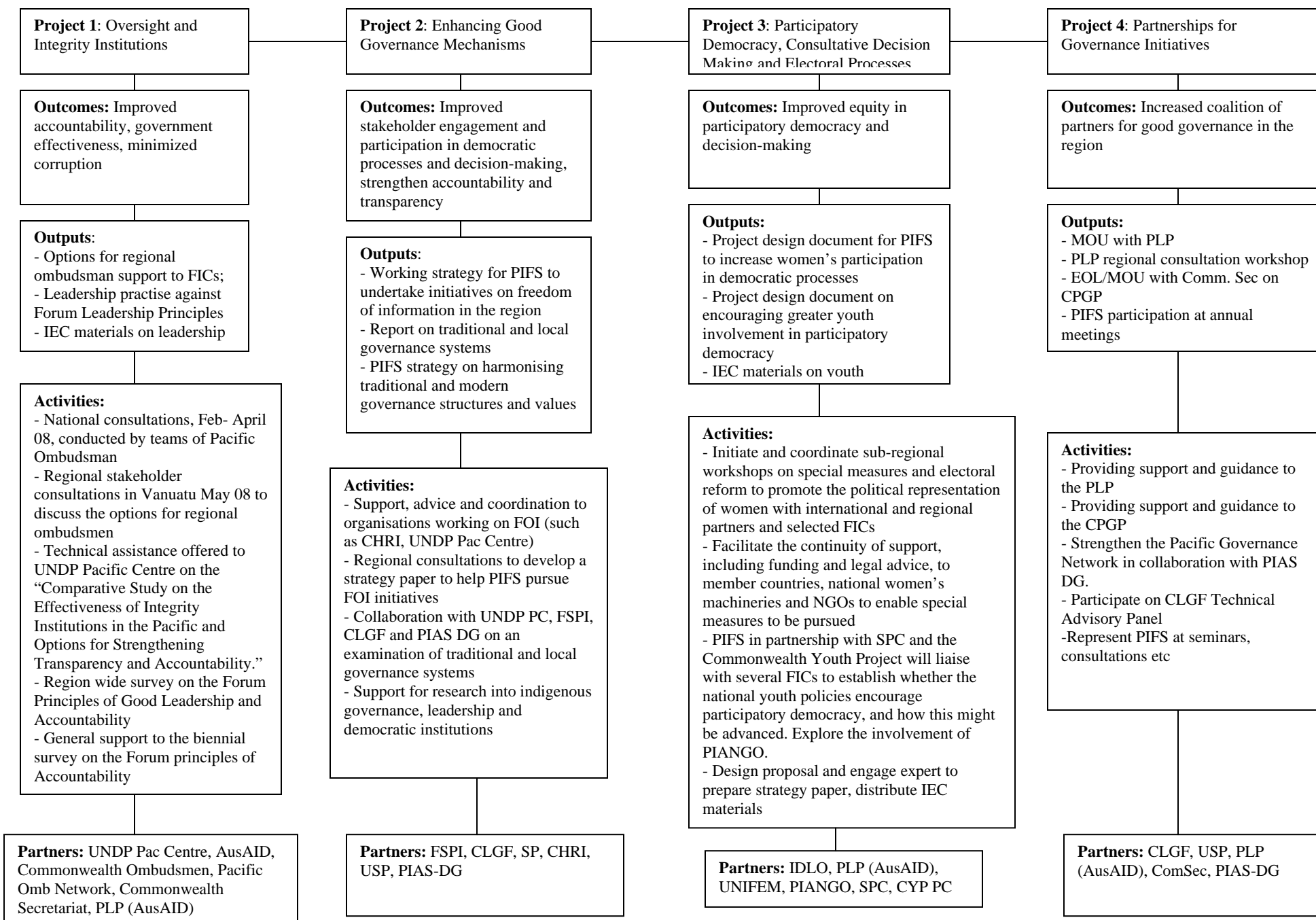


PACIFIC ISLANDS FORUM SECRETARIAT

PACIFIC PLAN GOOD GOVERNANCE WORK PROGRAM 2008-2010



1. Title: Pacific Plan Good Governance Work Program 2008-2010

2. Program objectives: Good governance is one of the key cross-cutting pillars of the Pacific Plan as a prerequisite for sustainable development and economic growth. The Plan defines good governance as the transparent, accountable and equitable management of all resources. Its specific governance initiatives focus on national and regional efforts in the following areas:

