

Pacific Humanitarian Warehousing Program

Investment Design Document

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Abbreviations	Description
AHP	Australian Humanitarian Partnership
ARC	Australian Red Cross
AUSMAT	Australian Medical Assistance Team
CIIC	Cook Islands Investment Corporation
CSO	Civil Society Organisation
CVA	Cash & Voucher Assistance
DART	Disaster Assistance Response Team
DFAT	Department of Foreign Affairs and Trade
EMCI	Emergency Management Cook Islands
GEDSI	Gender Equality, Disability and Social Inclusion
GBV	Gender-based violence
HERS	Humanitarian Emergency Relief Supply
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
MC	Managing Contractor
MISP	Minimum Initial Service Package
NCCTRC	National Critical Care and Trauma Response Centre
NDMO	National Disaster Management Office
NEMA	National Emergency Management Agency
NEMO	National Emergency Management Office
NGO	Non-Government Organisation
OPD	Organisations of Persons with Disabilities
PHWP	Pacific Humanitarian Warehousing Program
PICs	Pacific island countries
PIEMA	Pacific Islands Emergency Management Alliance
PMU	Program Management Unit
RC	Red Cross
SOGIEISC	Sexual orientation, gender expression and identity, sex characteristics
SOP	Standard Operating Procedures
SPC	the Pacific Community

Abbreviations	Description
SoR	Statement of Requirements
SRH	Sexual and Reproductive Health
SU	Support Unit
UN	United Nations
WASH	Water, Sanitation, Hygiene
WHS	Workplace Health and Safety

1. EXECUTIVE SUMMARY

This document sets out the **Design Framework** for a Pacific-led, multi-donor investment in enhanced humanitarian warehousing capability in 14 Pacific Islands Countries and Timor-Leste (the Region) through the **Pacific Humanitarian Warehousing Program (PHWP)**. The investment's full potential value is scalable and estimated between AUD100-120 million over eight years (two phases, four years each) from July 2023 to June 2031. Australia has made an initial allocation of AUD24.5 million to fund scoping, design, and initiating implementation of the first phase. The investment budget is designed to draw in and accommodate contributions from development partners. The investment is a multi-country program and will be guided by the thematic priorities of localisation, gender equality, disability, and social inclusion (GEDSI), and green humanitarian action¹.

Pacific and Timor-Leste governments and humanitarian partners will be supported by Australia and other development partners to provide disaster relief supplies to affected populations. This will be done by establishing or enhancing warehouses that are stocked with appropriate, approved supplies, are located for optimal accessibility and distribution, and have functional management agreements in place that can promote rapid turn-around in a humanitarian emergency.

At the end of the investment, agreed, effective and efficient warehouse and supplies' management arrangements will be in place to be able to respond in anticipation of, or in the 48 hours immediately following, large-scale humanitarian crises.

Countries participating in the program are:

Cook Islands, Federated States of Micronesia (FSM), **Fiji**, **Kiribati**², Nauru, Niue, Palau, **Papua New Guinea (PNG)**, Republic of Marshall Islands, **Samoa**, **Solomon Islands**, **Timor-Leste**, **Tonga**, Tuvalu, and Vanuatu (see Program Map, Attachment 1). Countries appearing in bold have completed a design consultation. The next series of design consultations will commence in the second half of the 2023 calendar year.

Countries are at different stages of disaster preparedness and pre-positioning supplies, and the program will deliver bespoke pathways to establish or enhance warehouses and humanitarian logistics capacity. The program will also establish clear processes on how other humanitarian actors, including development partners, can contribute and support Pacific-led efficient and effective management of humanitarian supplies.

Goal, Objective and Expected Outcomes

The goal of the Pacific Humanitarian Warehousing Program is that by 2031:

Pacific island countries and Timor-Leste are better prepared for and more resilient to the impact of disasters.

The objective of the investment is that:

Humanitarian partners work together to support Pacific island countries and Timor-Leste to respond to disasters increasingly independently and sustainably.

There are three end of program outcomes (EOPO) that are intended to deliver the program objective and goal:

- ❖ EOPO 1: Pacific governments and humanitarian partners have timely access to climate and disaster resilient, fit-for-purpose warehouses and disaster relief supplies that are accountable to and meet the needs of those most at risk such as women, children, people with diverse SOGIESC³, people with disabilities and older persons.

¹ In the context of this design, for ease of communicating we have used the term 'Green humanitarian action' to encompass actions and strategies to reduce environmental impact and increase climate and disaster resilience. Further information on the breadth of this concept is included under Section 9.2.

² The contracted design team did not participate in the Kiribati consultation so a country summary is not included in this document but will be handed to implementing partners to guide their initial program consultations with partners in Kiribati.

³ Sexual orientation, gender expression and identity, sex characteristics

- ❖ EOPO 2: Warehouse and supplies management are funded to an appropriate scale and contribute in a complementary way to stronger national and regional partnerships for preparedness, response, and recovery outcomes.
- ❖ EOPO 3: National Pacific and Timor-Leste partners are increasingly able to independently manage humanitarian warehouses and pre-positioned supplies in ways that increase climate and disaster resilience and are more inclusive of community, based on contextual diversity, including those most at risk.

Delivery Approach

The design process has considered different delivery approaches (including funding mechanism options) for the efficient and effective delivery and management of the PHWP and development partner funds. Noting the program's goal and priorities, the **most feasible and beneficial delivery approach identified is providing non-core funding to the Pacific Community (SPC)**, to deliver the PHWP program, through a hybrid approach with a Managing Contractor (MC) for the delivery of the infrastructure component. The PHWP's governance and management arrangements will be driven by the principle of locally led humanitarian action and participation by diverse people and communities from the Region. The program has multiple partners – National Disaster Management Offices (NDMOs) and other national government agencies, regional organisations, UN agencies, national and international Red Cross societies and non-government / civil society organisations, development partners and existing humanitarian programs.

At the **national level**, the optimal governance and management model will be **working within existing disaster coordination structures such as the logistics clusters or committees**. At the whole-of-program level, governance of PHWP will be inclusive of all participating countries, development partners contributing funds, SPC and Pacific Islands Forum (PIF) representatives through the **Program Governance Committee (PGC)**. The PGC will provide avenues for partner governments, regional bodies, development partners, and stakeholders to provide strategic direction to the program and for the program to ensure accountability to the stakeholders. Additionally, a **Program Reference Group (PRG)** will be formed for the program to engage with development partners and related programs, to connect and align efforts, particularly related to capacity strengthening of national government disaster agencies, and in the logistics and supply chain domain.

GEDSI, Green Humanitarian Action and Localisation

The proposed PHWP scope offers an opportunity to impact **gender equality, disability and social inclusion (GEDSI)** by maximising the leadership and participation of women and girls, people with disabilities, and other marginalised groups across all program activities and phases. GEDSI responsive elements will be integrated across all phases and activities, including throughout warehousing (planning and decision making, design, building, renting, and/or refurbishment), and Humanitarian Emergency Relief Supplies (HERS) selection, procurement and provision in emergencies, including nominating strategies for ensuring reasonable accommodations where feasible.

There is broad consensus on the importance of greener / environmentally sensitive humanitarian action, with international organisations increasingly committed to collective action in response to the impacts of climate and environmental crises through the ICRC & IFRC *Climate and Environment Charter for Humanitarian Organisations*. The PHWP will pilot options for a **greener response** through the use of clean energy in projects, for example, solar water pumps or solar lighting for shelters. It will also promote recycling and the concept of the circular economy, reduce the impact of the supply chain by greening the specifications of essential items, encouraging better environmental standards from suppliers and sourcing locally available materials for construction where viable.

The **private sector** across the region plays a role in disaster response work through the provision of supplies, donations or providing access to equipment and other assets for recovery and clearance work. At the whole-of-

program level, the program will seek opportunities for local commercial logistics and procurement entities to participate in the program.

Underpinning the PHWP are these core **localisation principles**.

- Build on existing regional mechanisms, initiatives and architecture.
- Focus on national led capability building – and sharing that capability to enable and expand regional country-to-country surge / interoperability – rather than look for new regional architecture and institutions.
- Expand the sharing of capability amongst regional entities and national governments.
- Align to existing regional strategies and supporting documents.
- Ensure Pacific led, Pacific-driven and regionally-owned approaches – working at an appropriate pace and timeframe, noting that not all progress will be uniform across the varying national contexts and capabilities.

Risk Management and Safeguards

The design notes the likelihood of multiple risk management and safeguarding policies the program may need to adhere to. Both SPC and DFAT have internal policies and procedures, and most development partners contributing to the program will also have high expectations around safeguarding compliance and effective risk management. There are also shared global commitments around safeguards such as *Do No Harm* principles.

DFAT's rigorous standards for Risk Management and Safeguarding policies have been applied to the design stage to meet the expectations and requirements of other development partners and key stakeholders.

The DFAT Risks and Safeguards Tool has been completed for this program. Overall, the residual risk rating when controls are considered is medium. The program risk register will be reviewed and updated by SPC at the inception phase and risk registers will be developed for each country program and reviewed and updated with the same frequency as the program risk register. DFAT will also maintain an internal Risk Register which will be updated quarterly as per the mandatory DFAT risk management requirements.

2. INTRODUCTION

The Pacific Humanitarian Warehousing Program (PHWP) is a Pacific led, multi-donor investment to enhance humanitarian warehousing capability in 14 Pacific island countries and Timor-Leste (the *Region*). The investment's full potential value is scalable and estimated at approximately AUD100-120 million over eight years (two phases, four years each) from July 2023 to June 2031. Australia has made an initial allocation of AUD24.5 million to fund scoping, design and initiating program implementation of the first phase. The investment budget is designed to be scalable, to draw in and accommodate contributions from development partners with a view to catalysing a collaborative, partnership approach. Program delivery will be guided by the thematic priorities of localisation, gender equality, disability and social inclusion (GEDSI), and green humanitarian action. A key success factor of the program will be being led and driven by the Region, including alignment to partner government priorities and practices, and local humanitarian stakeholders, including affected populations. The program will need to be situated within existing humanitarian architecture⁴ at a country and regional level. Countries participating in the program are:

Cook Islands, Federated States of Micronesia (FSM), **Fiji**, **Kiribati**, Nauru, Niue, Palau, **Papua New Guinea (PNG)**, Republic of Marshall Islands, **Samoa**, **Solomon Islands**, **Timor-Leste**, **Tonga**, Tuvalu and Vanuatu (see Program Map, Attachment 1). Countries appearing in bold have completed a design consultation. The next series of design consultations will commence in the second half of 2023 (calendar year). Criteria for country prioritisation will be developed as a key inception activity of the program.

This is a **design framework** for a multi-country and multi-donor program across the Region. It provides a foundation for the Region to implement the PHWP program with strategic partners over eight years – rather than a pre-determined program design with already defined activities. Through extensive consultation, the design team has developed the framework which **identifies goals, outcomes, and outputs, as well as potential pathways, priorities, and partners**. The program is intended to be flexible to expand as resources are committed and acknowledges there remains national and sub-national definitional work to be undertaken during the program's inception phase. Due to readiness and demand, the Australian Department of Foreign Affairs and Trade (DFAT) is supporting early activities in Kiribati in preparation for a humanitarian warehouse and has delivered supplies to the humanitarian warehouse in Blackrock Camp⁵ in Fiji. These pilot activities, as well as safeguarding work in Kiribati, will provide valuable lessons and inform the establishment of the program.

Countries are at different stages of disaster preparedness and pre-positioning supplies, and the program will deliver bespoke pathways to establish or enhance warehouses and humanitarian logistics capacity. The program will also establish clear processes on how other humanitarian actors, including development partners, can contribute and support Pacific led efficient and effective management of humanitarian supplies.

The original program concept was a 'phased' approach to delivery with countries grouped into two phases. First phase countries were selected based on data supporting a higher likelihood of more frequent disasters in those countries and also based on the number of recent responses to significant disasters. The design process has tested this concept and found that some countries included in phase one will need further investigation and consultation during the program's establishment period for an optimal warehousing option to be identified, while some of the former phase two countries demonstrate readiness for inclusion in the next series of design consultations. **Criteria for country prioritisation** will be developed as a key inception activity of the program.

Prior to this design, extensive scoping studies were commissioned by DFAT in all program countries. The scoping studies have provided a good overview of existing infrastructure and national and regional stockpiles. Key findings

⁴ Includes all humanitarian actors (government, UN, Red Cross, NGOs, CSOs, private sector), sectors (WASH etc.), coordination / cluster and funding mechanisms.

⁵ The Blackrock Peacekeeping and Humanitarian Assistance & Disaster Relief Camp (Blackrock Camp).

of the studies found a region-wide need for improved pre-positioning and storage of emergency relief supplies for distribution either immediately before or in the critical 24 – 48 hours following a disaster event. This expands response options in the event a request for international assistance is not required or international supplies take longer than 48 hours from the request for assistance until delivery. The enhancement or establishment of humanitarian warehouses will be in addition to existing supplies and storage solutions in place, such as shipping containers, and in most countries will be the first purpose-built or fitted-out humanitarian warehouse. These warehouses will allow for the establishment of best-practice humanitarian logistics which requires dedicated space and equipment for organising goods, managing stock and moving supplies quickly and safely when operating under pressure.

The original program concept expressed a clear preference to fund the leasing or refurbishment of existing warehouse space over the establishment of new warehousing. In several countries, design consultations indicate construction may be the only viable option, e.g., Kiribati. As the program develops and implements bespoke warehousing solutions at a country level, specific management and governance arrangements will also be identified. This includes the potential for shared warehousing between government, Red Cross Societies (RC), non-government organisations (NGOs), civil society organisations (CSOs), organisations of persons with disabilities (OPDs) and other stakeholders, as appropriate in each setting. Shared warehousing as a concept has been welcomed by nearly all stakeholders in the design consultations but requires re-testing during the program's establishment period and will also be dependent on availability of land, warehouse size and partner government priorities.

National Disaster Management Offices (NDMOs) or equivalent national government disaster management agencies are varied in terms of their size, number of staff and experience in warehousing, disaster planning and response across countries. There is debate across the Pacific about the role of NDMOs in taking on operational tasks and how this may impact on NDMOs' critical coordination function essential to an effective disaster response. Staffing to manage new warehouse facilities, appropriate logistics and supply chain management skills and training are key issues for the program and will be addressed through a combination of program funds and links to other investments. The program will deploy appropriate technology, providing technological choice and application that is small-scale, locally affordable, decentralised, energy-efficient and low emission, environmentally sustainable, and locally autonomous.

There is emerging evidence of government led disaster preparedness and response coordination mechanisms which engage a broad range of stakeholders such as national RC, NGOs, CSOs⁶ and the private sector in most countries. The United Nations has varying degrees of in-country presence across the Region, and the Pacific regional and in-country cluster or sectoral architecture maturity differs from country to country. For example, most countries with completed design consultations demonstrated limited evidence of commonly agreed standardisation of pre-positioned supplies e.g., Humanitarian Emergency Relief Supply (HERS) kits at the country level. In other regions of the world this standardisation process would typically be delivered through country sector coordination mechanisms such as a cluster or committee.

International and national NGOs, CSOs and OPDs are often on the 'frontline' of disaster response in communities and best placed to understand socially and culturally appropriate HERS. There is space for further advocacy by specialised organisations representing, for example, people with disabilities, for greater inclusion in planning and prioritising the contents of context-specific HERS. Suggested essential HERS kits are Hygiene and Dignity kits, Shelter kits, Kitchen kits, Minimum Initial Service Package (MISP) for Sexual and Reproductive Health (SRH) kits and family water, sanitation and hygiene (WASH) kits. The contents of these kits should be locally determined through representative national disaster coordination mechanisms, drawing on lessons from established good

⁶ Including OPDs, women's organisations and networks.

practice from recent response work in the Region. The program could also facilitate the development of the Pacific led HERS standard catalogues that are socially and culturally appropriate which will further enhance the localisation, GEDSI, climate and disaster resilience and greening priorities of the PHWP.

In considering supplies, the PHWP will prioritise a fit for purpose (for country context) stock of HERS for government and other humanitarian partners to distribute to affected communities in the first 24 – 48 hours following a disaster. The current practice is a hybrid approach of using modest local supply chains, enhanced by some pre-positioned international supplies. In the event of a request for international assistance, international supplies may be transported and used, especially as local supplier capacity can be overwhelmed and quickly exhausted. This can at times result in some inappropriate items for the Pacific e.g., heavy winter blankets, small tents as opposed to larger shelters for extended families to gather.

