



Government of the Republic of
Kiribati



United Nations
Development Programme Fiji
Multi-Country Office

Country Programme Action Plan (CPAP)

2008-2012

between

The Government of Kiribati

and

**United Nations Development Programme Fiji
Multi-Country Office**

List of Acronyms

APR	Annual Project Report
AWP	Annual Workplan
CA	Capacity Assessment
CEDAW	Convention on the Elimination of Discrimination against Women
CPAP	Country Programme Action Plan
CROP	Council of Regional Organizations in the Pacific
CSOs	Civil Society Organizations
EEZ	Economic Exclusive Zone
GEF	Global Environment Facility
HDI	Human Development Index
KSDP	Kiribati Sustainable Development Plan
LNA	Legislative Needs Assessment
LPAC	Local Project Appraisal Committee
MCIC	Ministry of Commerce, Industries and Cooperatives
MDGs	Millennium Development Goals
MELAD	Ministry of Environment, Lands and Agricultural Development
MFED	Ministry of Finance and Economic Development
MISA	Ministry of Internal and Social Affairs
NAPA	National Adaptation Plan of Action
NBSAP	National Bio-Diversity Strategy Action Plan
NCSA	National Capacity for Self Assessment
NDS	National Sustainable Development Strategy (2003 – 2007)
NEPO	National Economic Planning Office
NGO	Non Governmental Organizations
PA	Preparatory Assistance
PAC	Project Appraisal Committee
PICS	Pacific Island Countries
PIF	Project Initiation Facility
PRODOC	Project Document
RERF	Reserve Equalization Resource Fund
SBAA	Standard Basic Agency Agreement
SDGIK	Strengthening Decentralized Governance in Kiribati
SGP	Small Grants Programme
SIDS	Small Island Development States
TPR	Tripartite Project Review
TRAC	Target Resource Allocation from the Core
UN Ex-Com	Executive Committee of the United Nations
UNDAF	United Nations Development Advisory Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Childrens Fund
WTO	World Trade Organization

The Framework

The Government of Kiribati and the United Nations Development Programme are in mutual agreement regarding the contents of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation to address national priorities and needs within the framework of the Millennium Development Goals (MDGs) and the international Conferences, Summits and Conventions of the UN system to which the Government of Kiribati and the United Nations Development Programme are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Cooperation Agreement (2003-2007),

Entering into a new period of cooperation (2008-2012);

Declare that these responsibilities will be fulfilled in a spirit of friendly cooperation and have agreed as follows:

Part I Basis of Relationship

- 1.1 WHEREAS the Government of Kiribati (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as "UNDP") have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA) which was signed by both parties on May 5, 1987). Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this CPAP together with an AWP (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

Part II Situation Analysis

- 2.1 Pacific island countries (PICs) face common challenges resulting from their small size, geographic isolation and natural disaster vulnerability. Broadly, Melanesia (Fiji, Solomon Islands and Vanuatu) is characterized by larger, resource-rich land masses and populations; Polynesia (Tuvalu and Tonga) by smaller but relatively compact land masses, and Micronesia (Kiribati, Marshall Islands, Federated States of Micronesia, Palau and Nauru) by very small and widely dispersed resource-poor atolls. As Small Island Developing States (SIDS), PICs have committed to the Mauritius Strategy, a blueprint to address national and regional sustainable development in SIDS that takes into account the economic, social and environmental aspects that are the pillars of the holistic and integrated approach to sustainable development¹.

