



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT SUBREGIONAL PROGRAMME EVALUATION

PACIFIC COUNTRIES

ANNEXES

CONTENTS

ANNEX 1. TERMS OF REFERENCE.....	2
ANNEX 2. EVALUATION FRAMEWORK.....	28
ANNEX 3. PEOPLE CONSULTED	43
ANNEX 4. DOCUMENTS CONSULTED	49
ANNEX 5. PROJECT LIST	55
ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX	101

ANNEX 1. TERMS OF REFERENCE

Introduction

As part of its annual work plan, the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will conduct an Independent Subregional Programme Evaluation of the Pacific (ISRPE) in 2021. Typically completed in the penultimate year of a programme cycle, this evaluation is expected to inform the new subregional program. In addition to providing evaluative evidence of UNDP's contribution to the subregion's development priorities. The purpose of an ISRPE is to:

- Support the development of the next UNDP Subregional Programme Document (SRPD) for the Pacific Island countries and territories
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board
- Contribute to lessons learning in UNDP

ISRPE are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The responsibility of IEO, which reports directly to the Executive Board, is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization, and alignment in support of United Nations reform and national ownership.

This is the second subregional level evaluation conducted by the IEO, focusing on the Pacific subregion. IEO conducted the 'Assessment of Development Results: Pacific Islands' in 2012². The Pacific subregion, including the former Pacific Centre, was covered in the 'Evaluation of the Regional Programme for Asia and the Pacific 2008-2013' published in 2013³ and 'Evaluation of Second Regional Cooperation Framework for Asia and the Pacific - 2002-2006' released in 2007⁴.

This ISRPE will focus on the UNDP Subregional Programme Document for the Pacific Island Countries and Territories (2018-2022) and its contribution to the United Nations Pacific Strategy⁵ (UNPS). This ISRPE is intended to contribute to the preparation of the next UNDP Pacific SRPD and UNPS starting in 2023. The IEO will conduct the evaluation in close collaboration with the governments of the 14 Pacific Island countries and territories under the UNDP Pacific Subregional Programme Document: the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu; the UNDP Fiji and Samoa multicountry offices (MCOs), and the UNDP Regional Bureau for Asia and the Pacific (RBAP).

The global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing, and restructuring its development work to meet the challenges of the pandemic

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

The ISRPE will also be conducted in adherence to the Norms and the Standards, and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² <https://erc.undp.org/evaluation/evaluations/detail/5826>

³ <https://erc.undp.org/evaluation/evaluations/detail/6677>

⁴ <https://erc.undp.org/evaluation/evaluations/detail/2686>

⁵ This is the Pacific Island's version of the UNDAF/UNSDCF

and the need of countries to effectively prepare, respond and recover from the broader COVID-19 crisis, including its socio-economic consequences. This ISRPE will consider the level to which UNDP has adapted to the crisis and support the Pacific subregion's preparedness, response, and recovery, meeting the new development challenges that the pandemic has highlighted or which may have emerged.

Subregional context

Overview

The Pacific subregion's coverage by UNDP includes 14 countries and territories⁶ (figure 1). The subregion has an estimated total population of 2.5 million people. The subregion, also referred to as Oceania, could be divided into three major groups⁷: Melanesia⁸, Micronesia⁹, and Polynesia¹⁰. Each country and territory is unique in its geography, population, land area, history, culture, economies, natural resource endowment, and political systems (table 1). Fiji is the most populous country, with about 849,961 residents, and Tokelau is the smallest, with a population of about 1,506. The atoll nation of Kiribati is one of the most remote and geographically dispersed in the world, spread over 3.5 million km² of ocean – an area larger than the entire Caribbean.¹¹ These islands are small with limited natural resources, narrow-based economies, large distances from major markets, and vulnerable to external shocks.

While most Pacific Island countries and territories in the subregion are classified as middle-income countries¹², Kiribati, Solomon Islands and Tuvalu are also categorized as Least Developed Countries (LDCs). Samoa graduated from its LDC category in 2014. Currently, Vanuatu graduated in 2020, and the Solomon Islands is expected to graduate in 2024. Despite improvements in the economic status of some countries within the subregion, a quarter of Pacific islanders live below the 'basic needs' poverty line.¹³

The Pacific Island countries and territories in this subregion are some of the most aid-dependent in the world when measured by aid inflows as a proportion of national income.¹⁴ The total ODA receipt in 13 of the 14 countries in the last 10 years is estimated at 9.7 billion. Inequality in the Pacific is also prevalent. Although there is incomplete data, the Coefficient of Human Inequality is high in Fiji (14.9) and Kiribati (17.9) in comparison with New Zealand (7.5). The GINI coefficients of the seven Pacific Island countries (table 1) are comparable to countries with high HDI. The same GINI coefficients are also lower than that of high HDI countries like Seychelles (46.8) and a Pacific country like Papua New Guinea (45.3).

⁶ According to the UN classification: Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu are United Nations Member; Cook Islands, Niue are Non-UN Members/Associate Members of the Regional Commissions, and Tokelau is a non-self-governing territory
https://www.un.org/en/development/desa/policy/wesp/wesp_current/2014wesp_country_classification.pdf

⁷ <https://unstats.un.org/sdgs/indicators/regional-groups/>

⁸ Included in the evaluation: Fiji, Solomon Islands, Vanuatu; Not covered by the evaluation: New Caledonia and Papua New Guinea)

⁹ Included in the evaluation: Federated States of Micronesia, Kiribati, Nauru, Palau; Not covered by the evaluation: Guam, Northern Marianas Islands, USA Minor Outlying Islands

¹⁰ Included in the evaluation: Cook Islands, Niue, Solomon Islands, Tonga, Tuvalu, Tokelau, Samoa; Not covered by the evaluation: American Samoa, French Polynesia, Pitcairn Islands, Easter Island, Wallis and Fortuna and New Zealand,

¹¹ UNDP, 'Subregional Programme Document for the Pacific Island Countries and Territories', 2017.

¹² According to the World Bank 2020 classification, Fiji, Marshall Islands, Samoa, Tonga and Tuvalu are upper middle-income countries. Kiribati, Micronesia (Fed. States of), Solomon Islands and Vanuatu are lower middle-income countries. Cook Island, Niue and Tokelau are unclassified.

¹³ United Nations, 'A Quarter of Pacific Islanders Live Below 'Basic Needs Poverty Lines'', Top UN Development Forum Hears', July 2019.

¹⁴ Percentage of GNI as ODA: Tuvalu (55.8 percent), Nauru (31.2 percent), Federate State of Micronesia (24 percent), Tonga (20.1 percent), Marshall Islands (19.2 percent), Samoa (15.2 percent), Kiribati (14.8 percent), Solomon Islands (14.2 percent), Vanuatu (13.8 percent). Source: World Development Indicators, 2019.



Figure 1. Map of the Pacific

Source: United Nations Pacific Strategy 2018-2022.

Table 1. Overview of Pacific Island countries and territories

	Country/ Territory	2019 HDI index ¹	2019 HDI rank ¹	Pop. ²	Pop. Growth ²	Land Area (km ²) ²	ODA 2010-19 (\$ million) ³	ODA 2018-19 (\$ million) ³	Per capita GDP (\$) ²	Per capita ODA (\$) ⁴	Coeff human Inequality ⁵ / GINI ⁶
Fiji MCO	Fiji	0.743	93	894,961	0.41%	18,333	993	246	6,152	118.30	14.9/36.7
	Kiribati	0.63	133	118,744	1.69%	811	597	135	1,636	544.10	17.9/ND
	Marshall Islands	0.704	117	54,590	0.08%	181	633	121	4,337	1,057.90	ND/ND
	FS Micronesia	0.62	136	105,503	0.26%	701	1,071	192	3,830	967.98	ND/40.1
	Nauru	No data	No data	11,690	1.61%	21	295	91	11,666	2,764.01	ND/ND
	Palau	0.826	50	17,930	0.21%	444	293	111	15,673	1,659.61	ND/ND
	Tonga	0.725	104	99,780	-0.28%	749	790	203	5,081	766.81	ND/37.6
	Tuvalu	No data	No data	10,580	0.81%	26	287	63	4,223	2,585.38	ND/39.1

	Vanuatu	0.609	140	294,688	2.27%	12,281	1,141	258	3,260	448.14	ND/37.6
	Solomon Islands	0.567	151	712,071	2.24%	28,230	2,182	414	2,295	414.45	ND/37.1
Samoa MCO	Cook Islands	No data	No data	15,281	0.43%	237	218	62	24,913	1,423.34*	ND/ND
	Niue	No data	No data	1,562	-1.33%	259	166	37	18,757	10,630.60*	ND/ND
	Samoa	0.715	111	198,646	0.58%	2,934	1,046	249	4,284	557.26	ND/38.7
	Tokelau	No data	No data	1,506	0.20%	12	No data	No data	6,882	No data	ND/ND

Sources: 1 and 5-UNDP Human development report 2020; 2-Pacific Community Statistics for Development Division; 3-OECD QWIDS, 22 April 2021; 4 and 6-World Bank data; *-Calculations by the evaluation team

Issues in the Pacific subregion

The economic impact of the COVID-19 pandemic has been devastating in the subregion. The remoteness of the Pacific Island countries and territories provided initial health protection as many were able to close their borders. Still, the pandemic devastated the Pacific economies, which rely primarily on international tourism and trade. There have been supply-chain disruptions, including in the fisheries industry—a significant sector in the subregion.¹⁵ In 2019 remittances averaged about 10 percent of GDP in the Pacific Island countries and territories and exceeded 40 percent in Tonga, and were about 15 percent in Samoa and the Marshall Islands. Remittances were predicted to decline by 116 million in the Pacific subregion (5.7 percent) in 2020.¹⁶ The closure of the tourism industry also had wide negative effects. In April–September 2020, monthly tourist arrivals in the Pacific were negligible. The subregional gross domestic product (GDP) growth, which was low before the pandemic, is forecasted to contract by 6.3 percent in 2020, to recover and grow by 1.3 percent, contingent on how quickly travel and trade restrictions are lifted.¹⁷

Pacific island countries and territories vary in human development (table 1). Of the nine Pacific Island countries and territories ranked in the Human Development Index: Palau (50th), Fiji (93rd), Tonga (104th) and Samoa (111st), and Marshall Islands (117th) are in the high human development category; Kiribati (134th), the Federated States of Micronesia (136th) and Vanuatu (140th) are in the medium human development category, while the Solomon Islands (151st) is ranked in the low human development category.