Scope and scale

The PHWP is intended to complement other ongoing and planned humanitarian infrastructure (including logistics) investments by development partners. It is not intended to be a ‘solution’ to all humanitarian and logistics challenges across the Region. In its current form and scope, the program is designed to integrate with other last mile distribution partners and programs (e.g., Australian Humanitarian Partnership NGOs, Red Cross). The design assumption is that there is a distribution model in place in each country already. The design consultations have tested this assumption and found there are existing distribution models in place in most countries, albeit with gaps and potential for improvements particularly around GEDSI outcomes. Each country has its own logistical challenges and the PHWP alone will not be able to address all of these. In most countries, the program will provide critical ‘first step’ warehousing which can be complemented and enhanced by other investments throughout the life of the program.

The PHWP will enhance or establish warehouses, stock warehouses with supplies and ensure functional management is in place. This program will be well integrated into existing humanitarian architecture in each country and the Pacific region, including being connected to distribution partners and pathways to ensure the warehouses and supplies are utilised in an optimal timeframe. Distribution is a critical element of disaster response and key concern across countries that requires careful consideration by the program in its establishment phase to determine how the program can support distribution outcomes further, contingent on the addition of resources to the current funding envelope.

The PHWP recognises the importance of food and medical supplies⁷ in an initial humanitarian response, but these remain out of program scope due to the potential complexity of national protocols and potential additional resources required to fit out the warehouses. This program will focus on non-food items (NFIs). Humanitarian warehousing and supplies can be complementary to cash and voucher assistance (CVA) and national social protection mechanisms, with supplies providing relief in the first couple of days, allowing time for partners to establish or activate a CVA program. Should additional resources become available to the program, then consideration will be given to supporting partner governments to expand warehouse functional capability.

3. DEVELOPMENT CONTEXT AND SITUATIONAL ANALYSIS

The global humanitarian sector is challenged by multiple humanitarian crises, creating instability, reversing development gains, and entrenching social inequality. Conflict, disasters, and the COVID-19 pandemic have threatened the livelihoods, security and wellbeing of communities across the globe. Disasters such as earthquakes, tsunamis, landslides, volcanic eruptions, droughts, floods, tropical cyclones and heatwaves are having significant impacts on individuals, communities, infrastructure and essential services in the Pacific. Climate

⁷ Exceptions may be PPE or some assistive aids.

change is intensifying weather related disasters and driving sea level rise. Addressing these issues requires concerted global efforts to strengthen local capacity and support locally led humanitarian preparedness and response. The social and economic impact of compounding crises is testing the resilience of Pacific island countries and Timor-Leste. Despite record levels of humanitarian support, Pacific and Timor-Leste governments and development partners are challenged to keep pace with rising need.

Climate change is the single greatest threat to the livelihoods, security, and wellbeing of Pacific peoples. **Increased frequency, intensity and duration of extreme weather events is causing widespread and severe impacts on people, infrastructure, and ecosystems.** The increase in tropical cyclone intensity over the past 40 years will likely continue to accelerate. Small island states will continue to be affected by increases in temperature, tropical cyclones, storm surges, drought, sea level rise and changing precipitation patterns⁸ which threaten Pacific peoples' livelihoods. Climate change is a risk multiplier as it exposes vulnerabilities, drives up response costs, and adds new fuel to existing crises. Timor-Leste's development and humanitarian context and challenges are very similar to those of Pacific countries given its size, economy and geographic location and it has been included in the program situational analysis.

Humanitarian crises exacerbate existing social and economic inequalities, particularly for **women and their children, older persons, people with disabilities, diverse SOGIESC and other marginalised groups.** Despite this, there continues to be rudimentary inclusion of these groups in disaster preparedness planning. The risk of violence against women and vulnerable people increases significantly during a disaster, further limiting their ability to access appropriate and timely HERS. Despite sustained investment in inclusion programs, progress in changed norms and practices in humanitarian action is uneven and incremental across the Region, particularly for people with disabilities, women and diverse SOGIESC. Continued focus on improving GEDSI outcomes in disaster preparedness and response is needed, including a better understanding of the impact of the intersectionality of vulnerability and risk for marginalised groups and individuals - obtained through consultation with people with lived experience of intersectional risk factors.

While development partners resource humanitarian warehouses and storage options in strategic locations across the Region⁹, there are **limited warehousing options at the national level**, creating a potential gap in response time and leaving disaster-affected communities without support either in advance of or in the critical 24 – 48 hours immediately following a disaster. International assistance is not always needed after a disaster event, but often national governments are still expected to rapidly deploy HERS supplies – regardless of the size of the crisis. Pacific Leaders have called for greater support for Pacific led humanitarian assistance and disaster preparedness, including pre-positioned supplies, as referenced in key regional strategies¹⁰. Pre-positioning humanitarian supplies needed in the first 24-48 hours at the national level, that are relevant to the local context and population, will enable rapid distribution by national governments for those most in need. Preparedness saves lives and is cost effective, as well as building national sovereign capability to respond to disasters. Expanding the humanitarian warehousing network will also provide increased options and capacities in the event of a significant disaster event, impacting multiple countries in the Pacific. Strengthening this regional network of warehouses and supplies could be a valuable asset to a future Regional Humanitarian and Disaster Response Mechanism currently under consultation.

Humanitarian actors are committed to supporting **locally led humanitarian action**, with a focus on ensuring assistance is predictable, flexible, and delivered to and through local partners. As humanitarian need increases, reforms such as those driven by the Grand Bargain and Charter4Change remain critical. Most humanitarian organisations recognise the intrinsic value of local knowledge, networks and cultural understanding in the design and delivery of programs, and nurturing strengths-based partnerships to build local capacity for more effective, relevant and efficient humanitarian action. Enhancing opportunities for local partners to respond to disasters and

⁸ Disaster Risk Management Factsheet - IPCC WGII_0.pdf (anu.edu.au) accessed 28 August 2022

⁹ Including Australia, New Zealand, Malaysia, Fiji, New Caledonia and French Polynesia.

¹⁰ Including the [2050 Strategy for the Blue Pacific Continent](#), [the Boe Declaration on Regional Security](#), and [the Framework for Resilient Development in the Pacific 2017-2030 \(FRDP\)](#).

utilising local capacity within the Pacific and Timor-Leste requires effective partnership with Pacific humanitarian actors.

The program will support deeper and more direct engagement between **Indigenous Australians and Pacific Islander People**, as well as embed Indigenous perspectives across the program cycle of delivery, monitoring and evaluation¹¹. As partners to this program and members of the Pacific family, both Australia and New Zealand are keen to share their full stories with the Pacific – starting with our First Nations perspectives and experiences, including through this program.

While life-saving intervention remains the focus of any humanitarian actions, **green response** extends the principle of “do no harm” to the environment and ecosystems that communities rely on recognising that a healthy environment strengthens the ability of communities to adapt to and recover from shocks. There is broad consensus on the importance of **greener, environmentally sensitive humanitarian action**. However, there appears to be limited experience of what this may look like practically and an emerging opportunity to pilot approaches and contribute learning to positively shift practices and policies across the humanitarian system.

Australia and other development partners have taken stock of humanitarian capabilities in the Region, considering what was learnt from the COVID-19 pandemic response, recent responses to Pacific cyclones and the Hunga-Tonga-Hunga-Ha'apai volcanic eruption and tsunamis. A key lesson learnt is localised goods and capabilities are essential in getting supplies to affected populations in a timely way to save lives and alleviate suffering. Design research indicates pre-positioning in the Region works. Consultation following the response to the 2022 volcanic eruption in Tonga found that pre-positioned supplies were able to be immediately distributed by the National Emergency Management Office (NEMO) and Tonga Red Cross and made a significant difference to the immediate response effort. Consultations with Pacific disaster management authorities in Fiji, Vanuatu and Solomon Islands in 2020 raised disaster preparedness as a critical issue for countries that has been under-resourced by Pacific governments and development partners alike. Additionally, a practice paper by the Humanitarian Action Group, *Building on positive environmental practice in the Tonga volcano response*¹² recognised the environmental benefits of pre-positioning supplies in advance of a disaster.

4. STRATEGIC INTENT AND RATIONALE

Delivery of the PHWP will support implementation of the *Boe Declaration on Regional Security*, *Boe Declaration Action Plan 2019*, and the *2050 Strategy for the Blue Pacific Continent* by supporting humanitarian assistance and disaster preparedness, including pre-positioned supplies. The *Pacific Disaster Risk Reduction Declaration of Commitment to Action* (the “Nadi Declaration”) specifically referenced the need for greater support for pre-positioned supplies to realise its aim of a safer and more resilient region in the face of disaster risk and climate change.

The PHWP also supports implementation of *The Framework for Resilient Development in the Pacific* and the *Sendai Framework for Disaster Risk Reduction 2015-2030*, on integrating climate change and disaster risk management and recognising cultural and traditional resilience and knowledge of communities, who should be engaged as key actors in designing plans, activities and solutions that are of relevance to them.

As committed in *Australia's International Development Policy (2023)*, Australia will continue to prioritise response to international humanitarian crises, particularly in the Pacific and Timor-Leste. The PHWP will help contributing development partners, including Australia and all other interested development partners, meet their commitments to *Good Humanitarian Donorship Principles*, particularly delivery of humanitarian action designed to save lives, alleviate suffering, and maintain human dignity during and in the aftermath of disasters and other humanitarian crises, as well as to strengthen preparedness for and prevent the occurrence of such situations. The

¹¹ Office of the Pacific Indigenous Engagement Plan 2021 – 2023.

¹² <https://humanitarianadvisorygroup.org/insight/treading-gently-building-on-positive-environmental-practice-in-the-tonga-volcano-response/>

PHWP focus on supporting regional preparedness and response capabilities and investing in disaster risk reduction is highly relevant to DFAT's *Humanitarian Strategy*¹³.

Gender equality, inclusion of persons with disabilities, people of diverse SOGIESC and Indigenous People are high priorities for humanitarian assistance, particularly reducing the human impact of disasters and conflict for the most affected (For Australia, these program priorities will support DFAT's *Gender Equality in Humanitarian Action Roadmap 2022-2026*, *Development for All Strategy 2015-2020*). With GEDSI being one of the three thematic priorities of the PHWP, the program will directly support the active participation of women and their children, older persons, people with disabilities, diverse SOGIESC and other at-risk groups in disaster preparedness and response, ensuring socially and culturally appropriate HERS and safe and accessible warehouses.

The program's second thematic priority of greener humanitarian action will ensure environmentally sustainable and low carbon choice of supplies and supply chains, as well as actions to address the impacts of climate change in the region, such as climate and disaster resilient design and construction of warehouses. This will improve overall preparedness and response to impacts of climate change and support development partner's COP climate finance commitments, including Australia's COP26 pledge to double its climate commitment under Target 5 – helping to better prepare for and recover from disasters. The program also demonstrates alignment to DFAT's *Climate Change Action Strategy 2020 – 2025* through this theme.

With a focus on locally led humanitarian action, the program is highly relevant to the localisation agenda to support effective humanitarian and development assistance, and specifically this will be relevant to the implementation of DFAT's *Approach to Localisation*. The PHWP will value local knowledge, networks, and cultural understanding in its delivery, recognising that this gives rise to more effective, relevant and efficient humanitarian action with more sustainable outcomes.

Links and Alignment with other Humanitarian Investments

A key finding from the design process is the need to harmonise efforts between development partners. Building linkages and aligning approaches will be important to deliver on the End of Program Outcomes in the Program Logic (See Section 5 and Annex 2). Noting this investment is relatively niche within the context of the broader humanitarian sector (warehousing pre-positioned goods for distribution immediately before or following a crisis), it offers a unique opportunity to work collaboratively with development partners whilst simultaneously continuing bilateral capacity building assistance to the humanitarian sector in the Pacific and Timor-Leste. In so doing, the program brings the potential to act as a catalyst in support of partnerships for wider humanitarian system strengthening.

The Australian funded and managed Humanitarian Logistics Capability (HLC) program will be a partner to the PHWP. With an extensive warehouse in Brisbane, HLC assists Australia's capability to support 11,000 families (55,000 people) at any one time and enables the Australian Government to provide humanitarian support within 48 hours of a request for assistance by a partner government. While HLC provides DFAT with the capability to support overseas humanitarian crises globally, the PHWP will focus on building Pacific island countries and Timor-Leste sovereign capability to respond to disasters in their own country, requiring that the two initiatives operate in close collaboration. The HLC will be able to work alongside PHWP, through the procurement of initial relief supplies to be housed in Pacific managed warehouses once established (N.B. HLC's procurement of HERS for Fiji's Blackrock Camp warehouse is a practical example). It is envisaged the completed warehouses may have some storage capacity to include HERS from overseas agencies. The design framework has been informed by findings and recommendations of the mid-term review of HLC.

The PHWP will be resourced to build, maintain and leverage linkages with existing programs in the region. These include, but are not limited to, the Australia Assists Program (logistics capacity deployments in particular), the Australian Humanitarian Partnership (AHP) and Australian Red Cross (noting that other development partners also fund both INGOs and the Red Cross). Integration with humanitarian sector capacity building initiatives such as

¹³ Under development, see p.29, *Australia's International Development Policy* (2023).

Pacific Islands Emergency Management Alliance (PIEMA), Disaster Assistance Response Teams (DART), Australian Medical Assistance Teams (AUSMAT) and Sexual and Reproductive Health Program in Crisis and Post Crisis Situations (SPRINT) will also be important to maximise effectiveness of the program.

The program will align with and contribute to the process of prioritised planning of investments in the context of the Pacific Region Infrastructure Facility's (PRIF) National Infrastructure Investment Plans (NIIPs), and other coordination processes activated by the PRIF sector working groups.

The program will engage with related Australian investments such as the Australia Infrastructure Financing Facility for the Pacific (AIFFP), Partnerships for Social Protection (P4SP), Pacific Women Lead, Pacific Aviation Program (in design), Pacific Infrastructure Climate Partnership, the Australia Pacific Climate Partnership (APCP) and the Pacific Agreement on Closer Economic Relations Plus (PACER Plus) to both inform and learn from these programs. In addition, various bilateral programs between Australia and other development partners, and Pacific island countries and Timor-Leste will also be integral to identify as each warehouse solution comes online, to find areas of alignment and mutual reinforcement, wherever practical.

Development partner-funded scholarship programs in the region, such as the New Zealand-funded program with short-term vocational training options, provide opportunities to train local staff in logistics and warehouse management, building national capacity aligned to the outcomes of this program. There are significant other multilateral and bilateral development partner-related initiatives in the humanitarian sector in the region. The design consultations so far have identified these programs:

- The Pacific Community (SPC): Building Safety and Resilience in the Pacific II (BRSP II)
- Coalition for Disaster Resilient Infrastructure (CDRI): Infrastructure for Resilient Island States (IRIS).
- UN Women: Women's Resilience to Disaster
- World Food Program: Regional Humanitarian Supply Chain and Logistics Professional Accreditation
- World Bank: Pacific Resilience Program
- Secretariat of the Regional Environment Programme (SPREP): Moana Taka Partnership which is a waste management program providing reverse logistics for waste removal and recycling across the Pacific.
- TAFE Queensland: Australia Pacific Training Coalition (APTC)

The increasing donor presence in the Pacific, and ensuing increasing numbers of programs, gives a degree of urgency to the case for greater development partner collaboration within the humanitarian sector.

5. PROPOSED OUTCOMES AND INVESTMENT OPTIONS

The goal of the Pacific Humanitarian Warehousing Program is that by 2031:

Pacific island countries and Timor-Leste are better prepared for and more resilient to the impact of disasters.

The objective of the investment is that:

Humanitarian partners work together to support Pacific island countries and Timor-Leste to respond to disasters increasingly independently and sustainably.

The PHWP Goal emphasises Australia and other development partners' commitment to the prosperity, growth, and resilience of the region, by building national capability to prepare for, and respond to, disasters. Because Pacific island countries and Timor-Leste will have access to their own stores of goods, and utilise their own distribution networks, this investment, over time, will promote a shift away from dependency on international humanitarian assistance at a time of crisis, and towards greater resilience. Given that the risk of disasters has almost doubled in the last 20 years, and the number and severity of disasters is expected to increase, PHWP is a timely investment.