¹ http://www.un.org/smallislands2005/pdf/sids_strategy.pdf

- 2.2 Kiribati's Sustainable Development Plan 2008-2011 is also increasingly being aligned with the MDGs. However, ensuring inclusive growth and globalization is particularly challenging in Kiribati. Although macroeconomic performance has improved over the past decade by stabilizing budgetary requirements with the prudent use of the Revenue Equalization Reserve Fund (RERF), this has not translated into significant improvements in per capita income and human development. This is because of low levels of economic growth and population growth of around 2.24 percent per annum. The significant net aid inflows to Kiribati have yet to be integrated in national planning and budgeting processes. Overall, Kiribati is in danger of missing critical targets for MDGs 1, 3 and 6.
- 2.3 These problems are compounded by an unfavorable policy and regulatory environment for trade and private sector development. The lack of employment opportunities, increasing hardship and social instability have a disproportionate impact on vulnerable groups, such as: the rural poor; women and girls – who remain disadvantaged in education, access to labor markets and political representation; and young people aged 15-24, who comprise more than half the population. In addition, the available data on HIV infection rates especially in the 21 – 49 age group (a large proportion of which are young men working as seafarers) means that priority must be given to multi-sectoral approaches to prevention, care and treatment. Kiribati has now adopted a sector-wide approach in education and is working towards one in health.
- 2.4 Governance challenges also need to be addressed on a priority basis. Increasing concerns over public sector effectiveness and under-resourced and poorly functioning accountability institutions have led to initiatives in public sector reform, promotion of the private sector and enabling legislation. Attention also needs to be focused further on improving capacity to integrate the significant net aid inflows to Kiribati into national planning and budgeting processes. Although decentralization and participatory decision making are being enhanced, mechanisms to encourage full and real participation by women and minority groups are largely lacking. Information and communication technology (ICT) can be leveraged more effectively to facilitate local government and outer island planning and management. Civil society organizations (CSOs) are increasingly seen as key partners by governments and donors in governance and human rights education. While Kiribati has ratified key human rights conventions, there are shortcomings in reporting. In this regard, while Kiribati has ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), its national plans of action to promote gender equality and address gender-based violence lack effective legal and institutional mechanisms to facilitate implementation.
- 2.5 Due to the heavy reliance on primary commodity production (with copra as a major export), and marine-based resources, community-based management of natural resources and maintenance of the environment is essential for growth and poverty reduction. Climate change poses a fundamental challenge to Kiribati, as the citizens of this low-lying group of atolls find their livelihoods increasingly threatened by rising sea levels, storm surges, and changing weather patterns. Competing demands on the environment and differentiated impacts of climate change, waste management and poor natural resource management pose significant challenges to Kiribati and have highlighted the need to focus more strongly on disaster risk reduction and early warning systems. Major challenges include capacity development of local stakeholders including Government, NGO, and Community officials to ensure that recently endorsed environmental legislations and international agreements are enforced within its legal framework, and there is adequate capacity to address environmental issues.

- 2.6 Stronger regional cooperation presents opportunities for countries such as Kiribati with constrained capacity to implement effective national policies and provide basic services to meet the needs of their people. The Pacific Plan has established a framework to support national development policies, including commitments to the MDGs. The relatively small number of development partners in the Pacific facilitates the delivery and management of aid in line with the Paris Declaration and the Pacific Principles on Aid Effectiveness.

2.7

KEY COUNTRY INDICATORS

	Kiribati
Land Area (sq km)	726
EEZ (sq km)	3,600,000
Population	105,432
Growth rate (%)	2.24
GDP growth (05, %)	0.3
HDI	N/A
2006 rank; out of 177
Country status	LDC
MDG Report	Draft
Human Rights Treaties/Conventions ratified	
• CEDAW	✓
• CRC	✓
• CERD	x

Sources: UNDP Human Development Report 2006; 2006 Country Background Notes, UNDP Fiji; Asian Development Outlook 2006 Update, Asian Development Bank; Pacific Islands Forum Secretariat

Part III Past Cooperation and Lessons Learned

- 3.1 Under the previous programme cycle (2003 – 2007), UNDP's support was prioritized under two related areas:
- **Access to Basic Services and Livelihood Opportunities:** The main areas of focus were: a) Reform to Planning and budgeting processes at sub-national levels for more effective incorporation of community level perspectives, participation and needs in support of the Outer Island Development Fund (ADB/Government) initiative; and b) Involvement of local authorities and communities in outer-islands and urban areas in planning and management of development activities, including the provision of public services as part of the ADB funded Outer Island Development Fund initiative.
 - **Dealing with Vulnerability:** This focused on improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy development that responds to the needs of the poor.
- 3.2 Emphasizing strong national level ownership was well as local capacity building, all programmes/projects were nationally executed and project staff and technical assistance was largely sourced at the national level. Broad partnerships between Government Ministries and Community Based Organizations were established as seen in the set up of the Outer Island Project Coordination Committee (OIPCC). Coordination of activities under one institutional setup was not possible as the role of the Ministry of Finance and Economic Planning (MFEP) was not defined at the outset. The strengthening of the central coordinating role of the MFEP and other key national institutions will continue to receive attention during the new programme cycle to ensure timely implementation of project activities as well as compliance with audit and financial regulations.

