2008	
Quality Criteria	Quality Method	Date of Assessment
Advocacy objectives clearly identified and speakers and resource persons recruited against ability to produce the desired results	Outputs to be evaluated against the TOR and, where appropriate, the meeting resolution reflect the outcome of successful advocacy & learning	Within 1 month of activity completion
Number of knowledge products housed with Pacific Resource Centre for Microfinance (web-based portal) & accessible to industry stakeholders	PRCM/MPN to provide 6 monthly performance reports including number of hits, enquiries, discussion groups & other interactive learning. User validation by programme team.	6 monthly performance reporting
Number of targeting mailing, workshops & seminars organized for knowledge dissemination & learning	Regular user satisfaction surveys carried out & workshop/seminar evaluation by participants	6 monthly user survey; evaluation at the end of each workshop & seminar
Number of financial literacy modules developed & used by FSPs & partners	Modules to be field-tested & clients report on quality and level of usage	6 monthly performance reporting
TOR for TA prepared with client (including UNDP COs) and timeliness and quality of TA provided by consultants and/or programme team measured against TOR	Client to assess quality and timeliness of TA. Programme team to take stock (including country visits) and report to Investment Committee on specific actions taken by beneficiary partners as a direct result of the TA.	Within 1 month from completion of each TA mission Quarterly progress report to Investment Committee

OUTPUT 3.1 : Replicable projects, acting as regional network of demonstration and learning models, delivering financial services to women and men living and working in rural villages and remote islands and low income people and micro-entrepreneurs everywhere, showing improved pro-poor targeting and women empowerment and overall improvement in levels of efficiency, outreach and sustainability		
Activity Result 3.1 (Atlas Activity ID)	Support to FSPs	Start Date: 1 Feb 08 End Date: 31 Dec 11
Purpose	Support to FSPs to implement financial services targeting women and men in rural areas, low income people and micro-entrepreneurs everywhere	
Description	Investment Committee to appraise proposals and award performance-based support to FSPs	
Quality Criteria	Quality Method	Date of Assessment
Number of proposals developed, through active facilitation by programme team, and submitted to Investment Committee for approval	Number of projects meeting selection criteria approved by Investment Committee and agreed package of support approved according to process time limits set out in Annex 2	Quarterly progress and fund disbursement reports
Each pilot project will be measured on the increase in number of active clients - from baseline established in grant agreements, show increase number of active clients by 20 % per annum compounded, at least 50% of which are women. FSPs produce new products and services, and utilize alternative delivery channels with efficiency increase that translates to lower costs for clients (against baseline established with FSPs)	Quarterly reports by grant recipient, with validation by Programme team through site visits and independent assessment Independent impact evaluation of selected projects	Quarterly reports and 6 monthly site visits
Targeted TA & partnerships formed for successful implementation of regulatory changes to support new delivery channels and institutional models	Investment Committee to review progress in quarterly reports	Quarterly progress report to Investment Committee
Amount of additional resources mobilized to expand support to FSPs & for knowledge creation & dissemination	Investment Committee to review progress in quarterly reports	Quarterly progress report to Investment Committee

Activity Result 3.2 (Atlas Activity ID)	Lessons Learnt Disseminated	Start Date: 1 Feb 08 End Date: 31 Dec 11
Purpose	Lessons documented to support regional community of practice and to fuel innovation and action by industry actors	
Description	Document project case studies, conduct impact assessment & disseminate knowledge through Pacific Resource Centre for Microfinance	
Quality Criteria	Quality Method	Date of Assessment
Number of evidence-based knowledge products produced by Programme & housed with PRCM & actively disseminated	Number of knowledge products produced reported to Investment Committee. PRCM/MPN to provide 6 monthly performance reports including number of hits, enquiries, discussion groups & other interactive learning. User validation by programme team.	Quarterly reports

PART 7: LEGAL REQUIREMENTS

59. This regional project is directly executed by the UNDP Regional Pacific Centre, located in Fiji. As Fiji, the host country, has signed the Standard Basic Assistance Agreement (SBAA), the following text applies.
60. This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date). Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.
61. The executing agency shall:
 - a) 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;
 - b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.
62. 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 this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

PART 8: ANNEXES
Annex 1: Risk Log Matrix

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Shortfall in reaching resource mobilization target of \$2.95 m	Financial & Strategic	The target of \$2.95 m represents 59% of the total programme budget. Any shortfall will have proportional impact on its ability to achieve its intended outputs. Probability = 2 (low)	Resource mobilization strategy developed & entails : (i) Multi-donor Investment Committee to oversee programme performance & to review & approve grants to FSPs allows donors direct participation in financial decision making; (ii) potential of current donors in the Investment Committee (EU/ACP & AusAID) to consider additional funding based on successful results; (iii) FEMM supported regional strategy for financial inclusion (output in year 1) provides platform for resource mobilization; (iv) support to UNDP COs to mobilize resources for country replication of successful pilot initiatives; (v) provide knowledge leadership & produce high impact & visible results to support ongoing cost-sharing AusAID & NZAID to PC; (vi) dedicated staff responsible for partnership development & resource mobilization.	Partnerships & Business Development Manager working in close coordination with PC Manager	Project developer	During programme design – Oct 2007	Nov 2007	Progress & results of resource mobilization will be monitored quarterly.
2	FSPs are not interested to serve low income, rural clients and to give preference to women clients	Strategic	Programme will not achieve outreach target including women and vulnerable groups Probability = 2 (low)	Consultations with FSPs during formulation indicated strong interest. To ensure & fuel firm commitment, programme staff will ensure that market intelligence, policy & regulatory changes, & financial support are delivered on timely manner & that research and TA are demand-driven.	Financial Inclusion Adviser	Project developer	During programme design – Oct 2007	Nov 2007	No change in status



Pacific Centre

United Nations Development Programme Pacific Centre
2nd Floor YWCA Bldg (JJ's on the Park)
Private Mail Bag, Suva
Fiji Islands

<http://regionalcentrepacific.undp.org.fj>