While there are cultural differences in women's standing and variation in gender inequality in the Pacific Islands, most Pacific Island countries and territories are characterized by low female participation in parliaments¹⁸, attitudinal and structural barriers to equal participation in decision-making, and obstacles in access to justice, inheritance, and ownership. Women and girls in this subregion experience some of the highest rates of gender-based violence in the world.¹⁹ Women and youth also face higher unemployment

¹⁵ IMF, 'Pacific Island Threatened by COVID-19', May 2020.

¹⁶ ADB, 'COVID-19 Impact on International Migration, Remittances, and Recipient Households in Developing Asia', August 2020.

¹⁷ ADB, 'Pacific Economic Monitor', December 2020.

¹⁸ Percentage seats held by women: Palau (13.8 percent), Fiji (19.6 percent), Tonga (7.4 percent), Samoa (10 percent), Marshall Islands (6.1 percent), Kiribati (6.5 percent) and Solomon Islands (4.1 percent). Source: UNDP Gender Inequality Index, 2020.

¹⁹ Pacific Community, 'Women's Economic Empowerment in the Pacific', August 2017.

rates and are more likely to be employed in the informal sector. The population in the subregion is exceptionally young, with half the population being under twenty-three. Skills development and employment remain a challenge because of low-level education attainment. Most Pacific Island countries and territories possess small, slow-growing economies, which are not creating enough jobs to keep pace with population growth.²⁰

Climate change and natural disasters affect almost every facet of society and the economy, despite the subregion's limited contribution to global emissions. This makes economic progress both fragile and reversible. Stronger, longer, and more frequent king tides, cyclones, droughts, and flooding already displace people regularly. The low elevation of many of the islands makes them highly susceptible to rising sea levels. Pacific island countries and territories such as Kiribati and Tuvalu have raised concerns about their capacity to sustain their populations into the future.²¹ The village of Vunidogala in Fiji has been recently abandoned²², and the township of Taro, a provincial capital in the Solomon Islands, is relocating because of rising sea levels²³. The vulnerability of Pacific Island countries and territories is also increasing due to the degradation of natural resources. Key drivers include population growth and migration (internal and external), poor coastal development and land-use planning, unplanned urban growth, and water and ecosystem degradation, including subsurface and coastal water pollution.²⁴

Most Pacific Island countries and territories have national and sectoral plans, but these are generally not well resourced or implemented.²⁵ Pacific Island countries and territories also struggle with the structural constraints of being isolated and scattered across the ocean, which further hinders their ability to deliver services, including primary health care. The COVID-19 pandemic highlighted the need to strengthen social protection systems to help alleviate the adverse impacts of prevailing travel restrictions on peoples' livelihoods.

ODA in the Pacific

The 10-year Official Development Assistance in the Pacific has constantly fluctuated with an overall dip in 2016. Figure 2-4 group the countries in terms of the total amount of ODA from 2010-2019. Group 1 (figure 2) includes countries with more than \$ 1 billion in ODA receipts, group 2 (figure 3) are countries with ODA between \$ 500 million to 1 billion USD in ODA receipts, and group 3 (figure 4) has ODA below \$ 500 million USD. Cook Islands, Fiji, Kiribati, Nauru, Niue, Palau, Samoa, Vanuatu, Tonga, and Tuvalu have increasing ODA trendlines. Fiji has the steepest increase while Niue has almost a horizontal increase. Federated States of Micronesia, Marshall Islands, and the Solomon Islands are on a downward ODA trend, with Solomon Island having a sharp decline.

The average 10-year Net ODA received per capita (US \$) shows that an individual from Nauru and Tuvalu has an average share of ODA the USD above \$ 2000. Nationals of Cook Islands, Marshall Islands, Palau has a net per capita ODA between \$ 1,000-2000. In Kiribati, Federated States of Micronesia, Samoa, Solomon Islands, Tonga, and Vanuatu, the net per capita ODA is below \$ 1,000. Fiji has the lowest with ODA per capita at \$ 118 per person. Niue is an outlier at \$ 10,000 per person.

²⁰ Lowy institute, 'Demanding the Future: Navigating the Pacific's Youth Bulge', July 2020.

²¹ Lowy Institute, 'Preparing for When Climate Change Drives People from their Homes', October 2020.

²² McNamara and Combes, Planning for Community Relocations Due to Climate Change in Fiji, 2015

²³ Coast Adapt, https://coastadapt.com.au/sites/default/files/case_studies/CSS3_Relocation_in_the_Solomon_Islands.pdf

²⁴ The World Bank, 'Pacific Possible', 2017.

²⁵ UNDP, 'Subregional Programme Document for the Pacific Island Countries and Territories', 2017.

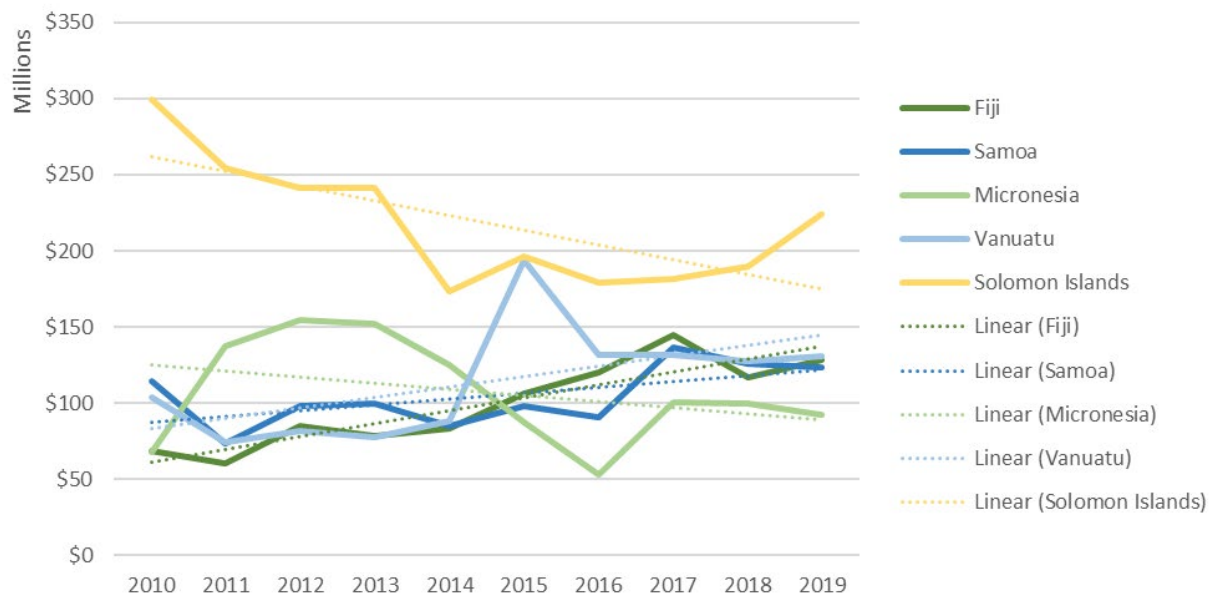


Figure 2. ODA to Federated States of Micronesia, Solomon Islands, Samoa and Federated States of Micronesia (constant prices)

Source: OECD QWIDS, 22 April 2021; Analysis by the Evaluation team

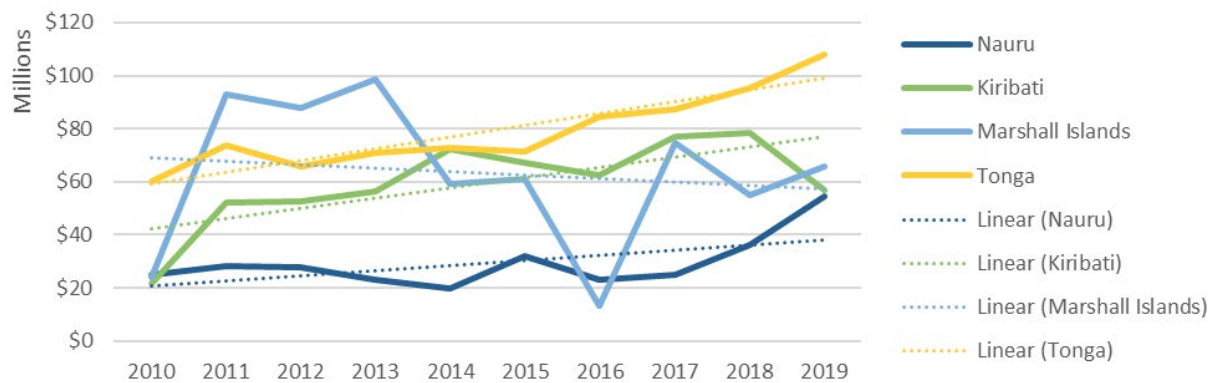


Figure 3. ODA to Fiji, Tonga, Marshal Islands and Kiribati (constant prices)

Source: OECD QWIDS, 22 April 2021; Analysis by the Evaluation team

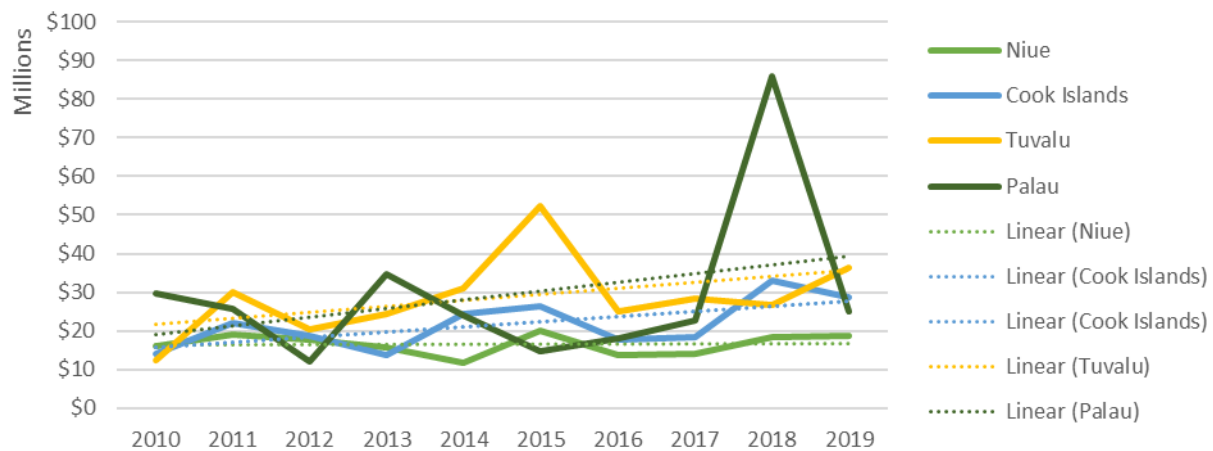


Figure 4. ODA to Nauru, Palau, Cook Island and Niue

Source: OECD QWIDS, 22 April 2021; Analysis by the Evaluation team

Looking at a snapshot of the 2018-2019 ODA (figure 5), Solomon Islands has the largest share (\$ 413M), more than twice the amount of Fiji (\$ 191M). Both Fiji and Solomon Islands have similar population sizes (averaging at 800,000 individuals). Micronesia, Kiribati, Samoa, and Vanuatu, with populations between 100,000-300,000 individuals, fall within a comparable range of ODA (\$ 233 million), except for Kiribati, which is at \$ 135M.