Part IV Proposed Programme

- 4.1 The overall aim of the programme is to respond to current and emerging development challenges of Kiribati in close partnership with the Government and through continued emphasis on capacity development, strategic focus and use of resources in high-impact areas, robust engagement and coordination with other key stakeholders and development partners. The programme seeks to facilitate design and implementation of the Kiribati Sustainable Development Plan (KSDP) 2008 - 2011 and to strengthen linkages with the Pacific Plan.
- 4.2 The programme has three strategic outcome areas: (1) Poverty Reduction and the Millennium Development Goals (MDGs); (2) Good Governance and Human Rights; and (3) Environment and Sustainable Management. An additional outcome of Programme Support and Management has been added after the initial CPAP meeting in Tarawa on 20 February 2008, to ensure adequate support in the implementation of the activities relating to the accomplishment of the outputs stated under the three strategic outcomes listed above. Furthermore, under each outcome area the programme is structured around a few priority outputs, as defined during national consultations on UNDAF/MCPD on the basis of common assessment of development challenges.

Poverty Reduction and the Millennium Development Goals

- 4.3 UNDP's cooperation with the government of Kiribati in this area will be geared towards addressing Pacific Sub-Regional UNDAF (2008-2012) Outcome 1: Equitable Economic Growth and Poverty Reduction, and Outcome 3: Equitable Social and Protection Services. UNDP support in this area will address the following priorities:

(i) *Localizing MDGs (strengthening MDG-based planning, statistical and aid management systems)* to facilitate evidence based policy making and planning. UNDP will support a strengthening of the national development monitoring effort to collect MDG data as the basis for developing a national poverty line and ensure the finalization of the Kiribati national MDG report in 2008, and to support development of the new KSDP for the period 2008 - 2011.. In addition UNDP will seek to leverage its global and regional expertise, in cooperation with UN and CROP agency partners, to improve national capacity in data analysis, policy making, planning and budgeting to help mainstream the MDGs.

(ii) *Facilitating HIV/AIDS-related policies and leadership development.* UNDP support to the national planning process and development of national leadership across sectors will also specifically address MDG 6 (Combating HIV/AIDS). UNDP will support national stakeholders in Kiribati to reach out to traditional, religious, community, political and civil society leadership. This effort will not only ensure leadership is conversant with all issues associated with HIV/AIDS but also assist them to communicate effectively about these issues in a sensitive manner.

(iii) *Addressing equitable growth and inclusive globalization, especially* with regard to the Integrated Framework Facility for Trade Related Technical Assistance to Less Developed Countries (LDCs). In line with the NDS objectives of export-led economic growth, UNDP will assist the government of Kiribati to develop a national programme for trade facilitation capacity development, with a view to integrate trade into the development planning cycle and policy frameworks of the country. This will include an initial trade diagnostics exercise with a wide variety of stakeholders that identifies capacity, legislative and policy gaps that will facilitate expansion of trade followed by the formulation of project and investment proposals to support its implementation. UNDP and WTO will also assist the government in accessing the Enhanced Integrated Framework multilateral trust fund facility to enable the implementation of priority proposals.

Good Governance and Human Rights

4.4 As signatory to the Pacific Plan, Kiribati is committed to promoting good governance and supporting one of its key objectives to "improve transparency, accountability, equity and efficiency in the management and use of resources in the Pacific²," which is also reflected in the Kiribati NDS 2004-2007, currently being reviewed as one of the outputs under Outcome 1, mentioned above. UNDP's support in this area will focus on addressing UNDAF Outcome 2: Good Governance and Human Rights. Specific priorities are the following:

(i) *Strengthening Parliament and Improving Participatory Democracy.* To foster democratic governance in Kiribati, UNDP will work on strengthening the Maneaba ni Maungatabu (Parliament of Kiribati) and its outreach at national and island levels. This initiative will include a legislative needs assessment, capacity assessment and development of strategies to address gaps. There will also be a new strategic focus on civic education in the community among school children and the community at large. This will enable Kiribati citizens to exercise their rights and engage constructively in the management of individual and community affairs. Respecting and integrating the cultural values of the people of Kiribati, related activities will include advocacy on issues such as transparency, participation, responsiveness, accountability, empowerment and equity.

