



**Kiribati Delivering As One Fund**  
**ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT**  
**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010**

Programme Title & Number
<ul style="list-style-type: none"><li>Programme Title: Kiribati - KPA 5: Governance</li><li>Programme Number (if applicable) 00073283</li><li>MDTF Office Atlas Number: BM 066</li></ul>

Country, Locality(s), Thematic Area(s) <sup>2</sup>
<i>Kiribati, Women's Human Rights</i>

Participating Organization(s)
<i>UN Women</i>

Implementing Partners
<ul style="list-style-type: none"><li>Ministry of Internal and Social Affairs (MISA)</li><li>Aia Mwaea Ainen Kiribati (AMAK)</li><li>Kiribati National Association of Non-government Organisations (KANGO)</li></ul>

Programme/Project Cost (US\$)	
MDTF Fund Contribution:	<b>USD 73,260</b>
<ul style="list-style-type: none"><li>by Agency (if applicable)</li></ul>	
Agency Contribution	
<ul style="list-style-type: none"><li>by Agency (if applicable)</li></ul>	
Government Contribution (if applicable)	
Other Contribution (donor) (if applicable)	
<b>TOTAL:</b>	<b>USD 73,260</b>

Programme Duration (months)	
Overall Duration	12 months
Start Date <sup>3</sup>	14 December 2009
End Date or Revised End Date, (if applicable)	
Operational Closure Date <sup>4</sup>	31 May 2011
Expected Financial Closure Date	30 June 2011

Programme Assessments/Mid-Term Evaluation
Assessment Completed - if applicable <i>please attach</i>
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: _____
Mid-Evaluation Report – if applicable <i>please attach</i>
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: _____

Submitted By
<ul style="list-style-type: none"><li>Name: Ross Craven</li><li>Title: Kiribati Country Projects Coordinator</li><li>Participating Organization (Lead): UN Women</li><li>Email address: ross.craven@unwomen.org</li></ul>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.  
<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.  
<sup>3</sup> The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).  
<sup>4</sup> All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

## List of Abbreviations

AMAK	Aia Mwaea Ainen Kiribati (Kiribati National Women's Council)
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
KANGO	Kiribati Association of Non-government Organizations
KDP	Kiribati Development Plan 2008-2011
KWAN	Kiribati Women's Activist Network
MDTF	Multi Donor Trust Fund
MISA	Ministry of Internal and Social Affairs, Government of Kiribati

## NARRATIVE REPORT FORMAT

### **I. Purpose**

UN Women works very closely with the Government of Kiribati to implement national commitments to Gender Equality and in 2009, in line with our commitment to improve delivery and effectiveness, UN Women joined the UN Joint Presence Office in Kiribati. This has enabled UN Women to work in closer partnership and plan for sustained engagement with its implementing partners in the Ministry of Internal and Social Affairs (MISA), Aia Maea Ainen Kiribati (AMAK) (Kiribati National Council of Women), Kiribati Association of Non-Government Organisations (KANGO), Kiribati Women's Activist Network (K-WAN), and faith-based organisations.

The allocation of the funds through the MDTF Kiribati One UN Fund has directly impacted the efforts of UN Women's I-Kiribati implementing partners.

The main products of the program can be summarized as:

1. Completion of AMAK's Strategic Plan 2011-2014
2. Implementation and development of the initial CEDAW State Report
3. Completion of the National Policy for Women's Development and Gender Equality
4. Training and resources toward the national response to Gender Based Violence
5. Completion of an Alternative CEDAW Report by KANGO

These practical outputs find their corollary in the Country Program Outcomes defined in UN Women's Sub-regional Strategy 2008-2011.

- Outcome 2** Increase in the number of Constitutions, legal frameworks and processes that promote and protect women's human rights.
- Outcome 5** Gender Equality advocates and their organisations or networks (effectively) demand the implementation of gender equality dimensions in national laws, policies and strategies
- Outcome 6** Women who are subjected to discrimination and or exclusion are able to successfully advocate for having their priorities incorporated in relevant policies, programmes, budgets and processes
- Outcome 7** Key policy, service delivery and media institutions create enabling institutional environments to protect and promote women's human rights in line with global, regional and national agreements

Further the Kiribati – KDP 5: Governance Program for Women's Human Rights initiatives is embedded within the United Nations Development Assistance Framework for Kiribati Country Program Outcome 2.3: *Pacific island countries are aware and protect human rights and make mechanisms available to claim them.*