Pacific Plan Initiatives	Description
12.1*	Regional consolidation of commitment to key institutions such as audit, ombudsman, leadership codes, anti-corruption institutions and departments of attorneys general.
12.2*	Support for the Forum Principles of Good Leadership and Accountability.
12.3*	Enhancement of governance mechanisms including in resource management and in the harmonisation of traditional and modern values and structures.
12.4	Upgrade and extension of country and regional statistical information systems and databases across all sectors.
12.5*	Ratification and implementation of regional and international human rights conventions, covenants and agreements, and support for reporting and other requirements.
12.6*	Development of a strategy to support participatory democracy, consultative decision-making (including NSAs, youth, women and disabled), and electoral processes.
12.7	Development of common approaches to regional financial regulations
12.8	Establishment of an accountable and independent technical assistance mechanism to strengthen treasury and finance functions.
* PIFS Good Governance Program is responsible for coordinating implementation of these initiatives with and between Member countries, other Pacific regional organisations and development partners. Initiatives 12.4, 12.7 and 12.8 are coordinated by other PIFS program areas.	

PIF's Good Governance Program supports the mandate from Leaders to coordinate the implementation of Pacific Plan governance initiatives to achieve the strategic objective to: **improve transparency, accountability, equity and efficiency in the management and use of resources in the Pacific**. As a result, PIFS has developed the following Good Governance Program streams to coordinate implementation of Pacific Plan initiatives:

1. Oversight and Integrity Institutions (12.1)
2. Enhancing Good Governance Mechanisms (12.2, 12.3, 12.5)
3. Participatory Democracy, Consultative Decision-making and Electoral Processes (12.6)
4. Partnerships for Good Governance

3. Program Description:

1. Oversight and Integrity Institutions

The challenge for countries in the region is to continue to strengthen their performance in areas of accountability, government effectiveness, regulatory quality and the control of corruption. Governance indicators compiled by monitors of good governance, such as the World Bank, suggest that political and financial accountability, including accountability by public officials,

requires greater attention among public institutions. The application, implementation and enforcement of laws also continue to present challenges around the region. Forum Economic Ministers' Meeting Biennial Stock Takes of 2004 and 2006 indicate that a number of member countries are yet to fully implement the *Forum Principles of Good Leadership and Accountability*.

The expected outcome of the Good Governance Program is improved accountability and government effectiveness and minimised corruption. Program outputs will include:

- Options for regional ombudsmen support, particularly for those FICs without ombudsmen, to ensure that citizens have access to an independent mechanism to hold employees of state institutions and agencies accountable.
- A stock-take report on leadership practice against the agreed Forum Principles of Good Leadership through research surveys of all FICs.
- IEC materials widely reported and disseminated in various forms.

Activities underpinning these outputs will involve:

- National consultations conducted by teams of Pacific Ombudsman.
- A regional stakeholder consultation to discuss the options for a regional ombudsmen mechanism with Members and key partners such as AusAID, the Commonwealth Ombudsmen, the Pacific Ombudsmen Network and UNDP's Pacific Centre.
- Targeted support to anti-corruption institutions in collaboration with partners such as the UNDP Pacific Centre, particularly on UNCAC.
- A comparative study on the effectiveness of integrity institutions in the Pacific and options for strengthening transparency and accountability in collaboration with UNDP's Pacific Centre.
- A region-wide survey on leadership practice against the Forum Principles of Good Leadership, including the development of IEC materials on the Forum Leadership principles.
- Ongoing support to the FEMM biennial survey on the Forum Principles of Accountability, which is lead by PIFS Economic Governance Program.

2. *Enhancing Good Governance Mechanisms*

The quality of leadership in a country increases as leaders are held more accountable. Freedom of information (FOI) is a tool that can address corruption and promote transparency in government as well as making government institutions and agencies function more effectively. To support and strengthen integrity and accountability, a better understanding of the relationships between traditional and modern governance values and structures is important. Traditional governance is often under-valued and under-utilised. A better understanding is needed to build a balance on the level and degree of support given to both traditional and modern structures, values and processes, including the rule and application of laws. Tangible action to support governance is consistent with the Leaders' vision to treasure the diversity of cultures and traditions as well as reconcile differences between traditional and modern structures. This can be supported by entrenching a culture of accountability and transparency across all levels of society and integrating the principles of good governance and effective governing processes into national planning.