(iii) *Strengthening decentralized governance between Government and Island Councils.* Building on earlier cooperation, UNDP will continue its partnership with the Ministry of Internal and Social Affairs to assist the Government strengthen linkages between national and state structures. This will enable a more responsive and strengthened interaction of local people in governance institutions and development services, especially the poor and the vulnerable. The new programme will be informed by an evaluation of the previous initiatives and capacity assessments to ensure an informed adoption of strategies to improve government's capacities to deliver on their mandates and obligations to the communities they serve

Environment and Sustainable Management

4.5 UNDP's support in this area will focus on addressing UNDAF Outcome 4: Sustainable Environmental Management. Specific priorities are the following:

(i) *Improving capacity to mainstream environmental sustainability.* The Kiribati National Development Strategy recognizes the unique challenges of environment sustainability for small island developing states and the vulnerabilities specific to low-lying atoll nations. The consultations leading to the National Biodiversity Strategic Action Plan (NBSAP), Second National Communications to the UN Climate Change Convention (SNC) and National Adaptation Plan of Action (NAPA), and the National Capacity Self Assessment (NCSA) provide a collective voice on capacity constraints, risks and priorities to be addressed at all levels including local and resource-owner communities. UNDP will support the Kiribati government through greater integration of environment-related issues into national and sectoral planning and development and effective engagement of communities in caring for their natural habitats.

² Pacific Islands Forum Secretariat (2006), Pacific Plan for Strengthening Regional Cooperation and Integration, page 3

- (ii) *Strengthening community capacity to adapt to environmental changes and demands on natural resources.* Development of effective community interventions and local actions will inform and guide appropriate upstream policy development, structural changes for stronger institutions and appropriate legislation. UNDP will work with various stakeholders to incorporate concerns of traditional and modern systems, practices and regimes of natural resource management as well as the development of non-traditional partnerships that support social and environment goals as demonstrated in the successful "Kaoki Mange" recycling project of the last programming period. Overall, UNDP aims to strengthen marine and terrestrial environmental management capacities and national resilience in the face of climate change and global warming.

Part V Partnership Strategy

- 5.1 The programme's scope and complexity necessitate elaborate partnership strategies not only between the Government and UNDP, but also with number of other partners, in order to deliver development results in Kiribati and to uphold the principles of Paris Declaration on Aid Effectiveness.
- 5.2 Within the government, the main partners will include: Ministry of Finance and Economic Planning, Ministry of Foreign Affairs and Immigration, Ministry of Internal and Social Affairs, Ministry of Commerce, Industry & Cooperatives Ministry of Health, Ministry of Education, Office of the Speaker in the Maneaba ni Maungatabu, and the Ministry of Environment, Lands and Agriculture Development. Strong national ownership of the programme will also require partnership and participation of local administrations, service departments at national and local levels, civil society (including the Kiribati Association of NGOs, KANGO), traditional and church leaders, private sector, as well as other community members.
- 5.3 The programme will continue to leverage partnerships within the UN system under the auspices of the Pacific Sub-Regional UNDAF (2008-2012). This will be further strengthened with the ongoing establishment of the expanded Joint Presence Initiative in Kiribati involving UNDP, UNICEF and UNFPA (Lead agency: UNICEF). In addition to the in-house expertise in UNDP Fiji multi-country office and the UNDP Pacific Centre, implementation will benefit from access to UNDP's global and regional knowledge networks, as well as to United Nations Volunteers (UNV). Ensuring aid effectiveness and resource mobilization, programme objectives will require robust engagement with other development partners, including Asian Development Bank (ADB), Australian Agency for International Development (AUSAID), European Union (EU), Global Environment Facility (GEF), Japan International Cooperation Agency (JICA), New Zealand's International Aid and Development Agency (NZAID) and the Council of Regional Organizations in the Pacific (CROP) agencies.

Part VI Programme Management

- 6.1 The programme will be nationally executed under the overall coordination of designated Coordinating Agency, the National Economic Planning Office under the Ministry of Finance and Economic Development (NEPO/MFED). Other government ministries, NGOs, and UN Agencies, including UNDP, will implement the programme activities based on capacity assessments carried out at the design phase of the programme. NEPO/MFED will nominate the Government Cooperating Agency directly responsible for the Kiribati Government's participation in each UNDP assisted AWP. The AWP's describe the specific results to be achieved and will form the

basic agreement between UNDP and each implementing partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency(ies)" as used in the SBAA.