### **II. Resources**

These five project activities were funded entirely through the MDTF Delivering as One Fund. Implementing partners were able to provide critical in-kind support including use of office space, allocation of human resources and personnel, provision of transport and communication services. This significantly reduced the overall cost of project implementation. No budget revisions or amendments were required in the completion of the project. Activity 4. Training and resources for the national response to Gender Based Violence involved collaboration between MISA and the Kiribati Women's Activist Network a non-government partner. This partnership required greater monitoring of resources but added greater effectiveness to the overall achievement of the activity. Three of the five activities ( activity 1, 3, and 5) were completely new activities

while completion of activities 2 and 3 formed part of ongoing and long-term programs by the government of Kiribati.

Based on the performance and achievement of the implementing partners in this project it is recommended that government partners be afforded as much time as possible to implement planned activities. This will promote improved spending practice, fewer administrative and accounting delays and translate into smoother implementation for better results. Significant delays in implementation of activities were encountered through a necessary but extensive process of resource management from the MDTF to the implementing partners, a process further exaggerated by unwieldy national financial management processes. The strengths of these activities has been their financial ownership and accountability by implementing partners and resource administration is rather delayed by the availability of experienced project managers and accountants than the mode of implementation which actually fosters stronger working partnerships. Consequently, providing an initial 18 months for implementation and provision of technical support and training to project managers in future MDTF projects will significantly reduce the delays associated with this tranche of funding through the Kiribati One UN Fund.

The program has been implemented by key staff from within the various implementing organizations. A product of the highly participatory process in the design of the 5 activities, none depended on the recruitment of international staff. Core personnel from MISA, AMAK and KANGO were tasked to carry out the activities and in all but three cases where local or regional consultants were engaged to conduct CEDAW report writing training, national consultations for policy development and completion of strategic plan writing.

### **III. Implementation and Monitoring Arrangements**

The implementation strategy, by national and local organisations, meant that the activities were designed to complement ongoing efforts by MISA in the case of CEDAW reporting and responding to gender based violence. The remaining activities responded to direct needs of the implementing partners and this helped foster better working relationships. National execution supports greater ownership and mutual accountability for the project goals and achievement of better quality results. Due to the duration and scale of these projects no formal evaluations were conducted. Monthly monitoring of implementing partners activities and financial records by UN Women reveals that performance and effectiveness can be enhanced by institutionalizing more efficient account keeping processes including having separate registers, ledgers and files for each discrete contribution of resources for a specific project. Procurement of resources was conducted by national implementing partners.

Feedback on the effectiveness of the implementation and administration of the activities under this project has been positive. The most significant benefit being derived from the method of implementation through national execution which has the advantage of allowing partners to work within existing systems with which they are familiar. The UN Joint Presence in Kiribati holds regular monthly meetings in which the One UN Fund is a recurring item on the agenda. Such monthly tracking enables UN Agencies to address barriers to timely implementation, develop best practice approaches, promote inter-agency coordination and align work plans and processes between the line ministries and the work plans of UN Agencies. These lessons learned have been incorporated into the design of joint programs funded by the 2010-2011 MDTF Kiribati One UN Fund tranche. UN Women also participate in annual monitoring and evaluation processes through the process of Joint Annual Review and Strategy Meetings in which program achievement and impacts are reviewed. Institutionalizing review of the One UN Fund for Kiribati within this annual process has already had a positive impact with the Government of Kiribati increasing their willingness to play a meaningful role in the direction the Fund takes.

## IV. Results

Only two of the five activities in the program are yet to provide complete acquittals of the spending plan. These are projects that focus on policy development and require support from the highest levels of government and were delayed by complications in obtaining Cabinet approvals and other authorization. The balance of funds remaining for these projects and the completed amounts for the other projects are indicated in US dollars below.