The countries with the largest GDP per capita are Cook Islands, Nauru, Niue, and Palau (above \$ 10,000 per annum) have the lowest ODA value (below \$ 120M). Tuvalu and Nauru, countries with the smallest land area (26 km² and 21 km², respectively,) receive contrasting shares of ODA, with Nauru receiving twice as much as Tuvalu.

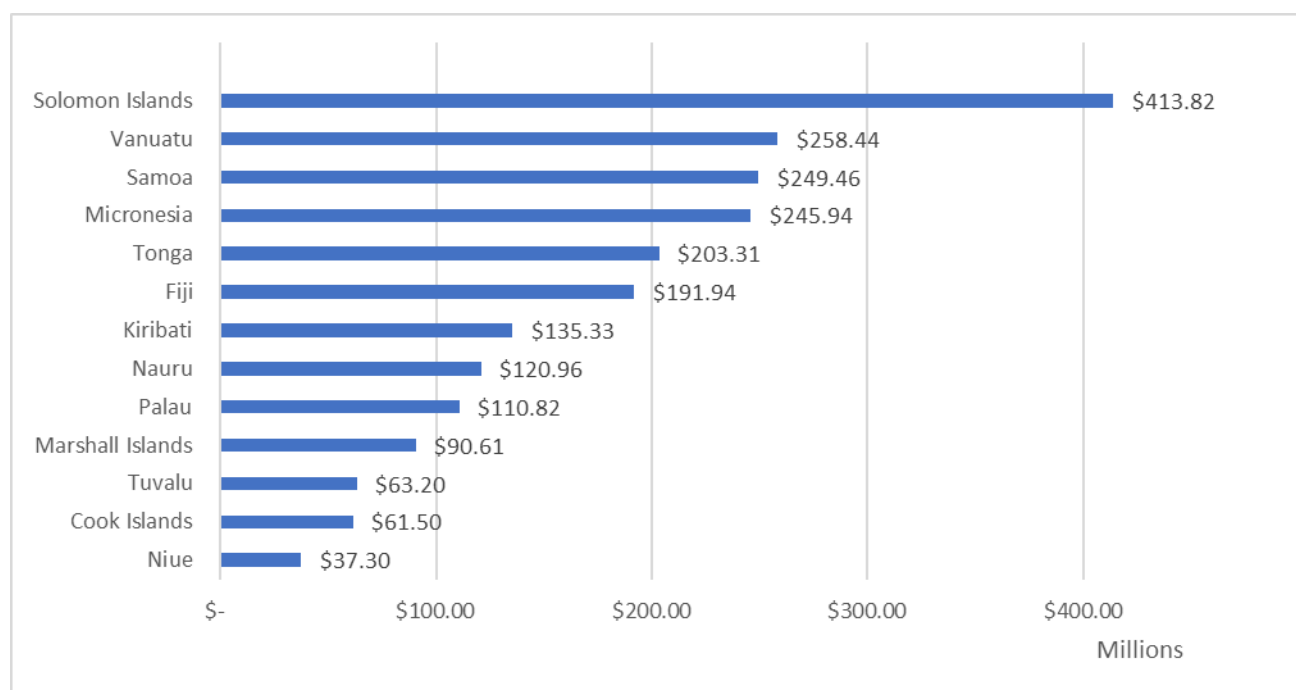


Figure 5. Cumulative ODA in the Pacific from 2018-2019 (constant prices)

Source: OECD QWIDS, 22 April 2021; Analysis by the Evaluation team

Regional stakeholders and agreements

The Pacific is its own microcosm with diverse intergovernmental organizations present. Twenty-six United Nations entities have varying degrees of presence in the Pacific. These entities are signatories to the United Nations Pacific Strategy and are members of the Pacific Joint UN Country Team. UN Resident Coordinators based in Fiji and Samoa oversee the implementation of the United Nations Pacific Strategy and ensures close collaboration of UN entities.

The Pacific Island Forum established the Council of Regional Organizations of the Pacific, CROP, in 1988 (formerly the South Pacific Organizations Coordinating Committee, SPOCC). The CROP serves as a coordination mechanism among the leaders of Pacific regional organizations. It functions as a high-level advisory body for policy formulation at the national, regional, and international levels. Nine organizations make up this regional body, these are:

- **Forum Fisheries Agency (FFA)** - established in 1979 and based in Honiara, Solomon Islands, its 17 members seek to collectively manage, control, and develop their fish stock, focusing on tuna fisheries. It has close ties to the Western and Central Pacific Fisheries Commission (WCPFC), which has a larger membership outside the Pacific Islands Countries and Territories.
- **Pacific Aviation Safety Office (PASO)** – established in 2005 and based in Port Vila, Vanuatu, PASO has 13-member pacific government members. PASO oversees aviation safety and security in the Pacific Islands.
- **Pacific Islands Development Program (PIDP)** -developed in 1980, with headquarters in Honolulu, Hawaii, USA, the PIDP implements diverse activities to promote sustainability in the Pacific. It is also the host of the Secretariat of the Pacific Islands Conference of Leaders that facilitates communication across Pacific heads of government. It maintains close ties with the U.S.-Pacific Island Nations Joint Commercial Commission (1993). A 14-member intergovernmental

Organization, formed to nurture commercial and economic collaboration between the USA and Pacific Island countries and territories.

- **Pacific Power Association (PPA)** – created in 1992 with its secretariat based in Suva, Fiji, PPA is an intergovernmental agency composed of electric utility organizations and individuals with interest in the development and operation of power in the Pacific. It has a membership of 25 electric utility companies that are operating in 22 Pacific Island countries and territories, with 110 Allied Members worldwide.
- **The Pacific Community (SPC)** – formed in 1947, with offices based in Noumea, New Caledonia, and Suva, Fiji, the SPC is the principal scientific and technical organization in the Pacific subregion. It contributes to its 26 member countries and territories through activities on a broad-ranging topic such as climate change, disaster risk management, food security, gender equality, human rights, non-communicable diseases, and youth employment.
- **Secretariat of the Pacific Regional Environment Programme (SPREP)** – established in 1993, SPREP is based in Apia, Samoa. 21 out of its 26 members are Pacific Island countries and territories. In its SPREP Strategic Plan 2017-2026, climate change resilience is outlined as its central concern with oceans as a cross-cutting theme. SPREP is an accredited implementing agency of the Adaptation Fund and Green Climate Fund, and it is host to the Pacific Climate Change Centre.
- **Pacific Tourism Organization (SPTO)** -created in 1983, and its head office in Suva Fiji, SPTO works in developing the tourism sector of its 21 member states and 145 private members. It tackles tourism themes such as strategic management of the sector, governance, and advocacy.
- **The University of the South Pacific (USP)** – established in 1968, USP has 14 campuses and 11 centers across the Pacific. It is co-owned by 12 Pacific Island countries. It is the leading provider of tertiary education in the Pacific.
- **Pacific Islands Forum Secretariat (PIFS)** - created in 1971 with its secretariat based in Fiji, PIFS has 18 members that work together to achieve regionalism towards sustainable development, economic growth, good governance, and security.

Some prominent intergovernmental treaties and frameworks that govern the development in the Pacific include:

- **Framework for Pacific Regionalism** was endorsed by Pacific Islands Forum Leaders (July 2014)²⁶. This document aims to "focused political conversations and settlements that address key strategic issues, including shared sovereignty, pooling resources and delegating decision-making" (Forum Leaders' Special Retreat on the Pacific Plan Review, Cook Islands, May 2014). It includes 1. Sustainable development that combines economic, social, and cultural development in ways that improve livelihoods and well-being and use the environment sustainably; 2. Economic growth that is inclusive and equitable; 3. Strengthened governance, legal, financial, and administrative systems; and 4. Security that ensures stable and safe human, environmental and political conditions for all.
- **SIDS Accelerated Modalities of Action [S.A.M.O.A.] Pathway (September 2014)**. Adopted by the UN General Assembly, the resolution "...with the full participation of civil society and relevant stakeholders, reaffirm our commitment to the sustainable development of small island developing States" aims to achieve a broad alliance of people, governments, civil society, and the private sector all working together to achieve the future we want for present and future generations.

²⁶ <https://www.forumsec.org/wp-content/uploads/2017/09/Framework-for-Pacific-Regionalism.pdf>

- **Nauru Agreement Concerning Cooperation in the Management of Fisheries of Common Interest, or The Nauru Agreement (February 1982)** is a subregional agreement between the Federated States of Micronesia, Kiribati, the Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, and Tuvalu. The agreement revolves around the management of tuna fisheries in the waters of its signatories.
- **Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP)** was approved by the Pacific Island Forum Leaders in 2016. It seeks to reduce Pacific islands and territories' exposure to climate and disaster and supports low carbon development and aspires to improve disaster response and reconstruction.