- 6.2 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners to in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.
- 6.3 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.
- 6.4 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:
 1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
 2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
 3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.
- 6.5 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
- 6.6 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.
- 6.7 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.
- 6.8 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

- 6.9 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.
- 6.10 Following the completion of an activity, any balance of funds shall be reprogrammed by mutual agreement between the NEPO/MFED, the Implementing Partner(s) and UNDP, or refunded. Resource mobilization efforts, as well as evaluation and communication strategies will be intensified to support the RRF and ensure sustainability of the programme. UNDP and national counterparts will ensure that programming resources are available for evaluations as well as communication of programme activities, requirements and results to the broader stakeholder community. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken.
- 6.11 Project management will be strengthened further through a number of ways. A key initiative in this regard is the establishment of the UN Joint Presence Office (Lead Agency: UNICEF). The office, headed by a Country Development Manager will support UN EX-COM Agency programmes in country. In addition, UNDP will provide training and support to the Government of Kiribati and all implementing partners, addressing areas such as Finance, Procurement and Human Resources, Project Management and Audit. The UNDP Multi-Country Office in Fiji will undertake at least two integrated programme missions to Kiribati each year and additional missions will be fielded as needed. Certain activities in the MCPAP (on HIV/AIDS and MDGs) will become part of joint UN programme, thus resulting in streamlined programme implementation modalities with other UN agencies.

Part VII Monitoring and Evaluation

- 7.1 Monitoring and evaluation of country programmes will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government of Kiribati and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The Cooperating Agencies and the implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. Reporting will be done on a quarterly basis in accordance with UNDP procedures and harmonized with UN agencies to the extent possible.
- 7.2 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Cooperating Agencies and Implementing Partners agree to the following:
1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
 2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
 3. Special or scheduled audits: UNDP, and where appropriate in collaboration with other UN agencies, will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

- 7.3 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.
- 7.4 NEPO/MFED will take responsibility for the audit of nationally executed projects in accordance with UNDP requirements. Subject to assessment of the Public Financial Management (PFM) system confirming that the capacity of the Kiribati National Audit Office is sufficient to conduct scheduled and special audits, the Kiribati National Audit Office may undertake the audits of government Cooperating Agency and the Implementing Partners. If the Kiribati National Audit Office capacity is insufficient or chooses not to undertake the audits of specific implementing partners to the frequency or scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services.
- 7.5 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.
- 7.6 The Government of Kiribati and UNDP shall jointly conduct annual planning and review meetings for all programme components. A more comprehensive mid-term programme review, including outcome evaluations, will be held jointly by the Government and UNDP in 2010, and an end-of-programme cycle evaluation will be done in 2012. The Government and UNDP will create an evaluation plan, to be updated in the annual planning reviewing process..

Part VIII Commitments of UNDP

- 8.1 The regular resource allocation for the period 2008-2012 is \$920,000, subject to availability of funds. Working with the Government, UNDP will seek financing partnerships to mobilize an estimated additional \$4,447,000 in non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.
- 8.2 UNDP will ensure coherence between the CPAP and AWP, UNDAF results matrix and MDGs, including monitoring and evaluation, and timely progress reporting to donors. Through annual reviews and quarterly progress reporting, joint responsibilities between UNDP, the Government and implementing partners will be emphasized.
- 8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 10 working days.
- 8.4 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
- 8.5 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX Commitments of the Government

- 9.1 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Cooperating Agencies and implementing partners agree to the following:
- 9.2 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of May 5, 1987. The Government will apply the provisions of the Convention on the Privileges and Immunities of the United Nations Agencies to UNDP's property, funds, and assets and to its staff and consultants. In addition, the Government will accord to UNDP and its staff and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.
- 9.3 The Government will be committed to ensure that counterpart funds, both in-kind and in-cash contributions, will be made available, in a timely and adequate manner, to enable the successful implementation of UNDP-assisted projects.
- 9.4 The Government will work closely with UNDP to mobilize non-core resources, including GEF funding, third-party cost-sharing and private sector contributions, to support CPAP implementation.
- 9.5 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
- 9.6 Upon implementation of the Harmonized Cash Transfer (HACT) Framework, a standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
- 9.7 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
- 9.8 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations,