The objective of the investment emphasises the partnership approach; development partners working together to align with partner government priorities and local humanitarian stakeholders' practices, including affected

populations. It recognises the humanitarian sector is more effective when stakeholders collaborate, particularly in countries where development partners have a large presence.

The objective also emphasises the intent to progressively increase the independence of Pacific island countries and Timor-Leste to respond to disasters over the life of the Program and beyond. The PHWP will be tailored for each country, and the timing of progressive steps towards greater ownership of the facilities will be taken on a country-by-country basis and in keeping with agreed benchmarks. Increased independent management, together with other key program outcomes, will be indications of increased sustainability.

The Program Logic (encompassing the End of Program Outcomes (EOPOs), Intermediate Outcomes (IOs) and Outputs (O/P)) are broad enough to be applied universally across the PHWP countries. They will provide a clear line of sight from country level plans to intended outcomes, whilst leaving space for each country to set its own targets and approaches in ways that are appropriate and relevant to the country.

There are three end of program outcomes that are intended to deliver the program objective and goal by 2031:

- ❖ **EOPO 1:** Pacific governments and humanitarian partners have timely access to climate and disaster resilient, fit-for-purpose warehouses and disaster relief supplies that are accountable to and meet the needs of those most at risk such as women, children, people with diverse SOGIESC, people with disabilities and older persons.
- ❖ **EOPO 2:** Warehouse and supplies management are funded to an appropriate scale and contribute in a complementary way to stronger national and regional partnerships for preparedness, response, and recovery outcomes.
- ❖ **EOPO 3:** National Pacific and Timor-Leste partners are increasingly able to independently manage humanitarian warehouses and pre-positioned supplies in ways that increase climate and disaster resilience and are more inclusive of community based on contextual diversity, including those most at risk.

EOPO1 and EOPO3 emphasize the importance of progressing GEDSI in the humanitarian sector – in terms of both potential recipients accessing humanitarian supplies and essential contributors involved in the management of humanitarian warehousing.

EOPO 1 aims to ensure timely access to warehouses stocked with disaster relief supplies in preparedness for and immediately following the impact of disasters. This focuses on the infrastructure component of the program, ensuring warehouses in place have been planned for, located, designed, constructed and maintained to be resilient to risks of climate change and geohazards. It recognises that pre-positioned humanitarian supplies that are vital in the first 48 hours following a crisis need to be relevant to the local context and accessible to *all* affected people. EOPO1 aims to enable rapid distribution by national governments for those most in need. Preparedness saves lives and is cost effective.

EOPO 1 depends on Intermediate Outcomes 1, 2 and 3 for its achievement:

- IO1: Warehouse construction and refurbishment options are designed or delivered in 15 program countries.
- IO2: In crisis response, supplies are accessed and distributed within the first 48 hours, and more quickly than supplies could be accessed from sources external to the country. In preparation for future disasters, plans are in place.
And
- IO3: In crisis response, climate and disaster resilient warehouse management facilitates rapid and appropriate access to supplies, and distribution strategies meet the specific needs of contextual diversity. This is reflected in country level plans and standard operating procedures.

These intermediate outcomes are explicit about the outcomes the program is expected to achieve in crisis response - when timeliness is critical. Intermediate Outcome 3 is the delivery of 15 warehouses, by design, refurbishment or rental. The 48-hour target is a long-held Australian Government objective for providing

humanitarian assistance in the Pacific. The importance of accessing supplies more quickly than external sources speaks to the expected comparative advantage of holding supplies in-country.

Intermediate Outcome 3 focuses on warehouse management and its ability to facilitate rapid and appropriate access to the right supplies in an inclusive way. Gender and inclusion are reflected in EOPO 1 and IO3 to ensure that supplies and their distribution are managed in ways that ensure existing inequalities do not impede access to supplies and instead benefit *all* affected people. While the current program scope will not extend to the distribution of warehouse supplies beyond the warehouse door, this IO is intended to ensure the plans and SOPs for distribution nominate the most suitable distribution partners for achieving inclusivity, and are mindful of potentially harmful unintended consequences for marginalised groups. The monitoring, evaluation and learning framework is designed to balance this tension by not extending the scope of the program, while also ensuring that these impacts are visible and measured. This is critical for accountability.

Each of the Outputs are essential for delivering against EOPO1:

- O/P 1: Warehouses are established or enhanced in appropriate locations in each country, as agreed with in-country stakeholders and complementary to other regional and national humanitarian preparedness initiatives.
- O/P 2: Functional management agreements and risks and safeguarding procedures are in place, with distribution strategies to support the identified needs of women, children, people with disabilities and at-risk groups.
- O/P 3: Warehouses and distribution strategies are managed in ways that support increasing local ownership, are accountable to affected populations, are inclusive of groups supporting gender equality and people with disability and facilitate greener humanitarian action.
- O/P 4: Warehouse supplies are established and replenished. Supply lists are informed by and relevant to local women, men, children, people with disabilities and at-risk groups.
- O/P 5: Actions to improve gender equality, disability and social inclusion; to address environmental and climate impacts, and to contribute to long-term sustainability of the intervention, are identified and implemented.
- O/P 6: Actions are taken to build and align with complementary partnerships and programs, including with national governments, development partners, and national and regional coordination and disaster management programs.

EOPO 2 is critical to achieving the Program Objective and Goal because while the niche scope of PHWP is important within the sector, it cannot be successful without linkages across the sector. There are several complementary disaster preparedness and response programs across the region that can be leveraged to strengthen the outcomes this investment is intended to achieve (see Section 4 *Strategic Intent & Rationale*). This investment also envisions partnerships with development actors who join the program with additional finances and expertise. Achieving EOPO 2 will particularly rely upon achievement of Intermediate Outcomes 6 and 7, and Output 6:

- IO6: Warehouses, supplies and distribution strategies complement national and regional coordination mechanisms and draw on external capacity building programs where possible.
- IO7: Multiple development partners contribute financially to increase the scale and quality of the program.
- O/P 6: Actions are taken to build and align with complementary partnerships and programs, including with national governments, development partners, and national and regional coordination and disaster management programs.

This supports achievement of EOPO 3 which aims for national governments to progressively take on the responsibility for management of humanitarian warehouses and supplies, contributing to sustainability of the program outcomes.

EOPO 3 focuses on sustainability and resilience, particularly through increasing independent management of the warehouses and pre-positioned supplies. It is explicit that this management should also build in greener resilient humanitarian action, including climate change considerations, and be more inclusive of contextual diversity.

EOPO 3 relies on Intermediate Outcomes 4 and 5:

- IO4: National and local partners have increasing capability and ownership of warehouse management, and local suppliers are increasingly utilised, and respond to considerations of environmental impact.
- IO5: Decisions about warehouse access, supplies, and distribution are made by national and local actors, including women's and organisations of persons with disabilities.

IO4 incorporates increasing utilisation of local suppliers to strengthen local supply chains and benefit local economies and people. IO5 focuses on decision making to emphasise the importance of shifting power to national and local actors, including women's and organisations of persons with disabilities.

EOPO 3 draws on elements of each of the Outputs related to national and local ownership, accountability, inclusion, and climate change. Output 5 requires that actions are identified and implemented to improve gender equality, social inclusion, greener and resilient humanitarian action, and programmatic sustainability.

Assumptions

The primary assumption underpinning both the theory of change and the program design framework is that appropriately planned and designed warehouses, with functional management agreements and distribution strategies can enable the accountable, climate and disaster resilient and inclusive distribution of supplies in preparedness for, and in the immediate aftermath of a disaster. It relies on the second assumption that there is already a distribution network in place in each country that is sufficient to meet the standards of this design.

Additional assumptions include:

- Hosting warehouses in-country will facilitate more rapid access to, and distribution of, humanitarian supplies in the first 48 hours post a disaster event than if supplies were accessed from outside the country.
- Good planning can help to leverage existing in-country structures for increasing ownership over time, without a distinct investment in capacity building beyond linkages to external programs such as PIEMA's capacity work with NDMOs, WFP logistics training, Red Cross warehouse management training, Australia Assists and scholarships programs.
- Increasing national and local ownership will increase the sustainability of program interventions.
- Increasing local involvement and ownership will increase the contextual appropriateness and relevance of the supplies, management, and plans for distribution. Partners will collaborate and have well developed and tested systems to manage national and subnational distribution.
- Increasing access to decision making by representative organisations (e.g., women's organisations and organisations of persons with disabilities) increases the power held by those organisations and amplifies the voices of the people they represent.
- There is sufficient investment in program management to allow for design and implementation of key cross-cutting elements: green humanitarian action, inclusion, sustainability, and complementarity with existing national and regional approaches to disaster management.
- There is sufficient investment in program management to responsibly support increasing localisation of activities over time.

6. DELIVERY APPROACH

The design process has considered different delivery approaches for the efficient and effective delivery and management of the PHWP and development partner funds, taking account of DFAT's Investment Concept Note and priorities. The design process identified and analysed several delivery approach options, including the challenges and benefits of each. These are summarised in Annex 4. Through the design process, selection criteria

has been developed based on roles and tasks for inclusion in the Statement of Requirements (SoR) for the program (Annex 7).

Noting the program's goal and priorities, the **most feasible and beneficial delivery approach is providing non-core funding to the Pacific Community (SPC), to deliver the PHWP program, through a hybrid approach with a Managing Contractor (MC) for the delivery of the infrastructure component.** In response to SPC and partner feedback, Australia will procure, contract and fund the Infrastructure Specialist Unit to deliver the infrastructure components of the program and work with SPC as the core program lead. The partner choice for this humanitarian capacity building and preparedness initiative reflects Australia's new *International Development Policy, 2023* approach and focus by supporting strong regional institutions and locally led change.

As the principal scientific and technical organisation supporting development in the Pacific region, SPC has the clearest mandate and capacity to deliver the PHWP. It is a member-owned organisation which includes the Pacific island countries in this program scope, Australia, France, New Zealand, the United Kingdom and the United States. Delivery of the program through SPC has the potential to ensure PHWP is a member led and driven program. The reach of SPC to all 15 partner governments is unparalleled by any other entity in the region. SPC has formed strong relationships with National Disaster Management Offices (NDMOs) across the region over the past decade of delivering the PIEMA capacity building initiative. This approach will also enhance opportunities for alignment with complementary programs. The PHWP will embed with aligned SPC led programs such as PIEMA and BSRP II and increase opportunities for sustainability, ownership, localisation. It also allows for a funding mechanism to draw in and support development partner funds and engagement and could further strengthen SPC's longstanding relationship with several key interested development partners.

Timor-Leste's development and humanitarian context and challenges are very similar to those of Pacific countries given its size, economy and geographic location and it so has been included in the program scope. While Timor-Leste is not an SPC Member, SPC can deliver programs to Timor-Leste that are included in a multi-country or regional scope. A model for this is already in place with the EU-funded BSRP II project which includes Timor-Leste.

It is important to note that a regional organisation such as SPC, by nature, requires deep consultation with its members, and internal processes which could lead to additional time needed to deliver program outcomes. It does not guarantee localisation and there will need to be sustained attention and investment in this area. There may also be additional costs which have implications for the initial budget enveloped identified.

6.1 DELIVERY ROLES AND RESPONSIBILITIES

At the whole-of-program level, governance of PHWP will be inclusive of all participating countries, development partners who are contributing funds, SPC and Pacific Islands Forum (PIF) representatives through the Program Governance Committee (Section 7).

Day to day operational oversight of the program will rest with SPC, including building a **PHWP Leadership team** to deliver and administer the program through a **Program Management Office**, as well as represent the program internally and externally. An initial list of staff roles has been developed which cover program management and operations (including responsibilities for working with national stakeholders), technical areas and corporate services (see SoR).

In delivering warehouse solutions in each country, a separate **Infrastructure Specialist Unit** will be established. Warehouse refurbishment and construction in the Pacific and Timor-Leste requires specialist skills and experience currently outside of SPC's technical scope and will be contracted separately. The Infrastructure Specialist Unit will report to and be accountable to SPC's PHWP Program Management Office which will include DFAT staff, and DFAT will also manage the contract with the Infrastructure Unit.

Responsibility for supporting national warehouse management teams in procurement and stocking of Pacific HERS rests with SPC, supported by DFAT and other development partners. This includes engagement with key humanitarian stakeholders in each country and ensuring GEDSI, localisation and green humanitarian action considerations are included in procurement. Under this function, SPC is responsible for building management capability of national warehouse teams and host organisations to gradually progress towards managing warehouses, stock replenishment and local sourcing themselves. This also includes the development of warehouse governance and management arrangements at the national level. For each country an Operations Plan will be developed by SPC program staff which will define responsibilities and approaches for how these activities will be delivered.

SPC will deliver a monitoring, evaluation and learning system, including a management information system (MIS) and appropriately qualified M&E staff. Contributing development partners will agree to standard, consolidated reporting on the program.

SPC, supported by DFAT, will ensure there are fit for purpose risk and safeguarding policies, procedures and standards required to implement the PHWP, such as environmental and human safeguards, preventing sexual exploitation abuse and harassment, child protection, risk management, anticorruption, and fraud compliance, workplace health and safety (WHS), security and financial management. Contributing development partners will support these policies, procedures and standards.

Recruitment of key staff will be the responsibility of SPC, with development partner representatives invited to sit on recruitment panels for senior staff. Development partners could also choose to financially support individual roles in thematic priorities such as GEDSI or climate change to have more engagement in the selection of certain positions.

The following table provides a summary of the delivery roles and responsibilities for the Program Management Office (SPC), the Infrastructure Specialist Unit (MC) and DFAT. These are subject to current discussion and negotiation and are intended as a reasonable estimate for this stage of the design. Additional responsibilities will be determined in accordance with the principles and criteria outlined in the design framework and supporting documents such as the SoR, with mutual accountability between delivery entities being a primary organising principle, supported by MoUs or similar agreements.

Table 1: Delivery Roles & Responsibilities

Program Management Office (SPC)	Infrastructure Specialist Unit (MC)	DFAT
<p>Complete design consultations for remaining countries and establish agreements on agreed warehouse solutions for each country.</p> <p>Provide program leadership, coordination and cohesion to meet program deliverables, including corporate functions (finance, HR, ICT).</p> <p>Convene partners and stakeholders; identify and align program with other investments.</p> <p>Convene and manage program governance mechanism.</p>	<p>Design and deliver warehouse construction or refurbishment options in the 15 program countries.</p> <p>Conduct feasibility assessments, geotechnical reports, climate risk assessment, ensure compliance with building standards & codes.</p> <p>Procurement of materials, labour, fittings and equipment for warehouses.</p> <p>Incorporate Localisation, GEDSI and Green and Resilient Humanitarian Action considerations throughout the</p>	<p>Procure, contract and manage the Infrastructure Specialist Unit (through an MC).</p> <p>Liaison and coordination with development partners.</p> <p>Provision of A-based and Locally engaged staff, and staff on short-term missions to support program implementation.</p> <p>Initial procurement and stocking of HERS from HLC.</p> <p>Resource and manage evaluations of program at years 4 and 8.</p>

Program Management Office (SPC)	Infrastructure Specialist Unit (MC)	DFAT
<p>Establish and maintain a management system for multiple development partners' funds and agreements.</p> <p>Monitoring, Evaluation & Learning services for program.</p> <p>Facilitate warehouse governance and management systems at the national level, including capacity building activities.</p> <p>Support national warehouse management teams with feedback on establishing standards and some restocking of HERS (Pacific-specific where feasible).</p> <p>Establish program risk and safeguarding systems.</p> <p>Develop Localisation, GEDSI and Green Humanitarian Action Strategies.</p> <p>Communication and information management.</p>	<p>infrastructure design and build process.</p> <p>Institute risk and safeguarding systems for each infrastructure project.</p> <p>Monitoring, Evaluation & Learning of infrastructure delivery and warehouse fit out.</p>	

6.2 FUNDING MECHANISM OPTIONS

Successful delivery of the program requires multi-donor funding and efficient coordination between development partners to support humanitarian efforts more effectively in the Region. To facilitate this, SPC will provide a funding mechanism that will enable development partners to contribute to the ongoing work of the PHWP through in-kind support and development funds. The design process considered several options, with the preferred option being a hybrid delivery of partner-managed pooled funds.

The funding mechanism will be a grant agreement established with SPC as the core delivery partner. Australia will sign an arrangement for the provision of the services of SPC based on the SoR developed as part of this design (Annex 7) and developed in consultation with SPC. Australia's grant agreement with SPC will sit under the current overarching DFAT-SPC 10-year Partnership Arrangement. This agreement will note the other development partners who will establish grant agreements with SPC individually to co-finance the implementation of the same program through their funding arrangements with SPC.