Good Governance Program outcomes will enhance capacity for citizens to more meaningfully engage in democratic processes and participate in decision-making through improved freedom of information; and strengthen quality of governance and, more importantly, governments through a balance of traditional and modern mechanisms. Specific outputs will include:

- Development of an operational strategy for PIFS to undertake initiatives on FOI in the region.
- A report on traditional and local governance systems.
- Development of a strategy on balancing traditional and modern forms of governance for better outcomes, including examination of indigenous governance, leadership and democratic institutions and how these affect regional stability.

Activities planned to achieve these outputs include:

- Coordinating support and advice to organisations working on FOI such as the Commonwealth Human Rights Initiative (CHRI) and UNDP's Pacific Centre.
- Stakeholder consultations to develop a region-wide strategy on key FOI and right to information initiatives.
- Collaboration with UNDP's Pacific Centre, the Foundation for Peoples of the Pacific (FSPI), the Commonwealth Local Government Forum Pacific Project (CLGF) and the Pacific Institute of Advanced Studies in Development Governance (PIAS-DG) on an examination of traditional and local governance systems.
- Support for other research on indigenous governance, leadership and democratic institutions and the interplay with the practices of democracy in the region during the past 30 years, at times contributing to political instability, social tension and violence.

3. Participatory Democracy, Consultative Decision-making and Electoral Processes

The low number of women in decision-making institutions in the region testifies to the need for concrete steps to advance women's representation in political decision-making structures. Outcomes of the 2006 Pacific Regional Workshop on Advancing Women's Representation in Parliaments, in the Cook Islands, reflected the 2004 Forum Leaders' call to address the low levels of women in decision-making within the framework of the Pacific Plan. Other instruments to support gender equality include the Pacific Platform for Action and Article 7 of CEDAW that seeks to address the non-discrimination of women in political and public life. CEDAW also provides for the adoption of 'special temporary measures' to address the imbalances between men and women, including adoption of affirmative action to bring about a balance in political representation.

Building an enabling environment through relevant legislative and policy frameworks provides a solid foundation for taking the necessary actions forward at the national level. But without the commitments of FICs to follow through with implementing regional mandates and outcomes, the proportion of women in political decision-making institutions will not improve. The region is significantly under-utilising the social capital represented by women as half of all Members' populations. While work has commenced on improving gender equality in these areas, improving participation by youth has, largely, been neglected. A comprehensive consideration to encourage

greater youth involvement in participatory democracy is essential and will respond to the call by Forum Leaders' at their 2006 Meeting in Nadi for greater attention to be given to youth.

The expected outcome of the Good Governance Program is improved equity in participatory democracy, public institutions and decision-making processes, particularly by women and youth in the region. Program outputs will include:

- Development of a design document for PIFS to increase women's participation in democratic processes.
- Development of a design document for PIFS to encourage greater youth involvement in participatory democracy

Specific activities will include:

- Sub-regional workshops, with international and regional partners and selected FICs, on special measures and electoral reform to promote the political representation of women.
- Support, including funding and legal advice, to Member countries, national women's machineries and NGOs to enable special measures to be pursued.
- Advancing national youth policies to encourage participatory democracy under the Pacific Youth Governance Project in collaboration with SPC, the Commonwealth Youth Project and PIANGO.
- Development of design proposals to increase women's and youth participation, and distribution of associated IEC materials.

PIFS and UNIFEM are currently negotiating an MOU to cover their cooperation in the area of increasing women's participation in the democratic process. The MOU will recognise that PIFS plays a policy and coordination role in this area. The MOU will spell out the implementation role that UNIFEM will play in carrying this agenda forward, largely through its *Advancing Gender Equality in Political Governance in the Pacific: Stronger Women Citizens and Leaders* project, which is being supported by the Pacific Leadership Program. PIFS and UNIFEM will coordinate complimentary work plans in this area.

4. Partnerships for Good Governance

The role and value of partnerships with international and regional organisations, the private sector, non-government organisations, development partners and other key stakeholders in supporting, strengthening and promoting good governance in the region is essential to build on existing and new activities.