1. AMAK, the national body for civil society women's organisations and networks, has experienced challenges in leading a women's movement and network across many scattered outer islands, with scarce resources. Consultations have led to AMAK completing a four-year strategic plan that has been finalized, translated into English and I'Kiribati and printed. The plan encompasses AMAK's work nation-wide. The Plan was launched on 25th November 2010. Spending has been completed with \$12,870 acquitted for this activity.
2. After a series of trainings to capacity build committee members the Kiribati state CEDAW report is nearing completion, local writers are being engaged in editing it into the standard technical and legal language of Human Rights Treaty reports and the draft report is expected to be ready by the end of 2011. Spending for this activity under the One UN Fund was completed with \$8,910 acquitted for this activity.
3. A new and updated Policy for Women's Development and Gender Equality has been drafted in a participatory approach by a local consultant. This activity was completed in December 2010. MISA's ambition is that the Policy will build a stronger platform for advancing gender equality in Kiribati and one that is the basis for ensuring effective integration of gender in the National Development Strategy, as well as other key national policies, laws and budgets. This activity reports spending of the initial \$17,975 at 63% however the Policy itself and consultation process is complete and the final payment for the launch of the National Policy for Women's Development and Gender Equality is dependent on its imminent adoption by Cabinet.
4. In 2009 the Government of Kiribati adopted the findings of a national baseline study on Gender-based Violence. In light of the study MISA has been charged with taking action on disseminating the findings and taking actions to address the issues of domestic and sexual violence in Kiribati. This funding has been applied in the development of practical training, tools and resources, equipping Assistant Social Welfare Offices on each island in Kiribati with a stronger suite of tools to apply in their communities. This project has delivered 75% of its budget allocation of \$15,840. The acquittal process for this activity has been cumbersome and the financial reporting has been challenged by inconsistent organization purchase orders and payment vouchers within the paper-based account management system. The solution is regarded as providing greater local capacity to manage the payment processes required for such activities and training in basic project management.
5. KANGO was been mandated to lead the process of preparing the CEDAW alternative report and mobilized its local networks to take part in a participatory learning and writing process. The support provided through the One UN Fund assisted in training staff in research and data collection, and drove production of the alternative report. The spending for this activity has been completed with \$12,870 acquitted along with presentation of the alternative report.

<b>Project:</b>	<b>Achievements/Results:</b>	<b>% of Allocation:</b>	<b>Total Spent (Allocation)</b>
1. Develop AMAK Strategic Plan	Plan written, printed and launched	100%	<b>12,870</b> (12,870)
2. Implement State CEDAW Reporting	Training completed April 2010, local consultant engaged to finalize report	100%	<b>8,910</b> (8,910)
3. Kiribati Policy on Gender Equality	Policy written and printed	63%	<b>11,243</b> (17,975.29)
4. Response to GBV	Legal training delivered, toolkits printed	75%	<b>12,014</b> (15,840)
5. Shadow CEDAW Report	Committee convened and research completed, report written	100%	<b>12,870</b> (12,870)
UN Women Facilities and Administration		100%	<b>4,794.71</b> (4,794.71)
Total			<b>54,626.42</b> (73,260)

During the implementation of these projects key partnerships were reinforced with local and regional counterparts active in CEDAW reporting and women's human rights. These included local and regional consultants, RRRT and national NGO's. By developing and maintaining these new partnerships the quality of execution and achievement of results was high.

It is important to note that the Kiribati One UN Fund has supported many of these projects which will now either continue on regular cycles, in the case of CEDAW reporting, or require ongoing allocation of resources, for example implementation of strategic plans and policies.

## **V. Future Work Plan (if applicable)**

The future work plan includes the completion of projects three and four of the Program.

<b>Project:</b>	<b>Achievements/Results:</b>	<b>Remaining Budget:</b>	<b>Total Spent (Allocation)</b>
3. Kiribati Policy on Gender Equality	Policy approval by Cabinet & Launch	6,732.29	<b>11,243</b> (17,975.29)
4. Response to GBV	Committees Toolkits disseminated	3,826.00	<b>12,014</b> (15,840)

The final activities to complete the projects listed above are to be completed by May 31, 2011. These activities are being conducted by the Ministry for Internal and Social Affairs. Ongoing technical support from UN Women has been critical in advancing progress of these two activities but delays in payment process for Project 4 and for Cabinet approval of the National Policy for Women's Development and Gender Equality in Project 3 have been the primary reason for the lengthier time required to fully acquit these Projects. It is shown that future projects of similar scope will require longer periods available for implementation and more responsive financial management.



*Clockwise from top:*

1. National CEDAW Report Writing Training October 2010
2. AMAK Strategic Plan Writing September 2010
3. Legal Framework, Human Rights and Gender Based Violence Training September 2010
4. National Policy for Women's Development and Gender Equality Consultant November 2010