The design team's strong recommendation is that development partners support the program broadly, or if there are exceptional reasons, could support individual streams of work within the program, based on their funding priorities and as negotiated with the Design Reference Group or Program Governance Committee (depending on when funding is being committed).

Those subsequent agreements will reference the agreement between Australia and SPC and the final approved Investment Design Document to clearly outline the purpose of their co-financing to contribute towards the same intended end of program outcomes.

Australia has an established management fee percentage contribution to overheads of 15 per cent that should be applied consistently across all development partners agreements with SPC, thereby ensuring an even distribution of corporate costs and fees between the donors. This will have the effect of no one partner being burdened disproportionately, will avoid skewing of efficiency scores or value for money assessments and simplify the financial management for the delivery partner. Achieving this will be subject to the flexibility of development partners existing head agreements with SPC but should be considered a sustainable baseline reflective of equivalent entity rates to ensure the program is further supporting and reinforcing a strong regional institution.

Common monitoring and evaluation, reporting, policy adherence and due diligence requirements will also be harmonised, and development partners are strongly encouraged to support Australia's established rigorous standards in support of achieving international commitments to good donorship as previously mentioned. As a first initiative being supported by members of the informal Partners in the Blue Pacific (PBP), there is a unique opportunity in this initiative for partners to demonstrate their common values in working with the Region by harmonising fees, reporting and standards required.

6.3 VALUE FOR MONEY

Value for money was a key consideration in selecting the preferred delivery approach, as well as determining the national warehouse options surfaced by the design consultations to date. The different options were also compared against a set of criteria including building community resilience and cost-effectiveness, local leadership and agency, sustainability, timeliness, GEDSI and green humanitarian action considerations.

The hybrid model of delivering this program through SPC and an MC has opportunities for both cost savings and additional expenses, with both entities able to share office space, equipment and some resources providing some efficiencies, but acknowledging that there will be some loss of economy at its inception due to the need for sets of fixed costs to establish the two arrangements. DFAT will be bearing the costs and resources to procure the MC under Commonwealth Procurement Rules. The selection of the MC by going to market will bring competitiveness to the process. The selection of SPC as the primary delivery partner will provide evidence-based decision making driven by a Pacific-led, localised approach. Management fees paid to SPC are re-invested into SPC as a not-for-profit entity. The benefits of investing into SPC are also broader than the program delivery alone. As a key regional institution, SPC provides critical development assistance programming to the region, and further reinforces the centrality of regionalism in the Pacific. A hybrid model also provides an appropriate degree of risk assurance as it is not deemed as effective for a single entity to deliver all the activities designed for this program. There are multiple lines of accountability emerging from the design framework, particularly to Pacific people and partner governments through the localisation focus, but also through SPC as a Pacific regional body. The program's governance mechanism will provide accountability to the Australian Government and other development partners.

Further, as a disaster preparedness activity, this program presents a positive value-for-money investment. Cost-benefit analyses show that resources expended on climate resilient development, such as disaster risk reduction and resilient infrastructure, represent a positive return-on-investment compared with resources spent on disaster responses (benefit-cost ratios in excess of 3:1 and in some cases as high as 50:1).¹⁴

¹⁴ Evidence paper on VFM of investments in climate resilient development, Savage (2015) GOV.UK (www.gov.uk) (Accessed, 25 July 2022)

7. IMPLEMENTATION ARRANGEMENTS

7.1 GOVERNANCE ARRANGEMENTS AND STRUCTURE

The PHWP's governance and management arrangements will be driven by the principle of locally led humanitarian action and participation by diverse people and communities from the Region. The program has multiple partners – NDMOs and other national government agencies, regional organisations, UN agencies, national and international Red Cross societies and non-government / civil society organisations, development partners and existing humanitarian programs. The design process has prioritised inclusivity of all stakeholders, and it will be important for the governance arrangements to reflect this inclusive approach. Governance arrangements are required for each national warehouse investment, in addition to the overall Program Management and Governance structure for the PHWP.

A Program Governance Committee will provide avenues for partner governments, regional bodies, development partners, and stakeholders to provide strategic direction to the program and for the program to ensure accountability to the stakeholders. Additionally, a Program Reference Group will be formed for the program to engage with development partners and related programs, to connect and align efforts, particularly related to capacity strengthening of national government disaster agencies, and in the logistics and supply chain domain.

7.1.1 Governance and Management Arrangements

In considering potential governance arrangements, the design process prioritised identifying existing governance committees and structures at the national and regional (program) level. Using this as a design principle will ensure the settings are right from the start so the program can be used as a catalyst to drive forward strengthening and support of the humanitarian sector nationally and regionally. At the same time, the PHWP must not 'take-over' existing fora and is structured in such a way to ensure cross-program work, sharing and learning.

At the **national level**, design consultations with stakeholders, and more recent discussions with SPC, have confirmed the optimal governance and management model will be **working within existing disaster coordination structures such as the logistics clusters or committees**. This is a successful approach already used by aligned programs such as PIEMA. Design consultations to date indicate there is a disaster coordination structure in each of the countries and some are well established and functioning, while others are more nascent and could be supported by the program to develop. In each of the design consultations, the shared warehousing concept (management and governance) has been explored with all stakeholders. Most stakeholders interviewed have welcomed this and it can be further tested during the inception phase. The program's working assumption is that warehousing infrastructure will be owned by the relevant government agency e.g., NDMO, in each country in the case of refurbishment or build. This does not preclude the possibility that management could be undertaken by another entity such as an NGO, Red Cross, or a private managing contractor if there is no other option. The program will summarise the country specific approach in a **PHWP Country Operations Plan** to outline the stakeholders, the national governance systems the program is working through, as well as agreed approaches to warehouse management, distribution strategy, sustainability, GEDSI, green humanitarian action and localisation.

At the **regional level**, there is an annual Regional Disaster Managers Meeting (RDMM) coordinated by PIEMA. Australian and NZ NEMA both sit at the table of the RDMM. More broadly, SPC engages regularly with NDMOs and other line Ministries responsible for disaster response e.g., Finance / Treasury. There is also the Pacific Disaster Risk Management Ministers Meeting which is held every 2 – 3 years.

The governance arrangements will reflect the multi-stakeholder and multi-donor nature of the program. Country level annual workplans, budgets and directions will be established and considered by the country / national governance mechanism before being consolidated with the **Program Governance Committee** (see program governance diagram).

The delivery of this program, through the SPC **Program Management Office** (which will include the Infrastructure Unit), will be represented as a cohesive program of work, supported by all development partners.

SPC will be responsible to the Program Governance Committee for implementation of the Annual Work Plan which includes all country-level annual work plans, in addition to a strategic high-level plan for whole-of-investment activities and priorities. Design of the whole-of-investment Annual Work Plan will be conducted with contributing development partners, SPC and PIF representatives. Design of the country level Annual Work Plans will be conducted with contributing development partner representatives at the country level and partner government representatives. A **Program Reference Group** will be convened for the program to engage with development partners and related programs, to connect and align efforts, particularly related to capacity strengthening of national government disaster agencies, and in the logistics and supply chain domain.

SPC will provide Secretariat support to the whole-of-program governance mechanisms including by providing regular reports on progress, achievements, and risks; preparing papers for meetings; arranging meetings; and record taking.

At the program level, the senior management team will include members of SPC, the Infrastructure Unit and a DFAT A-based position, which will provide operational level governance and decision-making.

An Inception Phase (first year of implementation) will define the details of the governance and operations of the program with approving bodies to ensure donor, regional and national ownership. These requirements may be updated or changed in consultation with DFAT.

Table 2: Inception Phase Requirements

Inception Phase (first year of implementation) Requirements

Activity	Responsible Party	Approving body	Timeframe
Program Governance Charter / Agreement	Program Governance Committee	DFAT	First 6 months
Funding Strategy	Program Governance Committee	Program Governance Committee	First 6 months
Program Management Plan (e.g., Budget, workplans, operational guidelines, staff, engagement with stakeholders, processes)	Program Management Office SPC	DFAT	First 6 months
GEDSI Strategy	Program Management Office SPC	Program Governance Committee	Year 1
Localisation Strategy	Program Management Office SPC	Program Governance Committee	Year 1
Green humanitarian action strategy (Including Climate and Disaster Resilience Strategy)	Program Management Office SPC	Program Governance Committee	Year 1
Risk Register and Risk and Safeguards Management Plan	Program Management Office SPC	Program Governance Committee	First 6 months

Activity	Responsible Party	Approving body	Timeframe
Country Operations/Development Plan (e.g., decision making and processes with stakeholders in each country, mutual obligation agreements, governance, warehouse management, distribution strategy and approaches to sustainability, GEDSI, climate and disaster resilience, and localisation - including safeguarding assessment and implementation plan etc) (A foundation for a country annual work plan)	Program Management Office SPC	Program Governance Committee	First 6 months to Year 1 (as country design consultations are completed)
Infrastructure Specialist Unit Management and Operations Plan (e.g., processes and standards for location, risk and safeguarding assessment, design, construction, climate and disaster resilience, procurement, GEDSI, sustainability etc).	Program Management Office SPC and Managing Contractor	DFAT, Program Governance Committee	Year 1
MEL Plan to implement the MEL Framework – see Section 8	Program Management Office SPC and Managing Contractor	DFAT, Program Governance Committee	First 6 months
Policy Dialogue Matrix	Program Management Office SPC	DFAT, Program Governance Committee	First 6 months (to be expanded as each country warehouse begins implementation)
Program Reference Group	Program Management Office SPC	Program Governance Committee	First 6 months

DFAT Management Arrangements

DFAT will allocate the following full time equivalent staff provisions to the program: two APS 6 officers, one EL1 officer, one A-based Second Secretary and one locally engaged staff (LES). The Second Secretary position will be posted to work at the Australian High Commission in Suva, with regular access to the SPC PMU. Plans are in place for ‘one-team’ joint management responsibilities between Post and Canberra-based staff.

7.2 POLICY DIALOGUE

The design process has developed a Strategic Alignment Matrix (see Annex 3) which identifies how the program will contribute to global and regional policies through its end of program outcomes. The matrix is flexible and can be expanded with information on stakeholders, events, and opportunities for reform, including through existing programs such as PIEMA, and provide a roadmap to sustainability by 2031 (see 7.4 Sustainability). It is proposed

this matrix is developed further based on feedback from the Design Reference Group and the ongoing co-design work with SPC.

The Policy Dialogue Matrix will be developed jointly by SPC and DFAT as implementation begins. The key areas for policy support identified by the design are facilitating government investment in disaster preparedness, greater strength in regional coordination, adequate resources to mainstream disaster preparedness, sub national level financial, human resources and prioritisation of issues, coordination between sectors on disaster preparedness, prioritising GEDSI, green humanitarian response and harmonising humanitarian requirements from development partners. The matrix will incorporate specific budget dialogue including on warehousing, asset handover, maintenance, inventory systems and dialogue with partner governments on their own resourcing.

Working closely with key regional organisations, the PHWP will facilitate a framework based on existing capacities to complement regional stockpiling and enable inter-regional allocation of supplies during humanitarian crises. During a crisis in the region, Australia's warehousing capability in Brisbane will form part of the wider Pacific regional capability established by the PHWP, also including pre-positioned stocks in New Zealand and in the French territories, New Caledonia and French Polynesia. Other contributing partners' pre-positioned supplies in the region can also be connected to this program to form a network of support. This program will engage with regional conversations on Humanitarian Assistance and Disaster Relief (HADR) coordination to ensure it is supporting and aligned to regional ambitions.

7.2.1 Profile and Public Diplomacy

Appropriate promotion of development partner engagement and support will be determined by the whole-of-program governance mechanism. As noted above, SPC and the Program Governance Committee will be responsible for developing, consulting and implementing a brand and communications strategy for the program built around Pacific partnership principles.

7.3 SUSTAINABILITY

As a multi-country program, there is not a one size fits all approach to sustainability, as some contexts demonstrate greater potential for sustainable operations than others. The scoping study and design consultations have highlighted opportunities and challenges with sustainability in each country and the inception phase will focus on developing and contextualising sustainability objectives, informed by further stakeholder consultation as to what is realistic in terms of warehouse operations (including maintenance and replenishing supplies). The intent of the program is to be progressively localised, particularly through building local supply chains, utilising local technical advice, promoting sovereign capability and reducing international dependence.

In terms of pathways, as an example, where a shared warehouse arrangement is an option, cost sharing between the government, Red Cross, UN and NGOs has been explored but will require further examination as the program commences. The Country Operation Plans will include an agreed approach with stakeholders as to the sustainability of the warehouse program in each country. This will include defining how partner governments will take on increasing responsibility through mutual obligation agreements.

The program's focus on supporting locally led disaster preparedness and response mechanisms establishes an effective foundation for sustainability, as local stakeholders have deep contextual knowledge and experience of community concerns and priorities, and long-term commitment to work to overcome these challenges. The PHWP design framework highlights the importance of alignment and coordination with other donor and UN led programs to reduce the risk of duplication and maximise scale options, with an initial focus on national capacity strengthening programs for NDMO and other key national disaster actors.

The program acknowledges the importance of waste management programs and facilities to reduce the threat of waste leakage into the environment and will coordinate with other development investments to address end-of-use recovery, recycling, composting and any export options available. Program infrastructure will be developed as multi-functional and fully integrated community resource management facilities, with capacity for reverse

logistics for waste management and recycling and use of viable locally sourced materials. (See section 9.2 Green Humanitarian Action)

Links to the Growing Anticipatory Action Discussion in the Pacific

Due to the timely discussions around enhancing anticipatory action in the Pacific, there is an opportunity for the PHWP to tie into future developments in the likelihood that anticipatory action-related policies and commitments become established in the Pacific soon. While the conversation is still in its early days and concrete anticipatory action mechanisms are still emerging, there is a wide range of work within this space and a strong likelihood of forthcoming initiatives. Linkages between anticipatory action and humanitarian warehousing are critical, and there is an opportunity to pursue mutual benefits for both objectives. The program will consider future engagement in this space as opportunities to support the agenda emerge.

8. MONITORING AND EVALUATION

8.1 SPECIFICATIONS

An initial Monitoring, Evaluation and Learning (MEL) Framework has been produced (see Annex 1). In implementation, indicators will be tested with partners and confirmed, and the Framework updated with details on how to track each indicator. A MEL Plan with associated tools will be developed at implementation in line with DFAT's M&E Standards. It will be quality assured against these standards at six months from the start of the program. A MEL system will be fully operational within twelve months of commencement. All MEL will be conducted in accordance with DFAT's privacy, ethics and safeguarding policies.

- The MEL Framework has whole-of-program goals, objectives, outcomes and outputs. This will be translated into different country-specific targets in the MEL Plan according to the intervention that is most appropriate for each country. A baseline will be developed for each country within six months of beginning implementation for that country. Details of who are responsible parties and what are the approval processes for each M&E action of the program will also be included in the MEL Plan.
- The MEL Plan and System will be designed, implemented and overseen by dedicated and qualified MEL practitioners.
- The MEL Plan will include activities to monitor effective implementation of risk mitigation and safeguarding procedures.
- The primary users of the plan will be program management, development partners, and key in-country stakeholders. Data will be shared transparently with local stakeholders to facilitate a shared understanding of targets and performance. MEL data will feed into governance structures and donor quality processes.
- Monitoring data will be collected and analysed every six months, as well as every three months following a disaster. DFAT and development partners will accept a balance of quantitative and qualitative data, recognising that the latter can provide additional context that enables more comprehensive analysis, including on gender and disability.
- Output level quantitative data will be collated primarily from warehouse management. Qualitative data will be reported in narrative form and rated quantitatively applying DFAT's quality rating matrix.
- Performance expectations by participating countries will be set together with partners, reflecting the intermediate and end of program outcomes as appropriate for each context. These expectations will be explicitly outlined in agreements with contractual partners. Country level performance and progress towards intermediate and end of program outcomes will be formally discussed in annual meetings. These meetings will involve the contractual partner, in-country development partners, in-country governments and humanitarian partners, and representatives of women and people with disabilities. Whole-of-program performance will be formally discussed through the program governance mechanism. These meetings will be held in person where budget allows. The data collected feeds into the governance and

risk management processes outlined in this document, providing checks and balances on the performance of partners and donors.