The Good Governance Program will strengthen engagement with traditional and new partners to underpin the expected outcome of enhanced policy engagement and coordination amongst stakeholders. Program outputs will include:

- An MOU with the new AusAID-funded Pacific Leadership Program (PLP), which will be located at PIFS, to manage implementation of its policy engagement component.

- A regional consultation workshop with development partners and stakeholders on policy engagement under the PLP.
- An EOL/MOU with the Commonwealth Pacific Governance Program (CPGP) which will be located at PIFS and will focus on democratic institutions, processes and cultures; anti-corruption institutions; access to information; and land tenure.
- Ongoing support of the Pacific Governance Network and the Commonwealth Local Government Forum (CLGF) Pacific Project to ensure harmonisation and coordination of responses for improving governance in the region.

Specific activities will include:

- Provision of support and guidance to the PLP.
- Provision of support and guidance to the CPGP.
- Strengthening the Pacific Governance Network in collaboration with USP's PIAS-DG.
- Participation on the CLGF Technical Advisory panel and representation at other relevant seminars and consultations.

4. Partnerships: Given the wide range of stakeholders and development partners working to improve governance in the region, Forum Leaders have mandated PIFS, as the peak regional policy institution, to lead and coordinate these efforts to avoid duplication and improve the effectiveness of work undertaken. Activities under the Good Governance Program engage with a range of different regional and international organisations, NGOs and development partners as follows:

Oversight and Integrity Institutions - involves AusAID through the Pacific Leadership Program and regional ombudsmen support, along with the UNDP's Pacific Centre, the Commonwealth Ombudsmen and the Pacific Ombudsmen Network. The network of Pacific island representatives and development partners established during the Pacific Leadership Consultations Workshop in 2007 continues to further opportunities for building on regional partnerships in this area.

Enhancing Good Governance Mechanisms - includes UNDP's Pacific Centre, USP (including PIAS-DG), FSPI, the CLGF Pacific Project and others on harmonising traditional and modern governance values and structures. Dialogue will be maintained and expanded with the CHRI, the PCPI and the UNDP Pacific Centre on initiatives on FOI and right to information.

Participatory Democracy, Consultative Decision-Making and Electoral Processes - Traditional partners such as SPC continue to collaborate with PIFS on issues relating to youth and women. The Commonwealth Youth Project South Pacific is also a collaborating partner on youth issues. UNIFEM, AusAID and, recently, the International Development Law Organisation (IDLO), as well as others, have supported national consultations on advancing women's representation and participation in legislatures in the region. Discussions are underway with national women's machineries and regional women's organisations for further collaboration.

Partnerships for Good Governance - deliberately seeks to engage with partners to support governance initiatives under the Pacific Plan. Ongoing dialogue is maintained with traditional partners such as the Commonwealth Secretariat on the CPGP which is expected to draw in other development partners in support of the Commonwealth Secretariat's contribution to the Pacific

Plan. In 2008, a relationship for building partnerships with the Commonwealth Local Government Forum and PIFS was formalised under an MoU which acknowledges the contributions of local and sub-national government to achieving the four pillars of the Pacific Plan.

5. Implementing agency: Management, oversight and supervision of all Good Governance Program activities is the responsibility of the Pacific Islands Forum Secretariat (PIFS), through the Regional Governance Adviser, in collaboration with Member Governments, other Pacific regional agencies, NGOs, the private sector, academia, media and development partners.

6. Forum Island Countries (FICs) affected and project beneficiaries: Projects and activities under the Good Governance Program will be implemented in 14 FICs under partnership arrangements with a range of key stakeholders. Intended beneficiaries are, ultimately, the people of the Pacific region who are expected to benefit from improved transparency, accountability, equity and efficiency in the management and use of their resources.

7. Commencement and Duration: The Pacific Plan is a 10-year blueprint for regional development that commenced in 2006. It is funded by a mix of national commitments, support from core and extra budgets of Pacific regional organisations, and funding from development partners. Some activities implemented under the Plan's governance pillar under the lead responsibility of the PIFS Good Governance Program have already commenced, whereas others are either awaiting further development and/or require funding support. The success of PIFS Good Governance Program initiatives undertaken in 2007 is testimony to the expanding network of partnerships for strengthening governance in the region. These activities are, however, dependent on ongoing external funding and securing and building partnerships from the strong network of development partners, donors, international and regional organisations and non-government organisations in the Pacific.