Kiribati Results and Resources Framework

Expected UNDAF outcome: 1.A.3.1 Expected MCPD outcome: 1.1		Regular Resources								
Localising MDGs	1.1 Kiribati prepares and implements sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets; and national statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators <i>Indicator:</i> MDG costed national plans; % increased budget allocations for MDGs; MDG report completed. <i>Baseline:</i> At the end of 2007, Kiribati does not have national or sectoral plans costed or aligned with the MDGs. <i>Target:</i> MDG based planning and budgeting is operational. <i>Indicator:</i> Defined national basic needs and poverty lines; poverty analysis impacting on national policy and planning targets; % decrease in poverty gap ratio. <i>Baseline:</i> Kiribati does not have a defined national basic needs poverty lines and paucity of poverty data. <i>Target:</i> Strengthened national statistical systems generating poverty data and analysis <i>Indicator:</i> Aid databases and aid management systems strengthened; Aid flows integrated in national plans and budgets. <i>Baseline:</i> Low capacities for aid coordination; aid data unstructured and incomplete; aid flows not related to national budgets. <i>Target:</i> National	1.1.1 Strengthened capacity among policy makers and CSOs to analyse trends and implications of key poverty, environment and gender issues and incorporate them in MDG based national policies, plans, budgets and reports	[1.1.1.1] # of national and sectoral development plans that are aligned with MDGs and linked to national budgets <i>Baseline:</i> National & sectoral plans not aligned with national MDG priorities; <i>Target:</i> Sectoral and national budgets aligned to the MDGs [1.1.1.2] # of planners trained in MDG planning, budgeting, data collection and analyses <i>Baseline:</i> Planners have limited expertise in use of MDG costing and planning tools; <i>Target:</i> National and sectoral planners trained in MDG planning & budgeting [1.1.1.3] # of staff trained in aid management and resource planning; <i>Baseline:</i> Limited capacity in aid coordination and management; <i>Target:</i> Structured aid data and enhanced aid monitoring system	Ministry of Finance, Department of Statistics, Department of National Planning with UN organizations, CROP organizations, ADB, AUSAID, NZAID, EU, Japan and JICA, World Bank (WB), CSOs, community members	60,000	60,000	40,000	20,000	40,000	220,000
<i>Other Resources</i>										

		development policies and strategies supported by an effective aid management system.								
		200,000	130,000	200,000	70,000	80,000	680,000			
Equitable growth and inclusive globalization	<p>1.2 Trade mechanisms, private sector partnerships and employment generation are sustainable, pro poor and equitable <i>Indicator:</i> # of new trade facilitation-related legislations, regulations and plans adopted; # of new businesses registered; % increase in export earnings. <i>Baseline:</i> Trade regulatory frameworks and legislations outdated; trade facilitation systems not meeting international standards; low export performance. <i>Target:</i> Export performance improved</p> <p><i>Indicator:</i> # of urban/rural poor accessing financial services, in particular women and youth. <i>Baseline:</i> Rural/outer island access to financial services limited; <i>Target:</i> Increased number of people, in particular women and youth, having access to financial services.</p> <p><i>Indicator:</i> # of pilot initiatives/partnerships for employment, income generation and entrepreneurship development by country; # of youth and women employed through pilot initiatives; # of pilot initiatives upscaled towards national impact. <i>Baseline:</i> Limited employment opportunities and non-conducive environment for income generation; lack of opportunity, increasing hardship and inequality have disproportionate impact on vulnerable groups. <i>Target:</i> Increased income generation and employment opportunities for vulnerable groups, including women and youth</p>	1.2.1 Improved regulatory framework and enabling environment for enhanced trade in service sectors including deepened access to sustainable financial services and financial competencies enhanced for urban/rural communities	[1.2.1.1] # of laws relating to fair trading practices & private sector reviewed <i>Baseline:</i> Outdated fair trading & private sector laws; <i>Target:</i> Wide public consultations on revised fair trading and private sector laws. [1.2.1.2] # people (disaggregated by sex and location) with transaction bank accounts and access to other forms of financial services such as microfinance <i>Baseline:</i> Limited access to other forms of financial services; <i>Target:</i> Increased number of rural women and youth accessing financial services	Ministry of Commerce, Industry & Tourism, Department of Trade, Ministry of Rural Development, financial services providers with UN organizations, UNCDF, CROP organizations, ADB, AUSAID, NZAID, EU, WB, CSOs, community members	Regular Resources					
					40,000	30,000	20,000	20,000	15,000	125,000
					Other Resources					
		0.00	0.00	0.00	0.00	0.00	0.00			