Some notable trade-related treaties include the South Pacific Regional Trade and Economic Cooperation Agreement – SPARTECA (1980); Pacific Agreement on Closer Economic Relations - PACER (2001); Pacific Islands Countries Trade Agreement - PICTA (signed in 2001 and implemented in 2007).

In terms of environmental treaties, some notable agreements include the 'Treaty of Rarotonga' (1986) establishing a nuclear-free zone in the Pacific; 'Waigani Convention' (1995) banning the export of hazardous and radioactive waste to the Pacific; 'Majuro Declaration' (2013) on Climate Change

UNDP Programme in the Pacific

Governance of UNDP's programme in the Pacific

UNDP has been working in the Pacific since 1971, when the first Pacific office was opened in Fiji. Since then, UNDP has been active in the subregion. Currently, UNDP has a presence in the Pacific through two multicountry offices in Fiji and Samoa and a country office in Papua New Guinea, all of which are led by Resident Representatives. The Papua New Guinea office is not covered by the Pacific Subregional Programme Document. The Fiji MCO office covers Fiji, Kiribati, Marshall Islands, Federal States of Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu. While the Samoa MCO oversees UNDP programming in the Cook Islands, Niue, Samoa, and Tokelau. Solomon Islands has a sub-office under the Fiji MCO and has a resident DRR since 2007.

Previously, the Pacific Centre (created in 2005), was part of UNDP's regional structure in Asia and the Pacific and provided technical support to the two MCOs and the Papua New Guinea country office. The Pacific Centre merged with the Fiji MCO in 2016. Currently, only a handful of subregional projects are implemented across the two MCOs and Papua New Guinea, managed from the Fiji MCO. Figure 6 shows a simplified governance structure of UNDP in the Pacific.

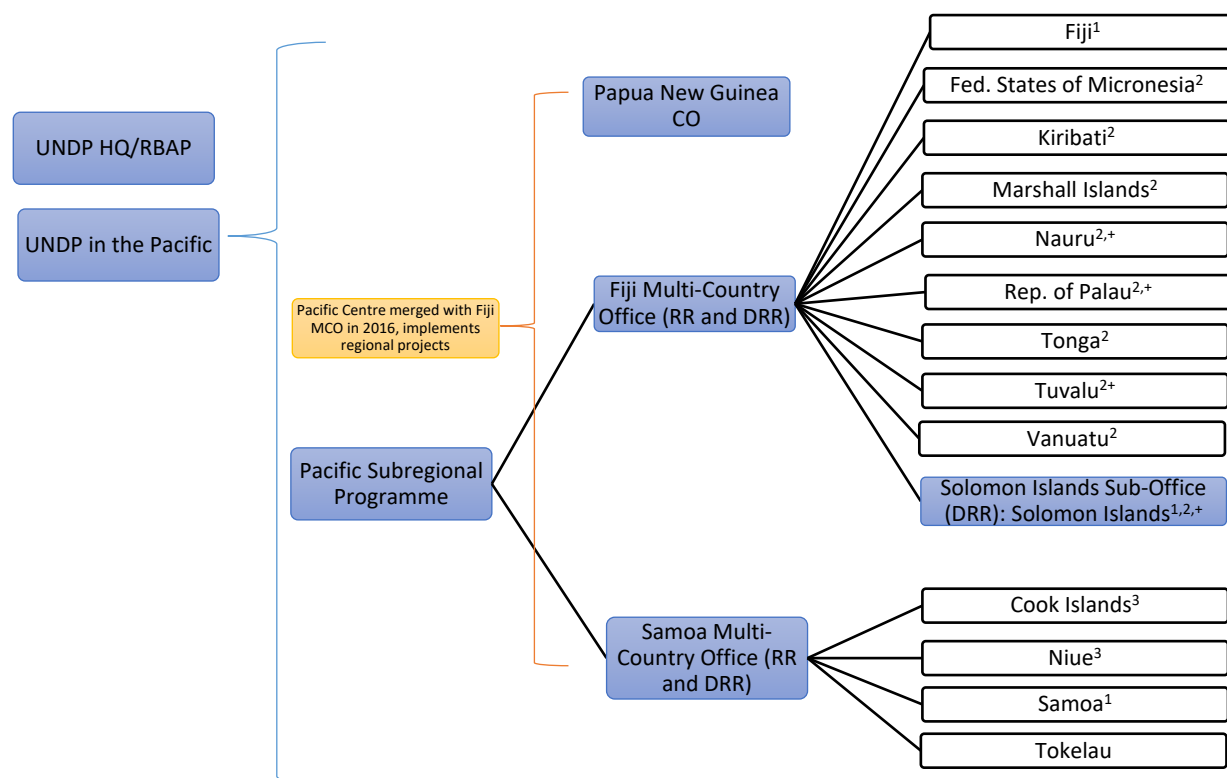


Figure 6. Organigram of UNDP Pacific Subregional Programme

Source: Data from reports, draft by the evaluation team.

Note: 1 - UNDP office and UN RCOs; 2 – programme/project staff present, former UN Joint Presence Office (JPO) since 2008; 3 - programme/project staff present UN Joint Presence Office (JPO) since 2016; + - where UNDP is the lead UN Joint Presence Office.

Evolution of UNDP's development programme in the Pacific

From 2003 until 2013, the programme in the Pacific was delivered through two Multicountry Programme Document (MCPD) for Fiji and Samoa. The Pacific Centre, created in 2005 that was based in Suva/Fiji, provided technical backstopping support to the two MCOs and Papua New Guinea CO and implemented subregional projects. In 2003-2007 Fiji Multi-country Programme Document (MCPD) had three main areas were:

- **Poverty reduction and sustainable livelihoods for MDG achievement:** facilitating financial services for the poor in Fiji, Vanuatu, and the Marshall Islands; policy development for inclusive growth and globalization in Palau, Marshall Islands, and the Federated States of Micronesia; sustainable livelihoods in the Marshall Islands."
- **Democratic governance and human rights** through parliamentary strengthening in Fiji, Solomon Islands, and the Marshall Islands; decentralization and local governance in Tuvalu and Kiribati; participatory democracy and civic education in Tonga; peace and stability in Fiji and Solomon

Islands; human rights advocacy for policy development and community education, and HIV/AIDS across the subregion."

- **Environmental protection and resource management** through programmes in environmental governance, climate change, biodiversity, energy, and waste management with a differentiated focus in the 10 Pacific Island countries and territories. A key focus has been on assisting Pacific Island countries and territories in meeting their obligations under various multilateral and subregional environmental agreements."

In the Fiji MCPD 2008-2012, the three outcomes were retained, and an additional outcome on "Crisis prevention and recovery" aimed at reducing vulnerabilities was added.

Similar to the Fiji MCPD, the Samoa MCPD in 2003-2007 had three outcomes on MDG achievement and human poverty reduction, democratic governance, and environment and energy for sustainable development; and an additional outcome on crisis prevention was added in its 2008-2012 MCPD.

In 2013, instead of two MCPDs, a Subregional Programme Document for the Pacific Islands Countries and Territories was developed that encompass the two MCOs. The 2013-2017 Pacific Subregional Programme Document strongly outlined gender equality and made it a distinct outcome, and it merged environmental management with risk and resilience goals. The outcomes included:

- **Millennium Development Goals acceleration, inclusive growth, and poverty reduction.** By 2017, inclusive economic growth would be enhanced, poverty reduced, sustainable employment improved, livelihood opportunities and food security expanded for women, youth, and vulnerable groups, and social safety nets would be enhanced for all citizens.
- **Political and economic governance.** Regional, national, local, and traditional governance systems would be strengthened, respecting and upholding human rights, especially women's rights, in line with international standards.
- **Gender equality.** Increased women's participation through legislation and policies that advance women's leadership at all levels.
- **Environmental management, climate change, and disaster risk management.** Improved resilience of Pacific Island countries and territories, focusing on communities, through the integrated implementation of sustainable environmental management, climate change adaptation and/or mitigation, and disaster risk management.

Recommendation from the previous evaluation

The last Pacific Subregional Programme Document was not evaluated instead, a review was conducted²⁷.

The ADR 2003-2012 recommended that the outcome areas that are the most relevant for the MCOs are: MDG acceleration, inclusive growth, and poverty reduction, Political and economic governance, Environmental management, climate change, and disaster risk management with gender. The MCOs conferred with this recommendation as reflected in their SRPD 2013-2017. Additionally, the ADR also recommended, "A differentiated programme strategy and approach could be considered for smaller island countries due to their specific situation, high unit cost of delivery and inherent capacity constraints". This recommendation was taken up and reflected in individual Country Programme Action Plans (CPAPs) for smaller island countries. Another recommendation was the sub-regional production of national human

²⁷ At the time of writing the evaluation team is still in process of acquiring a copy of the review.

development reports based on country demand. Although the management response agreed to this recommendation, no subregional/national human development reports were produced.

In the 2008-2012 Joint United Nations Development Assistance Framework Evaluation, three recommendations were made, explicitly highlighting UNDP. These include: (1) alignment of result matrixes with National Development Plans; (2) support to national M&E system; (3) continue working in areas where the UN fills gaps (i.e., UNDP support to the Department of Energy in Tuvalu). These recommendations were accepted by the United Nations MCOs. UNDP also accepted these recommendations and reflected the change in their SRPD 2013-2017 and 2018-2022.

Pacific Subregional Programme Document 2018-2022

The current United Nations Pacific Strategy started in 2018 and will end in 2022. The strategy covers 14 countries and territories and has six outcome areas and is monitored through 38 indicators.

The current Pacific Subregional Programme Document (2018-2022) is derived from the United Nations Pacific Strategy. The Pacific SRPD has three primary outcomes that retained and reinforced the four outcomes in the last version. What is evident in this current set of development goals is the presence of climate change. In addition, and gender is mainstreamed across all three result objectives. Each country and territory also have a standalone Standard Basic Assistance Agreement (SBAA), which is the localization of the Pacific Subregional Programme Document.

Outcome 1. Climate change, disaster resilience, and environmental protection

This outcome assists Pacific Island countries and territories in strengthening legal and institutional frameworks in addressing environmentally sustainable development. This outcome tackles both climate change adaptation and mitigation. Activities include support for Pacific islanders' participation in global forums, such as the United Nations Framework Convention on Climate Change. Innovative climate finance work includes mobilizing and managing financial resources from the government, international donors, international financial institutes, and the private sector that address climate change issues. The outcome also focuses on resilience to disasters using a humanitarian-development nexus approach. This includes working at the national and local levels to develop risk-informed, gender-sensitive development plans and strengthening coordination across government agencies and communities.