DFAT and development partners will also hold themselves to account for the way they implement the program. They will seek regular feedback on how its systems and approaches and delivery partner affect in-country implementation, and formally request feedback during the annual monitoring meetings. This information will feed into governance structures and be reviewed during learning processes.

Annual meetings will also serve as formal reflection and refocussing learning events. Learning will focus on each stakeholder's role in contributing to the end of program outcomes. It will identify what has worked, what has not worked, and how it can be improved. The learning will feed into governance structures and be shared with implementing partners through regular engagement. DFAT will initiate events to share learnings more formally with stakeholders where it will add value.

The program will be independently evaluated twice across the eight-year investment: at the mid-point in the second half of 2026, to inform improvements to the second four-year tranche of the investment, and one year before the end of the investment in the second half of 2030. The evaluation will assess performance against outcomes and select DFAT quality criteria. It will address sustainability and the development of subsequent funding options if deemed appropriate. A focused review of the program or individual partners may be conducted at any time, should any of the monitoring processes identify a cause for concern. Initial evaluation questions can be found in Annex 1.

Acknowledging the time and technical investment required to deliver this approach to MEL, the selected delivery partner (SPC) may contract external MEL expertise to develop and implement the MEL Framework, Plan and tools, ensuring these products are inclusive. The practitioners will also produce six-monthly monitoring reports. These reports will provide the quantitative and qualitative evidence for DFAT's investment quality reports and input directly in to DFAT aid quality requirements.

8.2 PROCESSES AND REPORTING

Inception Phase (First year of implementation)

- Monitoring practitioners engaged; full MEL Plan and tools to be developed.
- Baseline assessment conducted.
- At six months: MEL Plan and tools quality assured.

Ongoing

- Opportunity for regular engagement and monitoring in-country, including with affected communities as appropriate.

Bi-annual

- Monitoring reports with quantitative and qualitative data and analysis, with data provided by Warehouse Management and compiled by the monitoring practitioners.
- In-country progress discussions with partners (Post)

Annual

- Formal partner performance meetings and DFAT learning event.
- DFAT's annual Investment Quality Reporting processes including Humanitarian Aid Quality Checks, Aggregate Development Results and Partner Performance Assessments.

Year 4 and year 7 / 8 of implementation

- Independent Evaluations
- End of program report (Year 8)

Ad-hoc

- Whole-of-program and / or partner review if concerns are identified.
- In-country monitoring missions where budget allows.

9. GENDER, DISABILITY AND OTHER CROSS-CUTTING ISSUES

9.1 GENDER EQUALITY, DISABILITY AND SOCIAL INCLUSION (GEDSI)

Pacific island countries and Timor-Leste are disproportionately vulnerable to natural disasters due to their unique geography, remoteness, and emerging institutional capacity. Cyclones, earthquakes, floods, landslides, drought, heatwaves, and volcanic eruptions are among the most pressing risks faced by the region with climate change increasing intensity of weather-related disasters and driving sea level rise.¹⁵

Climate change events and disasters of any scale have immediate, significant, and compounding impacts that are disproportionately likely to negatively affect women and girls, alongside other groups subject to marginalisation. These include people with disabilities, older persons, and people with diverse SOGIEC among others.

Humanitarian crises exacerbate existing inequities and unequal social norms, increasing the risk that women and girls will be subject to gender-based violence (GBV), including sexual assault and harassment, forced prostitution, and trafficking. This heightened threat of violence also prevents women and girls from accessing essential supplies and infrastructure, including WASH facilities, menstrual health and hygiene products, and vital, life-saving nutrition. By limiting access to essential sexual and reproductive health care services, natural disasters and post-conflict crises also precipitate higher rates of maternal and child mortality. These deprivations are so extreme that the WHO estimates 60 per cent of preventable maternal mortality occurs in countries affected by humanitarian crises.¹⁶

These gendered deprivations are also exacerbated and compounded by other social identities, norms, and relations to which women and girls may be subject, including poverty, LGBTIQ+ identity, ethno-linguistic heritage, age, and disability status, among others.¹⁷ These intersectional experiences of relative privilege and oppression create complex needs to which adequate and appropriate humanitarian interventions can and must respond.

People with disabilities face disproportionate risk and their specific needs are seldom catered for as most preparedness activities focus on a "one size fits all" approach. Approximately 15 per cent of the world's population has some form of disability, however, at a country level, official statistics may state substantially differing and much lower estimates. This is often due to the methodologies used to estimate numbers of people with disabilities. Additionally, disability is extremely varied both in impairment type and severity so, particularly in

¹⁵ Asian Development Bank. "Disaster Risk Reduction and Management in the Pacific." Asian Development Bank, 2010. <https://www.adb.org/sites/default/files/publication/30374/disaster-risk-reduction-management-pacific.pdf> & CSIRO, Australian Bureau of Meteorology and SPREP (2015). *Climate in the Pacific: a regional summary of new science and management tools*, Pacific-Australia Climate Change Science and Adaptation Planning Program Summary Report. Commonwealth Scientific and Industrial Research Organisation, Melbourne, Australia.

¹⁶ CARE. "Gender in Emergencies." CARE Emergency Toolkit, 2023. <https://www.careemergencytoolkit.org/gender/gender-in-emergencies/>

¹⁷ UN Women & UNPRPR. 2021. Intersectionality Resource Guide and Toolkit: An Intersectional Approach to Leave No One Behind. <https://www.unwomen.org/sites/default/files/2022-01/Intersectionality-resource-guide-and-toolkit-en.pdf>

a rapid onset disaster, it is extremely difficult to know the scale and particular types of assistive devices and other supplies that may be needed.

Indeed, the provision of humanitarian warehousing and emergency response supplies has a significant part to play in both non-maleficence related to gender and other intersectional deprivations, and enhancing the safety, participation, and status of women and girls as responders, community members, and eligible recipients of life-saving emergency aid. For instance, women's and girls' safety can be strengthened by warehousing that is accessible, well lit, and provides gender-segregated and non-isolated WASH facility access. Humanitarian emergency relief supplies can also be targeted to ensure that women's and girls' discrete needs are provided for in emergency contexts. Distribution and stockpiling of traditionally neglected emergency supplies such as WASH and dignity kits, obstetric surgery and midwifery kits, infant formula, and other crucial resources can also make significant contributions to women's and girls' safety and participation in post-disaster contexts.

People with disabilities will have the same needs as any individual in their age cohort, but may need, in addition, some specialised supplies, equipment, and services depending on their impairment and functional capacity. For example:

- People with physical impairments and older people may require items that make it easier and safer for them to eat and drink. This may include drinking straws, adapted cooking and eating/drinking utensils.
- Assistive devices such as wheelchairs, crutches, walking frames, white canes, spectacles, and hearing aids may be lost or damaged during a disaster.

Gender and disability-responsive warehousing and HERS distribution programs such as those specified by this design framework can also socialise equitable disaster preparation, management, and response practices and approaches. In pre-crisis phases, programs can engage women and people with disabilities in planning, preparation, and response activities through ensuring comprehensive and inclusive consultation and participation, inclusion targets for staff and contractors, and gender aware and disability inclusive approaches, training, briefing, and coordination (including distribution protocols). Throughout crises, and in immediate post-crisis conditions, programs can promote gender responsiveness by targeting the distribution of HERS to female-heads-of-households, remaining sensitive to women's unpaid care and labour, and ensuring HERS distribution and community engagement is scheduled in ways that enhance safety and protection for women and girls, including by ensuring these processes occur during daylight hours. Similarly, these programs can also embed disability responsiveness by ensuring reasonable accommodations are made in the targeting, collection processes and location of HERS, including by maintaining close coordination and communications with OPDs throughout preparation for, and during, emergency events.

Box 1: Snapshot: gender equality in the Pacific

Precise gender dynamics and trends across the Pacific and Timor-Leste vary by country and region and are heavily influenced by additional contextual factors such as urban/rural habitation, age, religion, ethno-linguistic heritage, poverty, SOGIESC, and other statuses. Notwithstanding this, data indicates that Melanesian, Micronesian, Polynesian and Timorese women and girls (aged 15-49) experience among the world's highest rates of GBV, with 68 per cent reporting lifetime experience of physical or sexual violence by an intimate partner, and those with disabilities experiencing this violence at a rate that is ten times higher than that experienced by women and girls without disability.¹⁸ Pacific and Timorese women's labour force participation is also low, sitting at 28 per cent in Timor-Leste,¹⁹ and 47.3 per cent (on average) across Pacific Island Small States.²⁰ The World Bank estimates that the region's GDP per capita would grow by 22 per cent if women's employment rates matched those of men,²¹ and the 2022 World Gender Gap Report estimates that at current rates of progress, the Pacific will need 168 years to close its gender gap.²² Women's participation in public life is also marginal across the Pacific and Timor-Leste. In the five years to 2021, women's representation in Pacific parliaments increased only marginally, from 5.7 per cent to 6 per cent (on average). This rate is 76 per cent lower than the global average, where women represent 26 per cent of legislature members.²³

In recognition of this potential, the PWHP design framework has taken a comprehensive and proactive approach to addressing, incorporating, and enhancing GEDSI outcomes across all program elements. This includes:

- Ensuring GEDSI specialists were core members of the design team, including Pacific specialists who provided local and regional intersectional GEDSI insights, grounded in contextual expertise and experience.
- Testing and ensuring alignment with DFAT's Gender Equality in Humanitarian Action Roadmap 2022-2026 and Gender Equality in Design Good Practice Note alongside other key GEDSI guidance and strategies such as the Gender equality and women's empowerment strategy (2016).
- Ensuring the GEDSI activities are assessed and delivered against key safeguarding measures and adhere to Do No Harm principles.
- Prioritising the inclusion of diverse voices throughout all in person and remote stakeholder consultations, including those of Gender and Protection Cluster chairs (Ministries of Women, and NGOs), alongside women's groups, and representatives from UN Women. This resulted in 25 design consultations with GEDSI-specific organisations and agencies across seven countries, representing approximately 20 per cent of all country consultations completed by September 2023.
- Incorporating GEDSI considerations into the draft Program Logic and Monitoring, Evaluation and Learning (MEL) Framework to enable sex, age, and disability-disaggregated data collection, as well qualitative indicators to illuminate GEDSI trends and outcomes, and
- Nominating indicative resources of AUD 8 million for GEDSI activities in the draft budget, amounting to 10 per cent of overall program spending. This will equate to over AUD 150,000 per annum, per partner country for GEDSI related activities. The program will provide two full time equivalent dedicated resources for GEDSI.

¹⁸ United Nations Population Fund. "Five Things You Didn't Know About Disability and Sexual Violence." UNFPA, 2021. <https://www.unfpa.org/news/five-things-you-didnt-know-about-disability-and-sexual-violence>

¹⁹ World Bank. "Labor force participation rate, female (% of female population ages 15+) (national estimate) - Timor-Leste." World Bank Open Data, 2023. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.NE.ZS?locations=TL>

²⁰ World Bank. "Labor force participation rate, female (% of female population ages 15+) (national estimate) - Pacific Island Small States." World Bank Open Data, 2023. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.NE.ZS?locations=S2>

²¹ World Bank. "Advancing Gender Equality in the Pacific: A Win-Win for Women and the Economy." World Bank Blogs, 2018. <https://blogs.worldbank.org/eastasiapacific/advancing-gender-equality-pacific-win-win-women-and-economy>

²² World Economic Forum. "The Global Gender Gap Report 2022." World Economic Forum, 2022. <https://www.weforum.org/reports/global-gender-gap-report-2022/>

²³ World Bank. "Advancing Gender Equality in the Pacific: A Win-Win for Women and the Economy." World Bank Blogs, 2018. <https://blogs.worldbank.org/eastasiapacific/advancing-gender-equality-pacific-win-win-women-and-economy>

Box 2: Key GEDSI Findings Drawn from PWHP Stakeholder Consultations

Although there has been considerable attention and investment in improving the inclusion of women and people with disabilities in humanitarian action in the Pacific region, the Design Team found that in practice, there was limited evidence of systemic application of GEDSI considerations in emergency planning and response activities. This may in part be due to a lack of coordinated GEDSI-related ODA disbursement, particularly among large donors, resulting in duplication and dilution of resources.

Where there was evidence of the integration of GEDSI considerations in existing disaster coordination and management mechanisms, the Design Team found that GEDSI-responsive readiness capacity was diverse, with certain countries (e.g., Tonga, Samoa) demonstrating greater advancement than others (e.g., Papua New Guinea, Solomon Islands). Notwithstanding this variety in the maturity of different countries' GEDSI-sensitive emergency preparedness capacity, the great majority of stakeholders affirmed the importance of GEDSI considerations and demonstrated strong willingness for GEDSI considerations to inform HERS selection, warehousing, and distribution processes. For further information please see the *PWHP Design Country Reports*.

The proposed PWHP scope offers an opportunity to impact gender equality and social inclusion by maximising the leadership and participation of women and girls, people with disabilities, and other marginalised groups across all program activities and phases. To best support this the delivery partner will establish a **GEDSI Strategy** in the inception phase of the program and then **country-level GEDSI Action Plans** to respond to the following:

- **GEDSI mainstreaming:** How GEDSI responsive elements will be integrated across all phases and activities, including throughout warehousing (building, renting, and/or renovation), and HERS selection, procurement and provision in emergencies, including nominating strategies for ensuring reasonable accommodations where feasible. Wherever possible, efforts should also be made to enhance the diversity of PWHP programme staff (both contracted and sub-contracted by the delivery partner), including by establishing targets for women's participation, and the participation of people with disabilities. While the program may not create a significant number of jobs, it will still prioritise and address equal participation and opportunity.
- **Capacity building:** Include strategies for building the capacity of staff, partners, and stakeholders to identify and address GEDSI issues related to humanitarian warehousing, including training on GEDSI humanitarian and emergency response, and gender and disability mainstreaming. Include a focus on PSEAH in humanitarian response, including reporting mechanisms and referral networks.
- **Partnerships:** Identify and engage regularly with relevant partners, including women's organisations, OPDs, and SOGIESC organisations to ensure that stakeholders' diverse needs are reflected in, and supported by all elements of the PWHP. Adequate compensation for advice and recommendations made by these partner organisations is required through specific budget allocations in the program. Engage these partners to deliver GEDSI training and other forms of capability-building. Alongside national stakeholders, the delivery partner will ensure close coordination with the following initiatives: Australian Humanitarian Partnership (AHP); Disaster READY; Women's Resilience to Disaster (UN Women), SPRINT (International Planned Parenthood Federation), and lessons learned from program such as Women's Weather Watch (ActionAid), APCP's partnership with Shifting the Power Coalition for young women leaders to work on inclusive and transformative climate action and Geoscience Australia's work on disaster risk reduction.
- **Monitoring, evaluation, and learning:** Interlink closely with the PWHP MEL Framework and include indicators and mechanisms for monitoring and evaluating the GEDSI outputs and outcomes of the program, including its (potentially differential) impact on people with diverse SOGIESC and disability statuses.
- **Accountability:** Establish mechanisms for holding the PWHP accountable for its GEDSI commitments, including establishing regular reporting and feedback mechanisms to support transparent governance (including confidential reporting mechanisms to support PSEAH and safeguarding).

9.2 GREEN (AND CLIMATE AND DISASTER RESILIENT) HUMANITARIAN ACTION

While life-saving intervention remains the focus of any humanitarian action, green response extends the principle of “do no harm” to the environment and ecosystems that communities rely on. Some examples include a) the use of clean energy in projects, for example, solar water pumps or solar lighting for shelters; b) promotion of recycling and the concept of the circular economy; c) protection of natural resources like water, trees, and fish stocks; d) reduction of the impact of the supply chain by greening the specifications of essential items and encouraging better environmental standards from suppliers; e) optimisation of fleet management; f) procurement of locally produced products; g) reliance on local knowledge and expertise where possible (rather than flying in external specialists); h) sourcing locally available materials for construction where viable.