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HIV/AIDS planning and leadership development	<p>3.1 National policies and plans for equitable social and protection services are evidence-based and inclusive; and communities and individuals increasingly practise behaviours that reflect healthy lifestyles, social protection and better use of social services</p> <p>Indicator: # of multi-sectoral national plans on HIV/AIDS developed; # of decision-makers trained through leadership development program.</p> <p>Baseline: Ad-hoc engagement of leaders and limited national capacity in HIV/AIDS planning and advocacy at all levels. Target: Increased number of men and women leaders trained in leadership development and strengthening national capacity for multi-sectoral planning for HIV/AIDS</p>	<p>3.1.1 Enhanced engagement of leaders and decision makers at all levels to take immediate action on HIV involving people living with HIV/AIDS; and strengthened multi-sectoral planning</p>	<p>[3.1.1.1] # of people trained through Leadership for Development Programme disaggregated by sex Baseline: HIV/AIDS leadership limited to health sector; Targets: Enhanced leadership across all sectors to promote multi-sectoral planning</p> <p>[3.1.1.2] # of legislation, policies and strategies reviewed and recommendations made to mainstream HIV/AIDS Baseline: Outdated legislations; Targets: All new legislations ensure mainstreaming of HIV/AIDS issues & aligned to national HIV policy if any</p>	<p>Ministry of Health with UN organizations, CROP organizations, people living with HIV/AIDS, CSOs, community members</p>	Regular Resources					
					30,000	0.00	0.00	0.00	0.00	30,000
					Other Resources					
					30,000	20,000	20,000	20,000	10,000	100,000
Expected UNDAF outcome 2: ...										
Expected MCPD outcome 2: ...										
Parliament Strengthening & Participatory Democracy	<p>2.1 Kiribati demonstrates and upholds the Forum Principles of Good Leadership and Accountability; and Kiribati is aware and protects human rights and makes available mechanisms to claim them</p> <p>Indicators</p> <ol style="list-style-type: none"> Aggregate Indicator on Voice & Accountability Aggregate Indicator on Political stability and Absence of Violence Aggregate Indicator on Government Effectiveness Aggregate Indicator on Regulatory Quality Aggregate Indicator on Rule of Law Aggregate Control of Corruption <p>Baseline in 2006:</p>	<p>2.1.1 Improved capacity of national parliaments and government institutions and systems to enable the efficient and effective performance of oversight, accountability, legislative, representative functions and roles including improved capacity for equitable representation and participatory democracy through civic and human rights education</p>	<p>[2.1.1.1] LNA updated [2.1.1.2] # of Members of Parliament, disaggregated by sex, participating in the Induction Programme [2.1.1.3] # of oversight committee meetings held per year [2.1.1.4] # of Sector Committee Reports presented in Parliament for Debates [2.1.1.5] # of Select Committee Reports tabled in Parliament for Debates Baseline: Legislative review to identify capacity gaps. Target: i-Kiribati men and women effectively contributing to accountability and oversight through</p>	<p>Office of the Speaker, Ministry of Social and Internal Affairs with UN organizations, RRR, CROP organizations, AUSAID, NZAID, CSOs, community members</p>	Regular Resources					
					55,000	55,000	55,000	0.00	0.00	165,000
					Other Resources					

Decentralization and Local Governance	<p>2.2 Decentralization of governance and participatory decision making is enhanced</p> <p><i>Indicator:</i> % increase in local government expenditure;; # of local government acts reviewed. <i>Baseline:</i> Lack of supportive legislation and functional structures and systems to enhance participation at local level; outer islands face several capacity constraints and lack delegated resources for planning and implementation <i>Target:</i> Effective, efficient and accountable Local Government and decentralized systems</p>	<p>2.2.1 Increased capacity and participation of government ministries, island councils, village councils, churches, CSOs and community members in the development process at all levels</p>	<p>[2.2.1.1] # of institutionalized planning & monitoring mechanisms in place between and across all levels of governance [2.2.1.2] # of participatory local level plans developed; [2.2.1.3] # of local councils leveraging ICT for planning and management; [2.2.1.4] % of people actively engaged in councils and traditional systems <i>Baseline:</i> Lack of supportive legislation and functional structures and systems to enhance participation at local level; outer islands face several capacity constraints and lack delegated resources for planning and implementation; <i>Target:</i> Effective, efficient and accountable Local Government and decentralised systems</p> <p><i>Source:</i> ADB Kiribati Hardship Rpt Kiribati MDG Report Annual Reports</p>	<p>Ministry of Finance, Department of Planning with UN organizations, CROP organizations, AUSAID, NZAID, ADB, JAPAN, CSOs, community members</p>	Regular Resources						60,000	60,000	60,000	60,000	60,000	300,000
Other Resources						0.00	300,000	300,000	300,000	300,000	1,200,000					
Capacity development to enforce environmental sustainability	<p>4.1 Mainstreamed environmental sustainability and sustainable energy (in regional and national policies, planning frameworks and programmes) are enforced</p> <p><i>Indicator:</i> # of national development strategies, policies, plans of PICs incorporating environmental sustainability issues; % increase in national budget for environmental sustainability issues. <i>Baseline:</i> Limited</p>	<p>4.1.1 Environment mainstreaming enforced (as per key national policy areas and plans including strengthened national and local capacities for improved access and management of multi-lateral environmental agreements and reporting requirements) including</p>	<p>[4.1.1.1] # of government policies incorporating environmental responses and safeguards with proportionate national budget allocation for environment and sustainable development <i>Baseline:</i> Limited enforcement of environmental concerns in national or sectoral plans and strategies;</p>	<p>Ministry of Environment, Lands and Agriculture with UN organizations, CROP organizations, ADB, AUSAID, NZAID, EU, World Bank, Japan and JICA, Kiribati Association of NGOs (KANGO) and other</p>	Regular Resources						14,000	14,000	14,000	14,000	14,000	70,000