This outcome also includes promoting blue²⁸ and green²⁹ economies through poverty reduction, sustainable livelihoods, and climate resilience initiatives. These are tackled by integrating sound management of land, water, forest, biodiversity, and coastal resources. Approaches include ridge-to-reef initiatives, people-centered design, drone mapping, community-based conservation in protected areas, and financing for biodiversity and ecosystems.

²⁸ Blue economy includes "...the necessity of protecting – and restoring where needed – the existing ocean resource base that already supplies food and livelihoods to billions of people. Depleted fish stocks that are permitted to recover can ultimately deliver higher, sustainable fish yields and associated jobs." Also, "blue economy included "opportunities may exist for enhanced or new sustainable economic activity derived from the ocean. Progress and prospects for ocean-related energy, such as offshore wind and tidal energy, appear promising. Opportunities also exist to 'monetize' the value of highly effective coastal carbon stocks such as mangroves and seagrasses into carbon finance markets, or blue carbon." <https://www.undp.org/content/undp/en/home/blog/2018/blue-economy-sustainable-ocean-economic-paradigm.html>

²⁹ "one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities" (2010). <https://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/mainstreaming/Green%20Economy%20in%20Action/Green%20Economy%20Compilation%20Report.pdf>

Outcome 2. Sustainable and inclusive economic development

This outcome supports the subregion by implementing inclusive growth policies and strategies towards increasing financial inclusion and reaching out to the poor. This includes working with governments and the private sector to strengthen business policies and initiatives to increase the competitiveness of small and medium-sized enterprises. The MCOs are drawing from their experience in delivering the Millennium Development Goals Acceleration Frameworks to support the localization of Sustainable Development Goals (SDG) 1, 5, 8, 10, and 17. UNDP collaborates with UN entities and subregional partners to generate and collate disaggregated data to formulate evidence-based policy formulation and SDG Acceleration Frameworks. The outcome supports SDG Goal 17 through fostering South-South and Triangular Cooperation and implementation of the Pacific SDG Roadmap, the Framework for Pacific Regionalism, the SAMOA Pathway, and other cooperation mechanisms.

UNDP is also contributing to the COVID response in the Pacific by providing equipment and assisting in information dissemination.

Outcome 3. Effective governance for service delivery

This outcome aims to improve the capacities of parliaments, sub-national government ministries, and civil society organizations to improve service delivery, inclusive decision-making, and promote social cohesion. It has activities centered on peace, justice, and building a strong institution. It has activities that hope to create innovative mechanisms to increase discussions with marginalized groups, particularly women, youth, and marginalized communities. This outcome also encompasses the portfolio of work on gender equality, good health and well-being, peacebuilding, the rule of law and access to justice, and transparency and accountability. Collaboration in this outcome includes the Pacific Islands Forum Secretariat, the Pacific Community, UN-Women for gender equality; South Pacific Community, the World Health Organization, UNICEF and UNFPA, Ministries of Health for health-related topics; and the United Nations Peacebuilding Office and UN-Women for peacebuilding.

Table 2 and figures 7-9 below indicate UNDP resources for each United Nations Pacific Strategy /UNDP Subregional Programme Document outcome and outputs.

Table 2. United Nations Pacific Strategy /UNDP Pacific Subregional Programme Document Outcomes and Indicative Resources

Outcome	Output	SRPD Indicative Resources (\$ millions)	Expenditure (2018-2020) (\$ millions)
Outcome 1: Resilience and Sustainable Development By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened	Output 1.1: Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented	Regular: 3.667	Regular: 2.425
	Output 1.2: Effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels	Other: 207.0	Other: 93.334
	Output 1.3: Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services and waste	Total: 210.667	Total: 95.760
Outcome 2: Inclusive Growth By 2022, people in the Pacific, in particular youth, women and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multidimensional poverty and inequalities, and promotes economic empowerment	Output 2.1: National and local institutions enabled to put in place evidence-based risk-informed and gender-sensitive policies guiding participatory planning and budgeting processes and aligned with SDGs	Regular: 5.789	Regular: 0.986
	Output 2.2: Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youth	Other: 26.000	Other: 10.151
	Output 2.3: National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural and low-income women and youth	Total: 31.789	Total: 11.138
Outcome 3: Effective Governance By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice	Output 3.1: Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative	Regular: 5.787	Regular: 3.329
	Output 3.2: Increased transparency and accountability in governance institutions and formal and informal decision-making processes	Other: 50 million	Other: 50.480
	Output 3.3: More women and men benefit from strengthened governance systems for equitable service delivery including access to justice	Total: 44.787	Total: 53.809
Grand Total		Regular: 15.242	Regular: 7.649
		Other: 283.0	Other: 155.447
		Total: 298.242	Total: 163.095

Source: Atlas programme expenditure data as of 5 Feb 2021; total includes 2.4 million in programme expenditure not linked to an outcome

Preliminary analysis of the Pacific portfolio as of February 2021 shows that Outcome 1 comprises 58% or about \$ 210M of the entire Pacific portfolio. Major projects include the Green Climate Fund (GCF) Vaisagano River Catchment in Samoa (\$ 37.1M), Tuvalu Coastal Adaptation GCF (\$ 17.7M), Samoa economy-wide integration of CC adaptation (\$ 9.1M), and Vanuatu adaptation to CC in coastal zones (\$ 3.9M), a ridge to reef project. These include activities on CCA, water, oceans, coasts, energy, biodiversity, and environmental reporting.

Outcome 2 has around \$ 11M expenditure to date, or about 7% of the overall portfolio. Major projects include Pacific Financial Inclusion Program (\$ 7.2M), COVID-19 response support in the Pacific (\$ 2.1M), and Markets for Change (Fiji, Solomon Islands, Vanuatu), with other projects on SDG localization and trade.

Outcome 3 has the second-largest share of the portfolio with \$ 53M expenditure to date, about 33% of the overall portfolio. The largest components include about \$ 13M for health projects (i.e., West Pacific - Integrated HIV/TB program, malaria, and COVID19 response), about \$ 9.5M for electoral support projects, and access to justice project in Fiji (\$ 5M to date). Other projects include parliament and governance support.

Overall, the largest share of funding is received by Fiji at about \$ 55.6M, followed by Samoa at \$ 31.7M and Solomon Islands at \$ 16.9M (figure 7). The largest donor for the Pacific is the Global Environment Facility (GEF) with \$ 51.1M, which is 31% of the entire portfolio. It is followed by the Green Climate Fund at 12 % (figure 8). Preliminary analysis also shows that the diversity of funding by source differs significantly in some Pacific Island countries and territories. For example, Fiji, the Solomon Islands, and Vanuatu have two or more main donors, while countries like Samoa and others have funding that is reliant on vertical funds (figure 9).

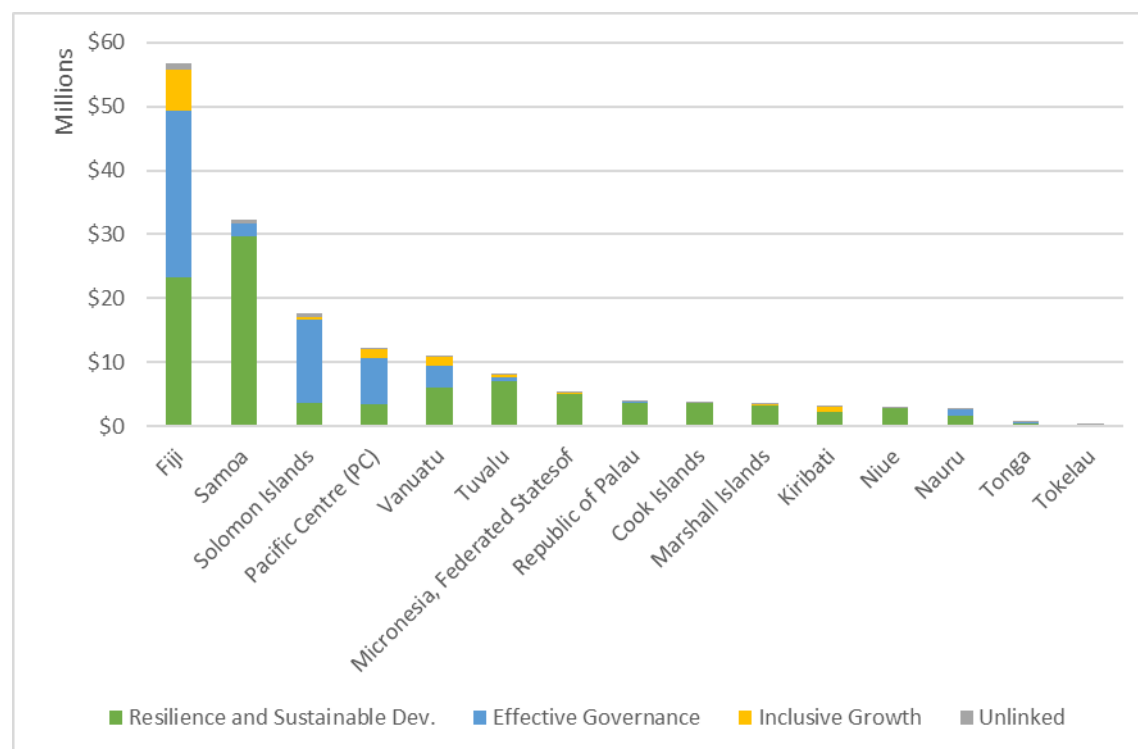


Figure 7. Distribution of expenditure among the 14 countries and territories in the Pacific, 2018-2020 Programme Expenditure

Source: UNDP Power BI.