For 2008 and 2009, funding commitments have been made by AusAID under the Pacific Leadership Program for the activities under the Partnerships for Good Governance Initiatives component that will be implemented over a period of 12 months.

8. Performance information – monitoring and evaluation

The progress of the Pacific Plan is measured by the monitoring and evaluation of initiatives in meeting its Strategic Objectives. Success indicators have been developed and will be further refined to suit the Pacific regional context, as well as to allow for the measurement of nationally and globally agreed targets, such as the Millennium Development Goals (MDGs). Indicators for monitoring progress of the Good Governance Program are improvements in: voice and accountability, political stability, government effectiveness, regulatory quality, rule of law and control of corruption. These indicators are presently monitored by the World Bank Institute, as well as by Transparency International on corruption issues. USP's PIAS-DG is currently compiling a Composite Governance Index for FICs that will be used for Pacific Plan monitoring once completed. Assumptions and risks to the success of the Program include that: current gaps in data will be filled; Members will support the collection of data and the publication of governance indicator values; and sufficient resources will be made available to support data collection. Other internal and external factors likely to affect achievement of indicators include changes in security, regional conflict and natural disasters.

Progress reports on the specific activities of the Good Governance Program in meeting expected outcomes will be undertaken six-monthly by the Governance Adviser. Reporting will include identifying issues, risks and constraints and defining appropriate responses.

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Projects & Activities	Schedule of Key Activities and Key Outputs			
	1 st Qtr 2008	2 nd Qtr 2008	3 rd Qtr 2008	4 th Qtr 2008
1. Oversight & Integrity Institutions				
Regional Ombudsmen	National consultations by Commonwealth Ombudsmen and Pacific Ombudsmen Network	Regional Stakeholder consultation (12-14 May, Port Vila, Vanuatu)	Report on options on regional support for PPAC/Leaders	Implement PPAC and Leaders decisions
Good Leadership Principles	Research survey preparations and engagement and briefing of consultants	Research survey underway in 14 FICs	Research survey tracking to completion	Research survey completed and reports completed
Accountability Principles	TA & advisory support	Same as 1 st qtr	Same as 2 nd qtr	Same as 3 rd qtr
2. Enhancing Good Governance Mechanism				
Initiatives on freedom of information	Finalise proposal for strategy; seek funding for strategy	Regional consultation (April 2007 to be confirmed and subject to funding)	Subject to funding, engage expert to prepare strategy paper	Subject to developments in 3 rd qtr
Traditional and modern governance values and structures	TA & advisory support; finalise proposal for strategy	Seek funds for development of strategy paper.	Present strategy paper for PPAC information and noting.	Review Leaders' decisions for implementation.
Indigenous governance, leadership and democratic institutions	Finalise proposal	Seek funding, subject to funding, engage experts to undertake study	Subject to 3 rd qtr, study underway	Follow-up and finalise study
3. Participatory Democracy, Consultative Decision-Making and Electoral Processes				
Advancing women's representation in legislatures	Extensive literature research	Complete project design; national consultations PNG & Samoa;	Regional Workshop, July subject to funding; Report to PPAC and Leaders.	Follow-up Leaders decisions.
Pacific Youth Governance	Prepare proposal to develop strategy paper on ways engaging youth in participatory democracy; Preparations on IEC materials	Engage expert to prepare strategy paper completed; IEC materials completed	Strategy paper completed; IEC materials distributed/circulated; Report prepared for PPAC and Leaders.	Review Leaders decision for implementation.
4. Partnerships for Good Governance				
Pacific Leadership Program	Exchange of letters completed; PLP Secretariat housed in Forum	TA & advisory support to PLP	Same as 2 nd qtr	Same as 3 rd qtr
Commonwealth Pacific Governance Program	Dialogue on CPGP; MoU finalised	CPGP Secretariat housed in PIFS	TA & advisory support	Same as 3 rd qtr
Other governance partnerships and initiatives	Follow-up on Pacific Governance Network initiative	TA and advisory support to Pacific Governance Network.	Same as 2 nd qtr.	CLGF TAP Meeting, Apia, Samoa
<i>Note: This schedule is indicative and subject to change.</i>				