There is broad consensus on the importance of greener / environmentally sensitive humanitarian action, with international organisations increasingly committed to collective action in response to the impacts of climate and environmental crises through the ICRC & IFRC *Climate and Environment Charter for Humanitarian Organisations*²⁴. However there appears to be limited experience of what this may look like practically. An exception to this is the Cook Islands where the Australian Green Building Standards are used for all new infrastructure and 12 out of 14 islands are running on 100 per cent solar energy. The design literature review indicates this is an emerging priority²⁵ for humanitarian action and suggests a focus on:

- *Protecting habitats and their inhabitants*: All humanitarian operations have a net positive impact on the habitat and biodiversity of crisis affected areas. Comprehensive environmental impact assessments (EIA) will be undertaken for new warehouse constructions. Similar assessments will also be applied to existing warehouses, as required, to suggest mitigation options including nature-based solutions (NbS).
- *Race towards NetZero*: All humanitarian operations reduce the majority and offset the remainder of Scope 1, 2 and 3 emissions to become NetZero.
- *Choose clean energy solutions*: All humanitarian operations are powered by clean renewable energy, where possible. Solar-powered equipment is used for areas such as communications, lighting and cooking.
- *Tackle waste*: All humanitarian operations systematically employ circular economy approaches to enhance waste management systems globally. This could include minimising the use of excessive packaging and single-use products when stocking the warehouse and using tanks to harvest rainwater. This may also include responsible recycling, including reverse logistics if required, or disposal of expired supplies.
- *Use water*: All humanitarian operations strive for water outcomes that promote human dignity by recognising the importance of the integrated hydrological context over time. Green measures such as carbon neutral extraction, treatment and distribution of water could be included in the mitigation measures of the EIA report. Underpinning water use is the recognition of water justice where construction must consider the overall interconnectedness of social services and systems.

In addition, the PHWP will develop a **Climate and Disaster Resilience Strategy** with clear objectives, guidelines, and a monitoring and evaluation plan, which will provide a strong framework for implementation and accountable climate finance. Green humanitarian action, climate and disaster resilience and climate change mitigation is pursued through the draft program logic EOPO 1 and 3. The program will also build capacity for the program staff, implementing partners and other stakeholders to better understand climate and disaster risks, utilise climate change projections and geohazard advice for the country and specific warehouse locations, designs, construction and maintenance. The provision of warehouses is to ensure quality infrastructure that is resilient to the impacts of climate change and disasters while building community resilience through actions such as the use of renewable energy and water harvesting. For the warehouse provision, the Climate and Disaster Resilience Strategy will implement the principles of assessing and reducing climate and disaster risk, assessing and planning for the life of the asset, building performance and resilience and being inclusive²⁶. The program may pursue initiatives to reduce

²⁴ <https://www.icrc.org/en/document/icrc-ifrc-climate-environment-charter>

²⁵ Greening the System: Vision Paper Policy Brief, Humanitarian Horizons 2021 - 2024, Humanitarian Advisory Group

²⁶ Australia Pacific Climate Partnership (APCP) The Reliant Infrastructure Good Practice Guide (2023)

single-use plastics and packaging waste in the procurement and warehousing of supplies, and move towards multi-use, long-life supplies and materials in humanitarian warehousing.

There is an opportunity for the PHWP to pilot some of these approaches, innovate and contribute learning to positively shift practices and policies across the humanitarian system and have green and resilient humanitarian action as a mainstreamed element of humanitarian programming in the Pacific. The program's focus on working with and learning from local and diverse stakeholders and strengthening local systems will also contribute towards a 'smaller' and more sustainable environmental footprint.

9.3 INNOVATION AND PRIVATE SECTOR

The design process has undertaken initial, high-level mapping of the private sector in most country contexts (where design consultations have been completed) but has not explored setting up supply contracts given a final option has not been identified in (most) countries. Design consultations indicate the private sector across the Region plays a role in disaster response work through provision of supplies, donations or providing access to equipment and other assets for recovery and clearance work. At both the whole-of-program level and country level, there is an opportunity for commercial logistics and procurement entities to participate, particularly through procurement – for local construction, supervision, maintenance and supply chain development. There is also an opportunity for private sector engagement in nascent and innovative areas such as green and climate and disaster resilient humanitarian action. The delivery partner (SPC) will develop an approach for private sector engagement in the program.

The proposed funding model of development partners contributing to pooled funding and in-kind donations managed by the delivery partner is innovative. It offers development partners an opportunity to contribute to a thematic priority such as GEDSI or to provide in-kind support in the form of solar panels or water tanks for the warehouses.

As a first initiative being supported by members of the informal Partners in the Blue Pacific (PBP), there is a unique opportunity in this initiative for partners to demonstrate their common values in working with the Region by harmonising fees, reporting and standards required.

9.4 LOCALISATION

The design process found strong evidence of national actors demonstrating leadership in determining priorities for the warehousing, as well as disaster preparedness and response planning. This is a sound and sustainable localisation foundation for the investment to build from, albeit with required capacity strengthening of the NDMOs as noted. The investment will include efforts to expand the inclusion of diverse voices in these leadership and decision-making processes.

The program will locally source supplies where possible for the logistics catalogue, building on current good practice, e.g., in most countries, dignity kits for women and men contain personal hygiene products purchased locally providing familiarity and reassurance during an otherwise uncertain time. The design process identified the possibility to source some of the disability specific HERS items in country, such as incontinence products. In using locally sourced supplies, the program will adhere to global quality standards such as The Sphere Standards. The degree to which products are sourced locally is likely to grow throughout the program and initial caches may rely more on existing humanitarian supply chains for initial warehouse supply until inclusive consultations on local supplies have been conducted in each context.

There is an opportunity to embed a sustainable localisation approach during implementation by prioritising investing in the local market rather than extracting capacity. This supports a genuinely sustainable localisation of humanitarian response, with contextually relevant and culturally responsive methods and insights. Furthermore, embracing the leadership of local actors and communities is one of the principles for addressing climate and environmental crises.

The design process has developed these localisation principles for the PHWP:

- Build on existing regional mechanisms, initiatives and humanitarian architecture.
- Focus on national sovereignty capability building – and cross sharing that capability to enable and expand regional country-to-country surge / interoperability – rather than look for new regional architecture and institutions.
- Expand the sharing of capability amongst regional entities and national governments.
- Align to existing regional strategies and supporting documents – FDRP, Women’s Leaders Declaration, Nadi Declaration.
- Ensure a Pacific led, Pacific-driven and regionally-owned approach – working at an appropriate pace and timeframe, noting that not all progress will be uniform across the varying national contexts and capabilities.

10. BUDGET AND RESOURCING

10.1 INDICATIVE TOTAL PROGRAM BUDGET

All costs are lump sum, indicative at present, expressed in AUD million for the life of the program (8 years).

This program has been seeded with an initial allocation from Australia for AUD 24.5 million for the design and towards the first phase, with the potential for the program to be scaled-up with further Australian and other donor support. The full potential of the program is scalable and estimated between AUD 100-120 million, which will be achieved through additional donor funding and / or in-kind support, or in some cases alignment of existing program support. The budget requires further development pending a more precise final quantum and selection of warehouse options per country, so the following should be used for planning purposes only.

Activities	Indicative Total Cost	Budget %
Warehouse Infrastructure	32 - 45	45
Warehouse Operating	8 - 12	10
HERS supplies	4-6	5
GEDSI activities	8 - 12	10
Localisation activities	2.5 - 3.6	3
Green Humanitarian activities	5 - 7.2	6
Monitoring & Evaluation	4 - 6	5
Program Management	12.5 - 22.2	16
Total	80 - 120	100

Warehouse infrastructure: Funds for rental, repair / refurbishment or construction per country. Construction includes design, feasibility assessments, compliance with building standards & codes, materials, labour, fittings (e.g., racks, solar panels), equipment (e.g., forklifts, pallet jacks) and climate and disaster resilience and safeguarding measures. There are time and sustainability trade-offs regarding the choice of renting or constructing a warehouse. This budget line assumes one entity will implement this component, with project management costs, travel and M&E included in this lump sum and separate to the overall *Program Management* budget line. The size of the warehouse, labour and materials will vary from country to country. Funds for the purchase of land is not included in the budget line.

Warehouse operating costs: Likely to come online for (some) phase 1 countries in Year 2 / 3, assumes some form of contribution from partner government e.g., staff salaries where on-site staff are required, operating costs, training costs (other than what the program will fund). Funds may cover some of the following operating costs depending on the agreement reached with the partner government and other interested stakeholders:

- Repacking or repackaging
- Stock management and reporting
- Stocktaking and stock rotation
- Stock receiving and stock dispatch
- Building security
- Maintenance (building upkeep, cleaning, pest control)
- Workplace health and safety (WHS) compliance
- Utilities
- Insurance
- Administration and documentation
- Equipment running costs
- Personal protection equipment (PPE)
- Internet and communication charges

HERS Supplies: One initial cache per country @ AUD 150,000/ cache = AUD 2,250,000. Plus, resupply for up to seven countries over the life of the program = AUD 950,000 = 3,200,000, round up to AUD 5,000,000 to allow for contingency and local product resupplies. Assumes not all countries will use the initial HERS in a disaster response or they are able to restock independently or there is stock rotation within the program's warehouse network. Actual caches will be different sizes and costs depending on population, warehouse size, disaster risk etc.

GEDSI: 2 FTE GESDI Technical Advisers, travel and office costs, training / networking and activity costs (including development and implementation of the GEDSI Action Plan (GAP), contributions to M&E function.

Localisation: 1 FTE Localisation Technical Adviser, travel and office costs, 2 – 3 research projects. Assumes fewer activities and training costs, focus on policy and ways of working / partnership, contributions to M&E function.

Green Humanitarian Action: 1 – 2 FTE Green and Resilient HA Technical Adviser(s), office and travel costs, training and activity costs. Research aspect, working with HAG, research outcomes to offer to other humanitarian programs, contributions to M&E function.

Monitoring & Evaluation: 1 FTE M&E Adviser, 1 FTE M&E Program Officer, office and travel costs, data gathering and analysis, baseline study, mid-term and final evaluation.

Program Management: Operational, management, corporate (finance, risk, HR) staff, office and travel costs. Assumes hybrid model of SPC with MC for infrastructure, other partners (MCs, consulting groups, NGOs) for discrete activities e.g., M&E, GEDSI, Green HA. Alternatively, SPC may recruit specialist GEDSI / Localisation / Green HA / M&E.

11. PROCUREMENT AND PARTNERING

DFAT will contract the services of SPC through a grant agreement outlined under a Statement of Requirements which sets out the option for other development partners to establish contracts with SPC to support the program implementation. The design team's recommendation is that other development partners support the program broadly, or support individual streams of work within the program only if fundamentally constrained, based on their funding priorities and as negotiated with the Design Reference Group or Program Governance Committee (depending on when funding is being committed). Those subsequent agreements would reference the initial agreement between Australia and the entity to replicate pre-negotiated terms, conditions and standards and to contribute towards the same intended end of program outcomes. DFAT will also procure and contract an MC to deliver the infrastructure component of the program.

- A draft Statement of Requirements (SoR) has been developed for DFAT.

13. RISK MANAGEMENT AND SAFEGUARDS

The design notes the strong preference to harmonise risk management and safeguarding requirements of the program. Both SPC and DFAT have internal policies and procedures, and development partners contributing to the program will also have high expectations of safeguarding compliance and effective risk management. There are also shared global commitments around safeguards such as *Do No Harm* principles. For this stage of the design, DFAT's Risk Management and Safeguarding policies have been applied with the understanding these meet the standards and expectations of other development partners and key stakeholders, including international obligations and commitments.

The DFAT Risks and Safeguards Tool has been completed for this program (Annex 6). Overall, the residual risk rating when controls are considered is medium. The program risk register will be reviewed and updated by SPC at inception phase and risk registers will be developed for each country program and reviewed and updated with the same frequency as the program risk register.

DFAT Responsibilities:

- Ensure appropriate resources are available to support DFAT's obligations for risk ownership, including conducting regular risk assessments of the delivery partner and maintaining the DFAT risk register.
- Conduct country level risk assessments as warehouses are established, including risk assessment in Post and Desk MEL planning.
- Require the delivery partners to have a risk management arrangement and reporting cycle that aligns with DFAT's risk register and reporting requirements.
- Build risk assessment and management capacity in SPC and the MC as required.
- Ensure a DFAT officer is named as the risk owner for each of the risk factors listed in the register.

SPC and MC responsibilities:

- Provide risk expertise in its staffing profile.
- Develop and maintain a risk register and management plan, which is reviewed on a minimum three (3) monthly basis using safeguard screening and monitoring protocols.
- Include risk management and safeguarding as a standing agenda item in key governance and management meetings.
- Keep DFAT / development partners regularly informed of emerging risks and risk escalation.
- Monitor and manage delivery of mitigation measures to reduce risks.
- Monitor effective implementation of mitigation and identify emerging risks through the MEL framework and reporting system.

Risk Governance

A quarterly PHWP Risk Meeting to be chaired by Assistant Secretary, Humanitarian and Preparedness Branch and inclusive of the Team Leader and Infrastructure Lead will be instituted at program inception. Canberra program staff (1 x Director, 1 x EL1 and 2 x APS6) will prepare a Risk Register and Safeguards matrix update developed with the Second Secretary and LES at Suva Post and the PHWP Team. Meetings will review risks that have changed or are new and decide on risk mitigation actions to ensure risk management is given a high priority at SES level.

An annual program report including a risk summary and update will be evaluated through the Humanitarian Investment Monitoring Report (HIMR) process and additional support from an external risk and safeguards specialist will quality assure the content to and provide an independent assessment of risk management and treatments plans. Risk will be an agenda item at the annual governance meeting attended by NDMO Directors, implementing entities and partner governments to provide appropriate visibility.

Disaster Risk Management Section and Human and Environmental Safeguards areas within DFAT will remain as critical friends to the program throughout implementation providing advice and expertise to the program management team.

Due Diligence of SPC

SPC has a high level of transparency and strong institutional governance. SPC governing body sub-committee arrangements and procurement and finance policies are published online. SPC has been successfully assessed under the European Union's Due Diligence Pillar Assessment framework, is accredited to the Adaption Fund and has an Accreditation Master Agreement with the Green Climate Fund. Their Committee of Representatives of Governments and Administrations meets annually and includes the Pacific island country governments included in this program design and also Australia, New Zealand, United States, United Kingdom and France. Additionally, DFAT has an existing baseline due diligence assessment in place for SPC, completed in 2021, which identified some risks which SPC has been reporting on through annual High-Level Consultations with Australia and through regular focal point discussions. Since the assessment SPC has put in place policies that address prevention of harassment, sexual harassment and sexual exploitation, consistent with DFAT's own policy. SPC is adopting a 'People-centred Development' approach to its work, which will further strengthen their accountability on disability inclusive development. DFAT is satisfied that risks are being treated and addressed in a timely manner.

Due diligence assessments are also to be conducted on any downstream parties SPC and the MC may engage in the future to deliver aspects of the program.

Fraud Control

As a multi-country program, the PHWP will be implemented in a range of contexts with high and moderate fraud risks. Across all contexts, it is critical that SPC and the MC have mechanisms in place to proactively monitor, report and manage fraud risks. Both SPC and the MC will operationalise DFAT's fraud requirements such as those outlined in DFAT's Fraud Control Toolkit for Funding Recipients and Risk Management Guide for Aid Investments. Key requirements:

- Evidence of organisational fraud control policies and anti-corruption and bribery policies.
- Making fraud and anti-corruption expectations known up-front with partner governments and stakeholders.
- Undertaking due diligence assessments to identify potential deficiencies and building in improvement measures using a capacity building approach (e.g., assisting the development of fraud risk assessments, providing training on policies/procedures).
- Ongoing communications / dialogue about zero tolerance, and use of case studies including in local languages and using context-specific examples.
- Maintaining robust and fit for purpose financial monitoring systems to prevent, detect and correct instances of fraud and non-compliance with fraud controls, including commissioning independent audits.
- Robust financial controls and testing of controls (spot checks/sampling of invoices and receipts, procurements, overriding of any finance processes, asset register checks).

DFAT Posts will maintain line of sight and provide advice on the fraud risk level within countries. DFAT will ensure SPC and the MC are actively assessing and managing risk. The head contract / grant agreement will stipulate the fraud requirements and responsibilities to be met, including the requirement to regularly update fraud risk assessments to identify new or emerging fraud risks and ensure personnel are trained and understand their obligations.

Safeguarding






The DFAT program management team supporting the PHWP, including 1 x EL1, 2 x APS6, 1 x Second Secretary and 1 x LES will all be fulltime ASL dedicated to supporting the implementation of this program, including responsibilities to ensure the PHWP aligns the program's risk and safeguards work with DFAT risks and safeguards policies. They will hold the Team Leader and the Infrastructure Unit to account through weekly program update meetings where risks and safeguards will be a standing agenda item requiring regular feedback.