Note: Some funds received and tagged to Fiji may involve more countries

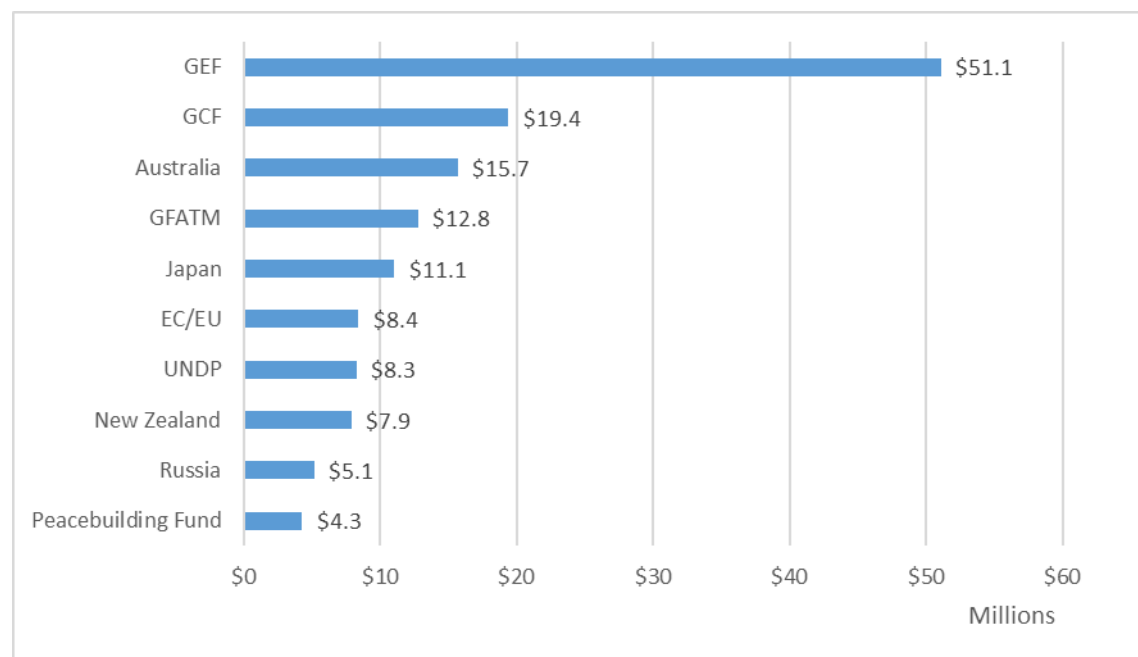


Figure 8. Top 10 Donors to the Pacific Multi-Country Office, 2018-2020 Programme Expenditure

Source: UNDP Power BI.

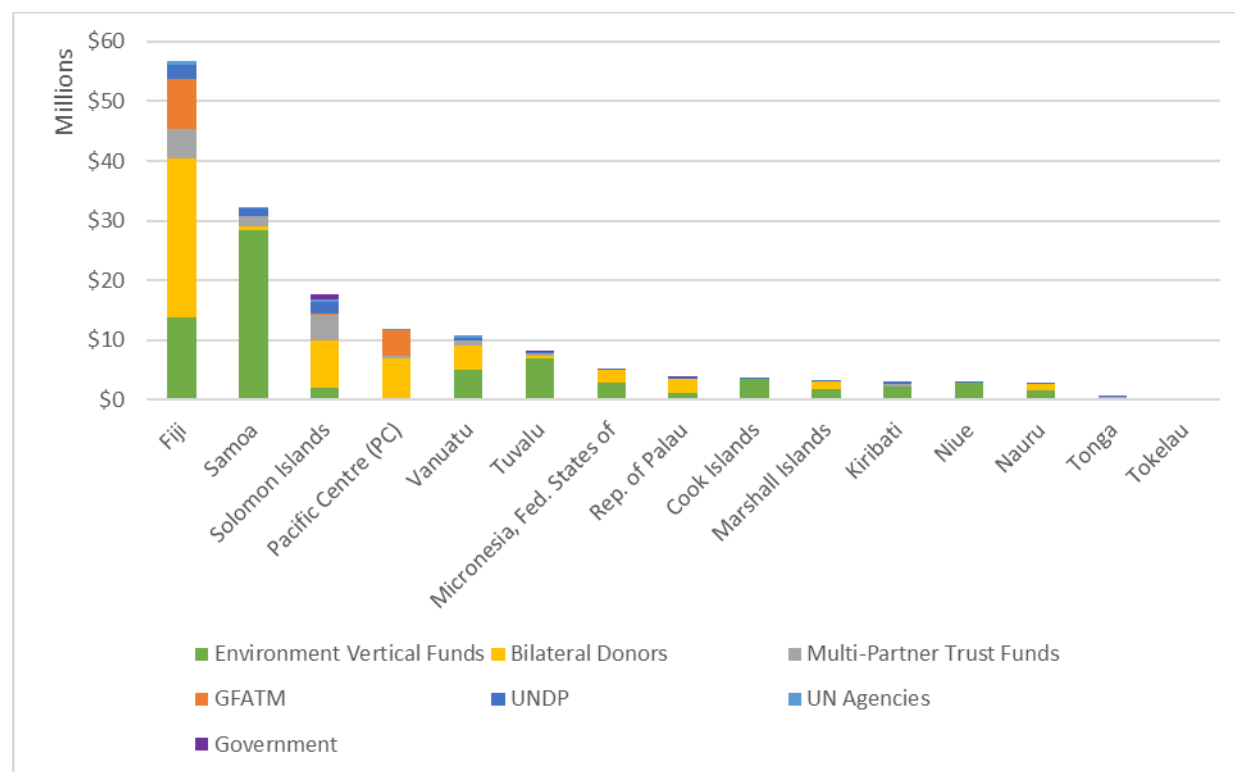


Figure 9. Country or territory funding by Source 2018-2020 Programme Expenditure

Source: UNDP Power BI.

Note: Some funds received and tagged to Fiji may involve more countries

Scope of the evaluation

The ISRPE Pacific will examine UNDP's 2018-2022 subregional programme formally approved by the Executive Board. Guided by the Pacific Subregional Programme Document Results and Resources Framework, the evaluation will assess UNDP's performance in contributing to the three programme outcomes. The ISRPE will consider changes made to the subregional programme during the period under review, including UNDP's COVID-19 response.

The evaluation will cover UNDP's development programme in its entirety, regardless of its funding sources, e.g., UNDP's regular, core resources, donors, and government. The scope of the evaluation will include all programmes implemented by the Fiji MCO and Samoa MCO. It will also include regional projects that involve countries in the Pacific. Projects that are active and/or have been completed during the period under review will be covered. Special attention will be given to collaborations between UNDP and other UN entities under the 2018-2022 United Nations Pacific Strategy and the positioning of UNDP in the Pacific.

Methodology

The evaluation will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards.³⁰ It will address the following main evaluation questions:³¹

Relevance

1. What did the UNDP subregional programme intend to achieve during the period under review?
2. To what extent is the strategy and programming of UNDP's Pacific programme responding to the complex nature of the subregion and evolving context?

Coherence

3. How is UNDP maintaining internal coherence across its programming? How is UNDP positioning itself in the Pacific vis a vis other UN entities and regional actors?

Effectiveness

4. To what extent has the programme achieved (or is likely to achieve) its intended objectives? What factors contributed to, or hindered UNDP's performance?
5. To what extent has UNDP adapted to the COVID-19 pandemic and support the Pacific subregion's preparedness, response, and recovery process?
6. To what extent is UNDP's programme and results responding to cross-cutting themes such as gender equality and women empowerment, social inclusion, and climate change?

Efficiency

7. To what extent is UNDP's structure and governance in the Pacific fit for purpose? What contributed to the efficient delivery of its programmes, and what can be improved?

Broader adoption

8. To what extent did the results of UNDP in the Pacific achieved broader adoption (mainstreaming, replication, sustainability, scaling, market change)?

³⁰ <http://www.uneval.org/document/detail/1914>

³¹ The ICPEs/ISRPE have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

Evaluation questions 1 and 2 will be addressed by looking at the programme logic implemented in the Pacific MCOs. The programme logic (i.e. TOC), either available at the subregion or reconstructed in consultation with programme units for the evaluation, will be used to understand the underlying programme intent and rationale by outcomes, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the United Nations Pacific Strategy outcomes will be unpacked, and any changes to the programme design and implementation strategy from the initial Pacific Subregional Programme Document will be identified.

Evaluation question 3 will be addressed by looking at the internal and external coherence of the programme. The internal coherence will be the fit and synergies cross UNDP MCOs subprogrammes and with regional and global UNDP programmes. The external coherence will look into the synergies and collaborations made with other UN agencies, regional and global stakeholders in the Pacific.

Evaluation questions 4-6 will address the overall effectiveness of UNDP's subregional programme. It includes an assessment of the degree to which UNDP-specific outputs mentioned in Pacific Subregional Programme Document outputs have progressed or achieved United Nations Pacific Strategy outcomes. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

The evaluation will examine UNDP support to COVID-19 preparedness, response, and recovery in the Pacific, including several sub-questions: i) degree to which UNDP's COVID support has been relevant to the needs of Pacific island countries and territories; ii) how well UNDP's support and response aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the Pacific island countries and territories to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in the Pacific that is equitable, resilient and sustainable.

The evaluation will pay particular attention to cross-cutting themes such as gender equality and women empowerment, social inclusion, and climate change. The evaluation will assess these themes were integrated from the design to implementation, up to M&E and lessons learning.