	<p>integration of environmental concerns in national or sectoral plans and strategies; national environmental agencies under-resourced and over-extended. Target: Kiribati's national development strategies, policies, plans integrating environmental sustainability issues.</p> <p>Indicator: Strategic environmental action plans implemented and monitored. Baseline: Strategic environmental strategies and plans not implemented in Kiribati; national environmental agencies under-resourced and over-extended Target: Capacity of Environment department to support and monitor compliance to environmental legislation; fulfillment of reporting obligations of MEA-related initiatives.</p>	<p>HRZ joint agreements</p>	<p>national environmental agencies under-resourced and over-extended. Target: Kiribati's national development strategies, policies, plans integrating environmental sustainability issues.</p> <p>[4.1.1.2] # of environmental legislation/strategies/reporting joint policing arrangements enacted and implemented Baseline: Strategic environmental strategies and plans not implemented in Kiribati; national environmental agencies under-resourced and over-extended Target: Capacity of Environment department to support and monitor compliance to environmental legislation; fulfillment of reporting obligations of MEA-related initiatives.</p>	<p>CSOs and community members</p>	<p>Other Resources</p>					
					<p>298,400</p>	<p>298,400</p>	<p>298,400</p>	<p>298,400</p>	<p>298,400</p>	<p>1,492,000</p>
<p>Community capacity development to adapt to environmental changes and demands on natural resources</p>	<p>4.2 Kiribati communities effectively manage and sustainably use their environment, as well as natural and cultural resources Indicator: Ratio of area protected to maintain biological diversity (marine and terrestrial) to surface area; % of pilot initiatives in sustainable livelihoods and environmental management; # of youth and women generating income through pilot initiatives; # of pilot initiatives upscaled towards national impact.</p>	<p>4.2.1 Strengthened local institutional, legal and governance systems to improve marine and terrestrial environmental management, including invasive species</p>	<p>[4.2.1.1] % of island councils managing their environment via established environmental by-laws and/or incorporating (documented) traditional conservation knowledge and practices Baseline: Inadequate capacities of communities to practice responsible and equitable; harvesting of natural resources. Target:</p>	<p>Ministry of Environment, Lands and Agriculture with UN organizations, CROP organizations, ADB, AUSAID, NZAID, EU, World Bank, Japan and JICA, KANGO and other CSOs and community members</p>	<p>Regular Resources</p>					
					<p>10,000</p>	<p>0.00</p>	<p>0.00</p>	<p>0.00</p>	<p>0.00</p>	<p>10,000</p>
					<p>Other Resources</p>					

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[Redacted]										
	<p><i>Baseline:</i> Inadequate capacities of communities to practice responsible and equitable harvesting of natural resources. <i>Target:</i> Strengthen community capacity to practice responsible and equitable harvesting of natural resources through traditional knowledge and practices.</p>		<p>Strengthen community capacity to practice responsible and equitable harvesting of natural resources through traditional knowledge and practices.</p>		95,000	95,000	95,000	95,000	95,000	475,000
TOTAL					Regular Resources					
					269,000	219,000	189,000	114,000	129,000	920,000
					Other Resources					
					683,400	1,063,400	1,133,400	783,400	783,400	4,447,000