The PHWP DFAT Program budget includes generous provisions to ensure there is regular face to face engagement of the DFAT staff with the implementing partners to actively monitor and evaluate program activities, not only through the Suva PMU but also by monitoring and evaluating activities on the ground in each country before and as warehouse design and construction begins.

Program and country level Environmental Social Impact Reports (ESIRs) and Environmental and Social Safeguards Management Plans (ESMPs) will be developed using expert technical assistance embedded into PHWP.

Foundational work from the Kiribati pilot provides a high standard and robust example of ESMP to help inform further ESMPs in other countries. This activity produced a Safeguards Toolkit and associated risk assessment based on and aligned to the DFAT Risk Factors Screening Tool and Risk Register. The toolkit is a macro-enabled Microsoft Excel workbook with complex linkages between the various worksheets and is based on the precepts of the internationally accepted risk management standard ISO 31000:2018 Risk management — Guidelines. This toolkit has been shared with and reviewed by the Human and Environmental Safeguards Section in DFAT.

The ESMP documents will identify mitigation and management measures for environmental and social impacts of the project activities. It will be based on the outcomes of the program activities and prepared against the requirements of DFAT's Environmental and Social Safeguards Policy. The Policy guides DFAT's approach to managing environmental and social risks in program investments and outlines mandatory requirements related to the following key safeguards:

Safeguard		Example Impacts on Aid Program
	Environmental protection	<p>The state of the partner country's environment and natural resources.</p> <p>The vulnerability of people and communities to climate change and disaster risks.</p> <p>Partner government capacity to apply environmental and social regulation and to plan and implement strategic/sectoral development plans.</p>
	Children, vulnerable and disadvantaged groups	<p>The position, rights and concerns of people including children, women, vulnerable and disadvantaged groups in the partner country including the risk of sexual exploitation, abuse, and harassment. Consider the intersection of gender, class, age, disability, and other markers that disadvantage groups in the partner country.</p>
	Displacement and resettlement	<p>The state of land rights, land-acquisition processes in the partner country; capacity of partner governments to implement processes and address needs of vulnerable or disadvantaged groups.</p>
	Indigenous peoples	<p>The position, rights and concerns of indigenous peoples or ethnic minority groups in the partner country; and partner governments' ability to address those needs and concerns.</p>
	Health and safety	<p>Community health, safety and security conditions.</p> <p>Work health, safety and labour conditions.</p> <p>The state of emergency response services.</p>

Source: Environmental and Social Safeguard – Operational Procedures March 2019

Safeguarding inception activities will include:

- Review of SPC and the MC's safeguarding policies and procedures by DFAT. Recommended adjustments are to be incorporated by SPC and the MC.
- A proportional environment and social impact assessment and management plan for each location where a warehouse build, refurbishment or rental is being proposed – building on pilot risk and safeguard planning undertaken for the Kiribati warehouse project, including the development of an integrated risk and safeguard assessment tool created especially for this program.

- The safeguarding implementation plan will include activities such as mandatory training, refreshers, dedicated expertise/resources for safeguards officers, routine discussion on safeguards and embedding safeguards within the MEL plan.

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14. ANNEXES

Required Annexes:

- Program Logic model: Annex 2.
- Implementation & Governance Arrangements (including organisation chart and other details as appropriate including roles/responsibilities of stakeholders): Written content in Sections 6 and 7, Table 1 and Annex 5.
- Policy Dialogue Matrix: Section 7.2 and Annex 3. A Strategic Alignment Matrix is included, and a policy dialogue matrix will be developed during inception with country-level matrices developed during implementation.
- ‘Minimum Sufficient’ M&E Framework: Annex 1
- Gender analysis (which considers intersectionality and experiences, needs, and opportunities of diverse groups): Section 9.1
- Risk Register (including strategies to ‘Do No Harm’): Annex 5
- Budget and Resourcing Requirements (including costing methodology): Section 10. High level, indicative budget and notes in IDD body.
- Draft Statement of Requirement (NB: mandatory for procurement tender processes): Annex 7, internal to DFAT.

Annex 1: Draft Monitoring, Evaluation and Learning Framework

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
Broader goal	Pacific island countries and Timor-Leste are better prepared for and more resilient to the impact of disasters and climate change.	# and % of national partners who report that the project put in place a sustainable capability from which rapid distributions could be made (first 48 hours) in a way that promotes gender equality, social inclusion and mitigates climate impact	Annual partnership meetings, final evaluation, after action reviews, six monthly reports	Project lead/independent evaluator
End of investment outcomes	1. Pacific governments and humanitarian partners have timely access to climate and disaster resilient, fit-for-purpose warehouses and disaster relief supplies with strategies for distribution that are accountable to and meet the needs of those most at risk such as women, children, people with diverse SOGIESC, people with disabilities and older persons.	<p># of countries where Pacific governments and humanitarian partners report the warehouses and supplies are functioning effectively to provide timely access to fit-for-purpose disaster relief supplies in a way that is accountable to those most at risk, such as women, children, people with diverse SOGIESC, people with disabilities and older persons</p> <p># and % of declared disasters where supplies are mobilised within 48 hours</p> <p># and % of recipients (women, men, girls, boys, older persons, people with disability, people of diverse SOGIESC) who report overall satisfaction with supplies and distribution strategies, and that the assistance was suitable and accountable to their needs (post crisis)</p> <p>Reports from recipients and partners describing which supplies and distribution strategies are timely, accountable, inclusive and effective, where</p>	After action reviews, independent evaluation, mid-term review, surveys of recipients (post-crisis), independent evaluation	<p>Monitoring team/independent evaluator</p> <p>Monitoring team/independent evaluator</p>

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
		there are gaps, and whether any groups of people are being excluded		
	2. Warehouse and supplies management are funded to an appropriate scale to be able to contribute in a complementary way to stronger national and regional partnerships and preparedness, response and recovery outcomes.	<p># and % of partners who report the project strengthens and complements national and/or regional preparedness, response and recovery partnerships</p> <p>Examples from partners illustrating how the project complements or undermines national and/or regional preparedness, response and recovery partnerships.</p> <p># and % of partners who report the scale of project funding is appropriate to enable it to contribute to stronger national and regional partnerships and preparedness, response and recovery outcomes</p>	Annual partnership meetings, independent evaluation	Monitoring team/independent evaluator
	3. National Pacific and Timor-Leste partners are increasingly able to independently manage humanitarian warehouses and pre-positioned supplies, in ways which address the impact of climate change, and are more inclusive of those most at risk as decision-makers.	<p>% of operating costs and # supplies (including in kind) provided by, or sourced from, national partners</p> <p># and % of national partners with functioning processes for inclusive decision making</p> <p># and % of national partners who have designed and implemented measures to address the impacts of climate change through warehouse design and management and supply choice and distribution.</p> <p># and % of underrepresented groups (women and those with disabilities) in governance and management roles within the project.</p>	Warehouse records, six monthly reporting, final project report, independent evaluation, six monthly reporting, annual partnership meetings	Monitoring team/independent evaluator

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
Intermediate outcomes	1. Warehouse construction and refurbishment options are designed or delivered in 15 program countries.	<p># of warehouses completed on time & budget</p> <p>Environmental, social and climate considerations are evident in the infrastructure building plan</p> <p>Warehouses are accessible, secure, climate and disaster resilient</p> <p># and % of national partners reporting satisfaction with the quality and utility of the warehouses</p>	Warehouse completion reports, six monthly reporting, surveys, final project report, annual governance meetings, independent evaluation	Monitoring team/independent evaluator
	2. In crisis response, supplies are accessed and distributed within the first 48 hours, and more quickly than supplies could be accessed from sources external to the country. In preparation for future disasters, plans are in place.	<p># and % of declared disasters where supplies are mobilised within 48 hours (in crisis)</p> <p>Average # days for first stock to be (a) mobilised and (b) reach first recipients</p> <p># and % of warehouses that have distribution plans in place to mobilise within 48 hours, developed with governments and humanitarian partners (pre crisis)</p> <p># and % of warehouses that have most (>80% of) stock available to mobilise within 48 hours at any time (annual spot-check)</p>	After action reviews, warehouse records, six monthly reporting	Monitoring team/independent evaluator
	3. In crisis response, climate and disaster resilient warehouse management facilitates rapid and appropriate access to supplies and distribution strategies meet the specific needs of contextual diversity. This is reflected in country level plans and standard operating procedures.	<p># and % of partners who report warehouse management facilitated rapid and appropriate access to supplies</p> <p># and % of national partners, including women's organisations and disabled peoples' organisations, who report response was sensitive to the specific needs of those most at risk such as women, children, people with diverse SOGIESC, people with disabilities and older persons (post crisis)</p>	After action reviews	Monitoring team

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
		Examples from recipients and partners demonstrating how distribution strategies ensured those most at risk such as women, children, people with diverse SOGIESC, people with disabilities and older persons received (or did not receive) timely and appropriate assistance		
	4. National and local partners have increasing capability and ownership of warehouse management, and local suppliers are increasingly utilised and respond to considerations of environmental impact.	<p># and % total project value of national and local partners involved in the project (disaggregated by type e.g., suppliers)</p> <p># and % of selected national and local partners who report increasing ownership (*those national and local partners who are intended to increasingly own warehouse management)</p> <p>Reports from national and local partners on successful approaches to increasing local ownership, procurement through local suppliers and improving environmental impact</p> <p># and % of national partners who report supplies from the program-supported warehouse responded to considerations of environmental impact (post crisis)</p>	Six monthly reporting, annual partnership meetings, after action reviews	Monitoring team
	5. Decisions about warehouse access, supplies and distribution are made by national and local actors, including women's and organisations of persons with disabilities.	<p># and % of local women's and organisations of persons with disabilities involved in the program who report they were able to influence planning decisions (pre crisis)</p> <p># and % of national partners who report supplies from the program-supported warehouse as sensitive to the needs of excluded groups (post crisis)</p>	Interviews with participants after distribution planning workshops, after action reviews, post distribution monitoring reports	Monitoring team/ independent evaluator

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
		% of recipients (women, men, girls, boys, older persons, people with disability, people of diverse genders) who report supplies from the program-supported warehouse were appropriate to their needs (post crisis)		
	6. Warehouses, supplies and distribution strategies complement national and regional coordination mechanisms and draw on external capacity building programs where possible.	<p># and description of linkages complementing national and regional coordination mechanisms</p> <p># and description of partners or external programs contributing to the program (co-funding, in-kind, capacity building/training)</p> <p># and % of staff involved in the warehouse management that feel they have suitable skills and training to support their work</p> <p># of countries reporting strengths in capabilities for warehouse management and distribution and # of countries where gaps in capability present a risk to successful warehouse management and distribution strategies</p>	Six monthly reporting, mid-term review	Monitoring team, independent evaluator
	7. Multiple development partners contribute financially to increase the scale and quality of the program.	<p># of partners contributing financially to the PHWP</p> <p>Value of financial contributions by partner</p>	Six monthly reporting, mid-term review	Monitoring team, DFAT staff
Outputs	1. Warehouses are established or enhanced in appropriate locations in each country, as agreed with in-country stakeholders and complementary to other	# of warehouses established or enhanced in appropriate locations where climate and disaster risk has been assessed and reduced and environmental assessments undertaken and address and to appropriate national and international standards to ensure quality and	Six monthly reporting, records of distribution planning workshops	Monitoring team

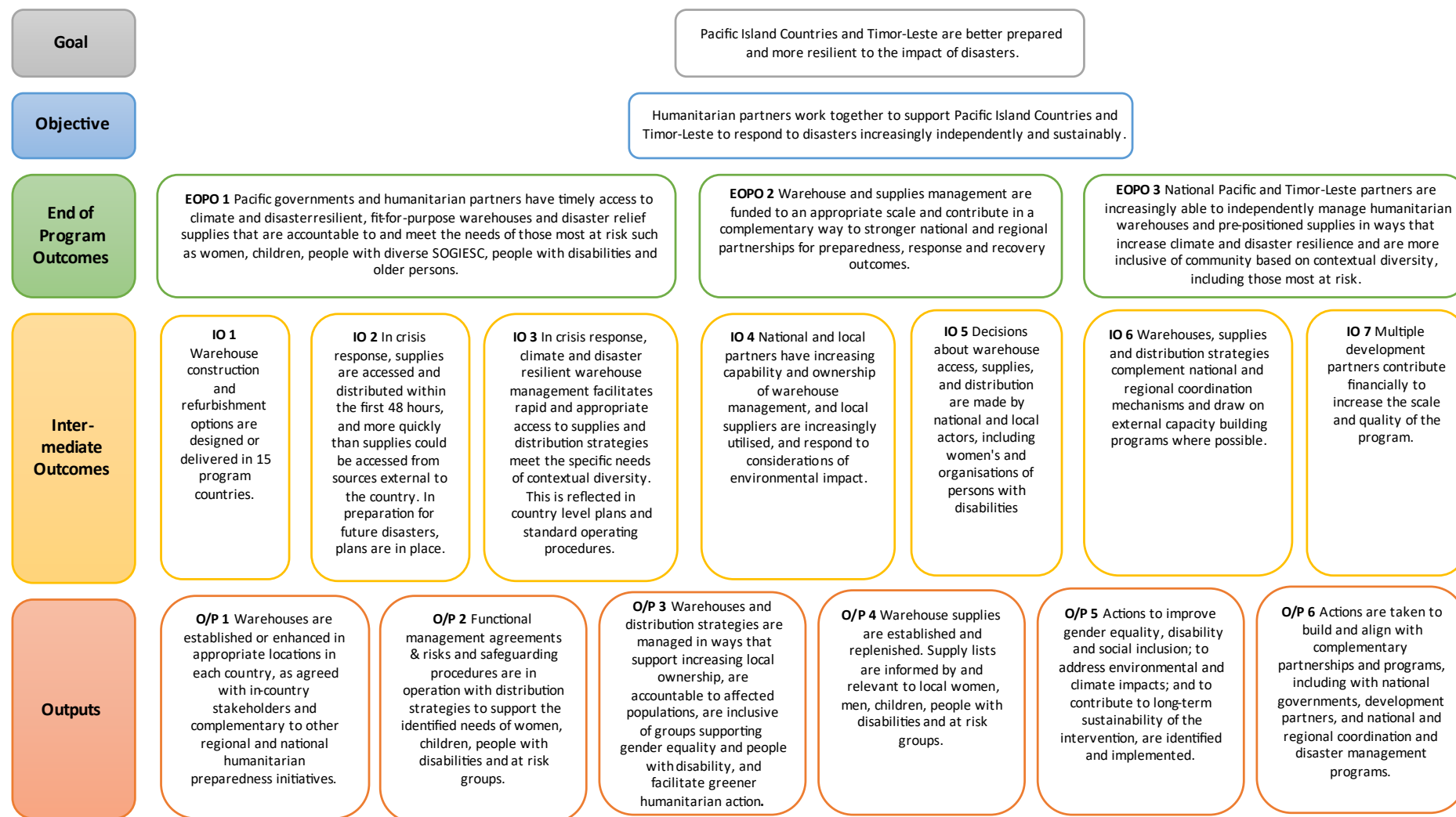
Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
	regional and national humanitarian preparedness.	<p>climate and disaster resilience (e.g., cyclone standards)</p> <p># of government and humanitarian partners contributing to warehouse design and distribution plans</p> <p>% satisfaction reported by government and humanitarian partners that the warehouse location is appropriate and that the warehouse and distribution plans reflect local needs and complement other humanitarian preparedness activities</p> <p># and % warehouses established or enhanced in line with original contracted budget, timeframe and location</p>		
	2. Functional management agreements and risks & safeguarding procedures are in operation with distribution strategies to support the identified needs of women, children, people with disabilities and at-risk groups.	<p># of functional management agreements in operation with inclusive distribution strategies</p> <p># of distribution strategies considered sufficient to result in inclusive action</p>	Six monthly reporting, records of distribution planning workshops	Monitoring team
	3. Warehouses and distribution strategies are managed in ways that support increasing local ownership, are accountable to affected populations, are inclusive of groups supporting gender equality and people with	<p># and type of national partners involved in designing distribution and response plans</p> <p># and type of strategies implemented to inform affected people of how to make a complaint or get information about assistance</p> <p># and type of strategies implemented to mitigate the climate impact of response</p>	Six monthly reporting, records of distribution planning workshops	Monitoring team