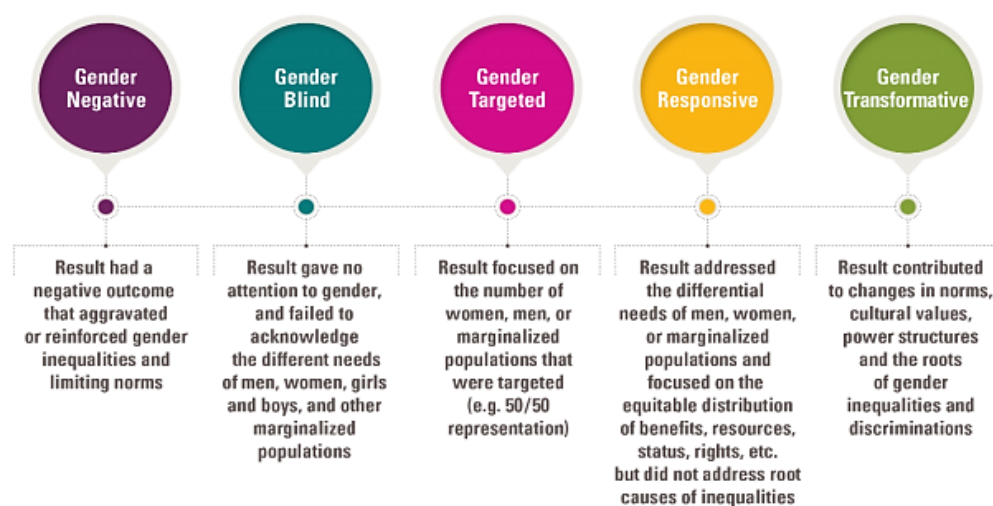
Evaluation question 7 will look at the current structure of the Pacific MCOs vis-a-vis its structure, governance, and having one Pacific Subregional Programme Document that maps the UNDP's programming direction in the Pacific. Further, we will look into the UNDP's MCOs with reference to the changing context and the reorganization of the United Nations in the Pacific (i.e., delinking of UNDP and UNRC). MCO/Country-specific issues (e.g., change management), managerial practices (e.g., utilization of resources for results), programmatic design and decisions (e.g., use of partnerships, South-South and triangular cooperation, delivery modality) will be examined.

Evaluation question 8 will examine various factors that have influenced – positively or negatively – UNDP's programmatic performance, and eventually, the broader adoption (mainstreaming, replication, sustainability, scaling, market change) of results.

Stakeholder involvement: The evaluation will engage relevant stakeholders to ensure transparency, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. A stakeholder analysis will be conducted during the preparatory phase to identify relevant UNDP partners, including those that may have not worked directly with UNDP but play a key role in the outcomes to which

UNDP contributes. The analysis will help identify key informants for interviews during the data collection phase.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach. The evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be reviewed, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which UNDP's programmatic efforts were designed to contribute to gender equality and women's empowerment (e.g. using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender-targeted, gender-responsive, and gender transformative (figure 10).



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

Figure 10. IEO's Gender Results Effectiveness Scale

ICPE/ISRPE rating system: Based on the Independent Country Programme Review piloted by the IEO in 2020 and lessons learned, IEO is currently developing a rating system to be applied for the ICPEs in 2021 on a pilot basis. Ratings are expected to be applied to assess UNDP's progress towards CPD Outputs and Outcomes goals and criteria such as relevance, coherence, efficiency, and sustainability. Details will be provided in due course prior to the implementation of the ISRPE.

Evaluability assessment and limitations

Evaluability assessment: An assessment was conducted to examine the availability of documentation and information, identify potential data constraints, and determine the data collection methods.

- **COVID-19 restrictions:** As international and internal mobility is limited and many continue to telework, access to national stakeholders for data collection – particularly those in remote areas and community-level populations, including the marginalized – may encounter challenges. Expanded outreach measures will include, e.g., use of surveys, identification of locally-based data collectors and consultants, access to local project managers/ coordinators, and/or use of GIS technology for virtual site visits.

- **Political situation:** The current political situation in the Pacific countries and territories is stable and is not anticipated to affect the availability of government counterparts and other references for the evaluation.
- **Availability of past assessments:** The UNDP Evaluation Resource Centre (ERC) includes: (1) 'Assessment of Development Results: Pacific Islands' in 2012, (2) 'Evaluation of the Regional Programme for Asia and the Pacific 2008-2013' published in 2013 and (3) 'Evaluation of Second Regional Cooperation Framework for Asia and the Pacific - 2002-2006' released in 2007. There are a total of 44 Pacific-related evaluations in the Evaluation Resource Center from 2018 to 2021 (table 3), of which there are eight multicountry evaluations. Three audits are available for the Pacific, two under the MCO Fiji (overall MCO operational audit; audit of Global Fund programmes) and one under MCO Samoa (overall MCO operational audit).

Table 3. Number of evaluations available in UNDP IEO ERC

Country/Territory	MTE	TE	Total
Cook Islands	1	2	3
Fiji	3	3	6
Kiribati	2	1	3
Marshall Islands	1	1	2
Multicountry	4	4	8
Nauru	1	1	2
Niue	1	-	1
Palau	-	1	1
Samoa	3	5	8
Solomon Islands	-	4	4
Tonga	-	1	1
Tuvalu	1	1	2
Vanuatu	1	2	3
Grand Total	18	26	44

Source: UNDP IEO ERC

- **Programme and project information:** Programme documentation (including internal annual reports) is available and of adequate quality. The availability and quality of project-level documentation will be examined during documentation collection and desk review.
- **Pacific Subregional Programme Document results and resources framework indicator results:** The programme document has seven indicators for its three outcomes and 18 indicators to measure its nine outputs, with baseline and targets. To the extent possible, the ISRPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are primarily aggregation of national statistics and reports of various ministries, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistics, where up-to-date data may not be available for all indicators.
- **Intervention maturity:** UNDP projects are at different stages of implementation. In cases where the projects/initiatives are still in their initial stages, it may not be possible to determine the projects' contribution to the Pacific Subregional Programme Document / United Nations Pacific

Strategy outcomes. The evaluation will document visible progress and seek to assess the possibility of potential contribution given the programme design and measures already put in place.

Data collection and analysis

Data collection methods: An evaluation matrix will be prepared to elaborate on data collection and analysis plans. Data and information required for the evaluation are collected through primary and secondary sources. The evaluation will employ a phased and snowball approach and use layered triangulation (see analysis and validation below).

1st Phase - Collecting primary and secondary data to build testable hypotheses. The evaluation will employ various tools to collect evidence and build testable hypotheses guided by the evaluation matrix and the MCOs programme logic.

- **Synthesis of evaluations.** Using the UNDP Evaluation Resource Center, evaluations in the Pacific will be analyzed, and lessons will be aggregated. The synthesis will also use evaluations conducted by other entities, including some form of assessment of UNDP's work. This could include UNDAF evaluations, evaluations of joint projects, evaluations conducted in Joint Presences Offices, audit reports.
- **Desk reviews.** The IEO will conduct comprehensive reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are subregional programme framework and office strategies (e.g., resource mobilization, gender, communication), programme-/ project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs. The IEO and the MCOs will identify a list of documents uploaded in the ISRPE SharePoint portal.
- **Review of databases.** The evaluation will review available databases and collect secondary information (i.e., SGP database, databases of other institutions).
- **Stakeholder analysis.** Mapping and analysis will be conducted to analyze and prioritize engagements with various partners. This will be done prior to the main data collection phase.
- **Questionnaire/Surveys.** An advance questionnaire will be administered to the MCOs during the preparatory phase as an additional self-reporting input. Surveys may be planned, as required.

2nd Phase - Collecting primary data to triangulate and validate information. This will be conducted in parallel or immediately after phase 1.

- **Stakeholder interviews.** Guided by the evaluation matrix and hypothesis formulated on the 1st phase, interviews will be conducted face-to-face/via Zoom/via telephone with relevant stakeholders, including government partners; donors; UN agencies; other development partners such as IFIs; UNDP staff at MCOs, regional, and HQ levels; private sector; civil society organizations; and beneficiary groups. Focus groups may be organized where possible.
- **Case studies.** These will be employed to dive deeper into themes, result areas, or issues that has been identified in the 1st phase. **Projects for in-depth review** will be part of the case studies. A sample of projects will be selected for in-depth review based on purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of issues addressed under each outcome; project maturity; budget; implementation modality; and geographical areas. Both 'flagship' projects of significant visibility and scope, as well as those that have experienced challenges, will be included
- **Site visits:** As mobility will be limited, physical visits to field project sites are expected to be minimal if any. Possible virtual verification missions may be organized depending on the available resources and technology.

Analysis and Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions. Triangulation will include:

- Methods triangulation - across various methodology along with a similar subject.
- Data source triangulation – analysis of the consistency of different data sources within the same methods.
- Theory triangulation – comparison of multiple theories to interpret and examine the data acquired.
- Evaluator triangulation – comparison of information across the evaluation team members, across subject and methods.

Midterm briefing: At the end of the data collection phase, the IEO will have a quick brief with the MCOs on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the full synthesis and drafting phase.

Management arrangements

Independent Evaluation Office: The IEO will conduct the ISRPE in consultation with the UNDP Pacific MCOs and the RBAP. The IEO will meet all costs directly related to the conduct of the ISRPE. It will establish an evaluation team, ensuring gender balance. The IEO Lead Evaluator will lead the ISRPE and coordinate the work of the evaluation team, comprising the following members:

- Lead Evaluator (LE): IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the MCOs, RBAP, and national stakeholders.
- Associate Lead Evaluator (ALE): IEO staff member who directly supports the LE in operationalizing the exercise, particularly during the preparatory phase, data collection and analysis, and preparation of a draft report. Together with the LE, the ALE will backstop the work of other team members.
- Research Associate (RA): The IEO RA will provide background research, including portfolio and financial analysis. He/she contribute to the preparation of draft/final report, report annexes and support any tasks as required by the evaluation team.
- National research institution/international and/or national consultants: The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank, or academia, to augment its data collection and analysis capacity in the country during COVID-related restrictions. Alternatively, four individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP MCOs (Fiji and Samoa): The MCOs will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP's programmes, projects, and activities in the Pacific Island countries and territories are available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The MCOs will provide the evaluation team in-kind organizational support (e.g., arranging meetings and interviews with project staff and stakeholders).

To ensure the confidentiality of the views expressed, MCOs' staff will not participate in interviews and meetings with stakeholders. The MCOs' will jointly organize the final stakeholder meeting via videoconference with the IEO, ensuring participation of key government counterparts, where findings and

results of the evaluation will be presented. The MCOs' will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the countries and territories.

Regional Bureau for Asia and the Pacific (RBAP): RBAP will support the evaluation through information sharing, facilitation of communication between the IEO and the MCOs, and participation in the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the MCOs and its implementation of relevant actions.