Goals, outcomes and outputs	Desired result	Indicator	Data collection method & frequency	Who will collect and analyse the data
	disability, and facilitate greener humanitarian action.			
	4. Warehouse supplies are established and replenished. Supply lists are informed by and relevant to local women, men, children, people with disabilities and at-risk groups.	# of days per year in which warehouses are fully stocked # consultations undertaken with key representatives of those most at risk such as NGOs and community groups informing warehouse supply lists and distribution plans	Six monthly reporting, warehouse records, records of distribution planning workshops	Monitoring team, warehouse managers
	5. Actions to improve gender equality, disability and social inclusion; to address environmental and climate impacts; and contribute to long-term sustainability of the intervention are identified and implemented.	# and types of initiatives implemented to improve gender equality and social inclusion # and types of initiatives implemented to address the impacts of climate change	Six monthly reporting, annual partnership meetings	Monitoring team
	6. Actions are taken to build and align with complementary partnerships and programs, including with national governments, development partners, and national and regional coordination and disaster management programs.	Up-to-date mapping of relevant national and regional coordination and disaster management programs and fit with PHWP # and types of partnerships developed with national governments, development partners and national and regional coordination and disaster management programs	Six monthly reporting, annual partnership meetings, records of partnership meetings	Monitoring team

Key Evaluation Questions:

- What has been achieved through the Pacific Humanitarian Warehousing Program (PHWP) and have there been any specific areas of value-add?
- How effective is the PHWP? Did emergency responses align with the needs and priorities of partner governments and affected communities?
- Did the program effectively manage the link between warehouses, supplies, and inclusive and accountable distribution? (i.e., did the assumption that appropriately planned warehouses, with functional management agreements and distribution strategies can enable accountable and inclusive distribution of supplies hold?)
- To what extent does PHWP make Pacific island countries and Timor-Leste more resilient to the impact of disasters? To what extent did the program support timely responses to emergencies? Did it support faster access to supplies than those available outside the country?
- How effective are each of the partnerships under the investment and how could they be strengthened?
- How effective is the program in promoting local ownership and how could this be strengthened? Is there evidence available of strengthened local procurement and supply chains?
- How effective is the program in promoting accountability to affected populations, gender equality, disability and social inclusion and facilitating greener and resilient humanitarian action?
- To what extent do the implementation arrangements for the investment provide good value for money?
- To what extent does the investment promote sustainability? To what extent has the support provided by the project implementers improved the Pacific and Timor-Leste's capability to respond in a timely, effective and appropriate manner to disasters?
- How has the investment supported donor cooperation/financing and harmonisation of effort?
- How can PHWP be improved? What are the lessons learned that might be incorporated into Australia's future investments in Pacific humanitarian response capability?
- Have gender equality, disability and social inclusiveness been addressed effectively in the investment? Were implementation arrangements effective? To what extent has PHWP improved capability to respond to disasters in a way that promotes gender equality, disability and social inclusion and addresses the impacts of climate change?

Annex 2: Pacific Humanitarian Warehousing Program Investment Design Program Logic



Annex 3: Strategic Alignment Matrix

Global Frameworks

Sendai Framework for Disaster Risk Reduction 2015-2030

Section	End of Program Outcomes (EOPO)
18 (a) Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100,000 global mortality rate in the decade 2020–2030 compared to the period 2005- 2015.	EOPO 2
19 (d) Disaster risk reduction requires an all-of-society engagement and partnership. It also requires empowerment and inclusive, accessible and non-discriminatory participation, paying special attention to people disproportionately affected by disasters, especially the poorest. A gender, age, disability and cultural perspective should be integrated in all policies and practices, and women and youth leadership should be promoted. In this context, special attention should be paid to the improvement of organized voluntary work of citizens.	EOPO 1 and 3
19 (f) While the enabling, guiding and coordinating role of national and federal State Governments remain essential, it is necessary to empower local authorities and local communities to reduce disaster risk, including through resources, incentives and decision-making responsibilities, as appropriate.	EOPO 2
19 (m) Developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income and other countries facing specific disaster risk challenges, need adequate, sustainable and timely provision of support, including through finance, technology transfer and capacity building from developed countries and partners tailored to their needs and priorities, as identified by them.	EOPO 2 and 3

Sustainable Development Goals

Section	End of Program Outcomes (EOPO)
1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	EOPO 1 and 2
11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	EOPO 1 and 2
13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.	EOPO 1, 2 and 3

Regional Frameworks

Boe Declaration and Action Plan (2019)

Section	End of Program Outcomes (EOPO)
2 (iv) strengthening humanitarian assistance, disaster preparedness and response and long-term Pacific Resilience through existing regional mechanisms such as the Framework for Resilient Development in the Pacific (FRDP), Pacific Islands Emergency Management Alliance (PIEMA), and the Pacific Meteorological Council.	EOPO 2
2 (viii) develop a regional coordination mechanism for disaster preparedness and response and humanitarian assistance (pre-approved partners; pre-positioning of approved goods; pooling of resources).	EOPO 2

Framework for Resilient Development in the Pacific 2017-2030

Section	End of Program Outcomes (EOPO)
Goal 3 Strategic Outcome: Improved capacity of Improved capacity of Pacific Island Countries and Territories (PICTs) to prepare for emergencies and disasters, thereby ensuring timely and effective response and recovery, and to ensure future risk is reduced, in relation to both rapid and slow onset disasters.	EOPO 1 and 3

Section	End of Program Outcomes (EOPO)
iii) r) Establish a contingency stockpile of emergency relief items.	EOPO 1 and 2
iv) h) Work with other development partners, governments and administrations to support building resilience of the private sector and their contributions to disaster risk management including: facilitate capacity mapping including an inventory of private sector resources and services that can be made available before and after a disaster event; align supply chain practices to achieve cost efficiencies; and timely delivery of emergency supplies and services.	EOPO 2

Nadi Declaration of the Pacific Ministers for Disaster Risk Reduction (2022)

Section	End of Program Outcomes (EOPO)
6. We commit to strengthening anticipatory action and disaster preparedness measures including through regional and subregional pre-positioning of approved goods and pooling of resources noting the potential for the Blackrock Peacekeeping and Humanitarian Assistance and Disaster Relief Facility to be used as part of this effort.	EOPO 2
9. We call upon on all the international, regional and national development partners and donors to facilitate improved and timely access to flexible, responsive and predictable resourcing and other forms of support, taking into account our respective specific circumstances and capabilities, noting the particular case of smaller island states in the design, development and implementation of appropriate programmatic approaches to resilience building.	EOPO 1 and 2
11. We commit to continuing the Pacific Disaster Risk Management Ministers Meeting supported by the Regional Disaster Managers Meeting, other regional and global disaster risk management fora, with ongoing support from regional agencies, with the endorsement of the Pacific Islands Forum Leaders and Conference of the Pacific Community.	EOPO 2

2050 Strategy for the Blue Pacific Continent (2022)

Section	End of Program Outcomes (EOPO)
Political Leadership and Regionalism - Resilience and Wellbeing: Assert our leadership, collective ownership and political will to protect the wellbeing of Pacific peoples and environments.	EOPO 2 and 3
Political Leadership and Regionalism - Partnerships and Cooperation: Strengthen Pacific leadership, voice and engagement to ensure recognition and alignment to Pacific cultures, values and priorities, and our collective interests.	EOPO 3

Pacific Community Strategic Plan 2022-2031

Section	End of Program Outcomes (EOPO)
Resilience and Climate Action – Policy to action; Climate, disaster risk information, indigenous knowledge, and the rights and needs of the most vulnerable inform decisions making, management and response.	EOPO 1 and 3

Attachment 1: Program Map

Pacific Humanitarian Warehousing Program

Pacific island countries and Timor-Leste are better prepared for and more resilient to the impact of disasters

KEY THEMES

Green humanitarian action

Delivering environmentally sensitive and climate-resilient humanitarian support

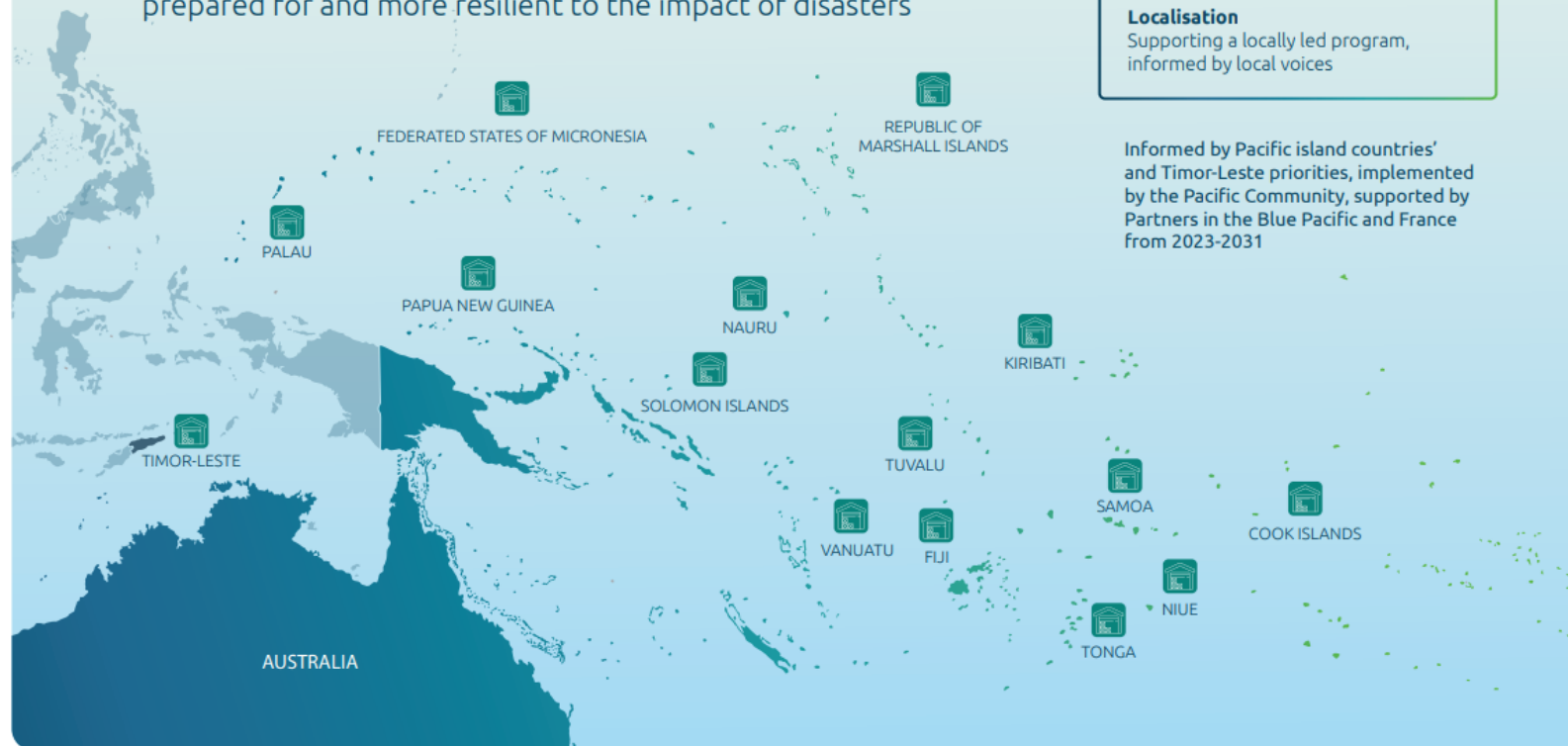
Gender equality, disability and social inclusion

Ensuring inclusivity and equality for Pacific women, men, children, older people and people with disabilities

Localisation

Supporting a locally led program, informed by local voices

Informed by Pacific island countries' and Timor-Leste priorities, implemented by the Pacific Community, supported by Partners in the Blue Pacific and France from 2023-2031



Attachment 2: Design Consultations

Country	Agency
August 2022	
Fiji	Fiji National Disaster Management Office
	Pacific Island Forum Secretariat
	The Pacific Community
	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
	World Health Organisation (WHO)
	World Food Programme (WFP)
	United Nations Children's Fund (UNICEF)
	United Nations Population Fund (UNFPA)
	Food and Agriculture Organization of the United Nations (FAO)
	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
	United Nations Development Programme (UNDP)
Samoa	Samoa Government Ministry Representatives
	Samoa National Disaster Management Office
	Samoa Fire and Emergency Services
	Red Cross Samoa
	United Nations Population Fund (UNFPA)
	United Nations Development Programme (UNDP)
	Food and Agriculture Organization of the United Nations (FAO)
December 2022	
Solomon Islands	National Disaster Management Office
	Ministry of Women
	Ministry of Agriculture
	National Council of Women
	Australian High Commission
	DFAT Solomon Islands Infrastructure Program

Country	Agency
	New Zealand High Commission
	ADRA
	Live and Learn
	People with Disabilities Solomon Islands
	Solomon Islands Red Cross Society
	UN Women
	UNDP
	UNICEF
	World Vision
January 2023	
Cook Islands	Office of the Prime Minister
	Emergency Management Cook Islands
	Climate Change Cook Islands
	Ministry of Foreign Affairs and Immigration
	Ministry of Internal Affairs, Gender and Social Inclusion Policy
	Ministry of Transport and Meteorological Services
	Ministry of Finance and Economic Management
	Office of the Ombudsman
	Australian High Commission
	New Zealand High Commission
	Cook Islands Red Cross Society
	Cook Islands Civil Society Organisation (CICSO)
	National Disability Council of the Cook Islands
	Cook Islands Investment Corporation
	Cook Islands Trading Company
February 2023	
Papua New Guinea	National Disaster Centre
	Department of National Planning and Monitoring
	Australian High Commission

Country	Agency
	New Zealand High Commission
	Japan International Cooperation Agency
	PNG Red Cross and IFRC
	AHP
	Care International
	Caritas
	Save the Children
	ADRA
	Plan International
	Evangelical Lutheran Church PNG
	Baptist Union PNG
	Child Fund
	PNG Assembly of Disabled Persons
	UNDP
	UNICEF
	UNFPA
	UN Women
	WHO
Samoa	Ministry of Natural Resources and Environment
	Ministry of Women, Community and Development
	Ministry of Works, Transport and Infrastructure
	Samoa Victim Support Group
	Australian High Commission
	World Bank
	ADB
	Betham Brothers Enterprises
	Caritas Samoa
	Rotary Club
	Samoa Red Cross

Country	Agency
	Nuanua ole Alofa (OPD)
	ADRA
Tonga	National Emergency Management Office
	Ministry of Internal Affairs, Social Protection and Disability, Women's Affairs and Gender Equality
	His Majesty's Armed Forces (Vava'u)
	Ministry of Meteorology, Energy, Infrastructure, Disaster, Environment, Climate Change
	Ministry of Finance
	Australian High Commission
	New Zealand High Commission
	Australia Assist Advisors to NEMO
	Tonga Red Cross
	Tonga Renewable Energy Program / Outer Islands Renewable Energy Program
	Save the Children
	Oxfam
	Talitha Tonga
	MORDI Tonga Trust
	FWCT - Tekina I Moara (CAN-DO)
	LLT
	Civil Society Forum of Tonga
	LATA
	Naunau 'o e 'Alamaite Tonga Association Incorporated (NATA)
	UNFPA
	UN Coordination Office
	Cluster Representatives: Safety and Social Protection, Health and WASH
	Tonga Family Health Association
	Tonga Leitis Association
March 2023	
Fiji	National Disaster Management Office
	Ministry of Women, Children and Poverty Alleviation

Country	Agency
	Australian High Commission
	UN Women
	PLAN International
	Peoples Community Development Fiji
	Fiji Red Cross
	Save the Children
	Caritas
	Live and Learn
	Habitat for Humanity
	Oxfam
	Empower Pacific
	Fiji Council of Social Services
	Australia Pacific Climate Partnership
April 2023	
Timor-Leste	Central Medica Stores (SAMES)
	Civil Protection Authority
	National Logistics Centre
	Australian High Commission
	Japan International Coordination Agency (JICA)
	UN Resident Coordinator
	World Food Program
	The Red Cross Society of Timor-Leste
	Nabilan Program / The Asia Foundation
	ADTL
	RHTO
	Mercy Corps
	World Vision Timor-Leste
	CARE International in Timor-Leste