Evaluation Process

The evaluation will be conducted in the following five key phases:

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (define the scope, methodology, and process), a list of projects, and an evaluation matrix; and launches document gathering with support of the MCOs. External consultants will be recruited to augment the work of portfolio analysis.
- **Phase 2: Phase 1 data collection.** The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with MCOs' staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. Specific data collection instruments will be developed, e.g., interview protocols, based on the stakeholder and portfolio analyses.
- **Phase 3: Phase 2 data collection.** The evaluation team will engage in virtual and remote data collection, such as conducting interviews using Zoom and other online communication tools. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the MCOs, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review, and debrief.** Following the individual outcome analyses, the LE will synthesize findings in the ISRPE report. The initial draft is subject to both internal and external quality reviews. Once the draft is quality cleared, the first official draft is shared with the MCOs and the RBAP for comments and factual corrections. The second draft, which considers their feedback, will then be shared with national stakeholders for further comments. The UNDP MCOs' will prepare a management response to the ISRPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders, and UNDP's forward action are discussed. Considering the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.
- **Phase 5: Publication and dissemination.** The ISRPE report will be written in English following standard IEO publication guidelines. The report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new Pacific Subregional Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks, and research institutions in the region. The MCOs office will ensure the dissemination of the report to all relevant stakeholders in relevant countries and territories. The report and the management response will be published on the UNDP IEO

website as well as the Evaluation Resource Centre (ERC).³² RBAP will be responsible for monitoring and oversight of follow-up action implementation in the ERC.

Evaluation products (deliverables)

These products could include:

- **Evaluation inception report.** This will be an internal document. This report to be prepared by the consultants/think tanks and will contain refinements of the evaluation methodology and will be prepared following and based on preliminary discussions with the MCOs. The inception report will detail the specific timing for evaluation activities in-country and deliverables and propose specific site visits and stakeholders to be interviewed.
- **Evaluation matrix.** This will elaborate on the evaluation questions, data sources, data collection, analysis tools, and methods to be used.
- **Evaluation debriefings.** The evaluation team will present a debriefing of findings to UNDP MCOs.
- **Draft and final evaluation report.** The draft evaluation report will be circulated among RBAP, MCOs and relevant government partners.
- **Evaluation brief and other knowledge products** will be prepared as need.
- **Evaluation Management Response** prepared by UNDP Pacific MCOs.
- **Evaluation debriefing presentations to UNDP and key stakeholders.** Depending on the COVID and travel restrictions, this might be conducted remotely.

Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG' Ethical Guidelines for Evaluation³³. The evaluation will safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data.

The evaluation will also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process will also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

To ensure the credibility and usability of the process and results, the evaluation will ensure the independence and impartiality of the evaluation team, who are free from a conflict of interest. Evaluation team applicants should not have worked or contributed to the Pacific Subregional Programme Document under evaluation at any time in any way. Following this principle, UNDP staff members—including advisers based in regional centers and headquarters units, civil servants or employees of NGOs that may be or have been directly or indirectly related to the Pacific Subregional Programme Document, should not take part in this evaluation as evaluation team members. Equally, the applicants should not be in a position where there may be the possibility of future contracts in the area under evaluation.

³² UNDP IEO website: <http://web.undp.org/evaluation/>; UNDP Evaluation Resource Centre: <https://erc.undp.org/>.

³³ <http://www.unevaluation.org/document/detail/102>

Timeframe for the Independent Pacific Subregion Programme Evaluation Process

Table 4.: Tentative timeframe for the ISRPE process going to the Board in September 2022*

Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
Drafting of TOR, submission of TOR for approval by IEO Deputy Director and circulation to MCOs	LE, ALE, RA	April-May 2021
Selection of Consultants/Think tanks for evaluation team members	LE, ALE, RA	April-May 2021
Compilation of documentation for desk review	ALE, RA, CO	April-May 2021
Compilation of stakeholder contacts (and initial notification by CO)	ALE, RA, CO	April-May 2021
Phase 2: Phase 1 data collection		
Circulation of advance questionnaire to the CO	LE, ALE, CO	June 2021
Completion of preliminary desk review of reference materials *inception report due from Consultants/Think tanks	LE, ALE, RA, Consultants/Think tanks	June 2021
Launch of survey (as needed)	LE, ALE, RA, CO	June 2021
Completion of portfolio analysis	ALE, RA	July 2021
Phase 3: Phase 2 data collection		
Interviews with stakeholders, case studies	LE, ALE, RA, Consultants/Think tanks	July-October 2021
Preliminary debriefing with CO/RBAP	LE, ALE, RA, CO, RBAP	October 2021
Submission of consultant reports (either outcomes paper, case studies etc.)	Consultants/Think tanks	October 2021
Phase 4: Analysis, report writing, quality review and debrief		
Triangulation, synthesis and report writing	LE, ALE, RA,	November-December 2021
Submission of zero draft for internal IEO clearance (Directorate, Chief of Section, Internal peer review, External peer review)	LE, ALE	December 2021/January 2022
Submission of first draft for CO/RBAP comments	LE, ALE, CO, RBAP	January 2022
Submission of second draft to be shared with the government and other national stakeholders for comments	LE, ALE, CO	January 2022
Request for draft management response	CO, RBAP	February 2022
Holding the final stakeholder workshop (CO, RBAP, Government counterparts)	IEO, CO, RBAP	February 2022
Phase 5: Publication and dissemination		
Editing and formatting, developing the evaluation brief and video	IEO	February 2022
Dissemination of the final report	IEO	February 2022

* tentative

ANNEX 2. EVALUATION MATRIX

Main evaluation questions/Rating parameters	Indicators	Data sources/Methods,	Sub questions/Interview protocol
Relevance			
Overarching Evaluation Question as per TOR: What did the UNDP subregional programme intend to achieve during the period under review?	The extent to which the Subregional Programme/ Outcome addresses major development priorities in the subregion/countries as defined in the SRPD.	DESK REVIEW <ul style="list-style-type: none"> UN Pacific Strategy RBAP Regional Programme Document UNDP Subregional Programme Document INTERVIEWS <ul style="list-style-type: none"> Staff involved in designing the last SRPD 	1. What were the major considerations when designing the current SRPD outcome?
1.A. Adherence to national development priorities	IND.1. The country programme addresses major development priorities in the subregional and country as defined in the subregional/ country's development plan, SDGs, or sector policies (level of programme alignment)	DESK REVIEW <ul style="list-style-type: none"> Subregional / National development plan, sector strategies SDG framework CPD/RRF, UNDP Subregional Programme Document (does UNDP response build on the organization's comparative advantage) UNDP Risk Analysis Matrix Theory of change (does it respond to critical development gaps and risk assessment) DATABASE <ul style="list-style-type: none"> National data (SDG and human development data) Literature review on development trends /regional disparities/ key gaps in the areas of UNDP support Development data on gender disparities/status of men and women and vulnerable population Data on ODA (including UN), ODA proportion to national /sector budget, and ODA channels; ODA patterns 	2. Have there been any major contextual changes in the <u>region/ subregion/ country</u> that affected the programming/outcome targets of the UNDP in Pacific? If yes, what are those? How did UNDP adapt its programming to meet these contextual changes? Please provide an example. 3. What were the most relevant development challenges in your <u>region / subregion/ country (in the outcome/thematic area of work)</u> ? Who do you think are the most appropriate institutions that can fill these gaps? 4. How does the UNDP programme remain relevant to government and regional partners? 5. How is UNDP aligned to the <u>region / subregion/ country</u> development plan and strategy? 6. Do the UNDP governance programmes complement and support the vision, values and objectives of the Framework for Pacific Regionalism as adopted by the Pacific Forum Leaders in 2014?

		<ul style="list-style-type: none"> • # National and subnational programme support • Literature review and national data to ascertain how UNDP outcomes link to broader national development outcomes STAKEHOLDER MAPPING <ul style="list-style-type: none"> • Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) • Mapping of UNDPs programmatic partnerships (including costs) INTERVIEWS <ul style="list-style-type: none"> • UNDP staff on programme prioritization • United Nations Multi Country Team • Main government counterpart of UNDP • Other development actors as comparators (ADB and other regional Pacific institutions) EVALUATION SYNTHESIS	
1.B. Alignment with UN/UNDP goals	IND.2. Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	DESK REVIEW <ul style="list-style-type: none"> • To what extent is the SRPD aligned to UNDP at the regional and corporate level? • UNDP Strategic Plan • UNDP Subregional Programme Document • UNDP Subregional Plan • Theory of change (does it respond to critical development gaps and risk assessment) WITH SIMILARITY TO COHERENCE QUESTION 2.A AND 2. B	7. To what extent is the UNDP programme linked to UNDP's signature solution?
1.C. Relevance of programme/outcome logic UNDP's programme priorities are a valuable addition to national policy process and programmes process	IND 3. Programme has identified and addressed gaps in external support	SIMILAR TO 1.A.	8. How is the TOC of the SRPD being used to implement the programme? 9. Who are the key development/peace actors, and broadly their scale of engagement? 10. With what you know of programmes in this area, what are the gaps yet to be addressed? 11. Did UNDP prioritize critical gaps in development /peace support?

	IND 4. Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability		12. Did UNDP respond to the evolving country situation and national priorities by adapting its role and approaches in each of the areas of support? (Similar to question 1.A)
	IND 5. UNDP programme is responsive to gender-specific development concerns		13. How were gender specific areas considered in the programme design and logic development?
	IND 6. Programme is responsive to LNOB concerns, promoting inclusive development/peace		14. Can you describe an example where equity was deliberately included in programming? 15. How was this identified as a gap? 16. What was the process to develop and approach to address equity in programming?'
Coherence			
<p>2.A. Internal programme coherence</p> <p>UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</p>	IND 7. Linkages exist between projects implemented, outputs produced, and outcomes contributed	<p>DESK REVIEW</p> <ul style="list-style-type: none"> Subregional Programme Document (how it promoted integrated approach) Programme design implementation structure Organigramme/ Programme team structure <p>INTERVIEWS</p> <ul style="list-style-type: none"> MCOs senior management; MCOs Programme/Thematic leaders; MCOs Project CTA; MCOs M&E; Interview with the Regional Bureau <p>EVALUATION SYNTHESIS</p> <ul style="list-style-type: none"> Evaluations (identify examples of internal coherence) 	<p><u>17. How were</u> integration approaches across different thematic areas of the UNDP Pacific programme promoted (<u>MCO Fiji/ MCO Samoa/sub regional office Solomon Island</u>)?</p> <p>18. Please give an example of where you have seen programmes collaborate and learn from each other across countries. What are the key elements that create synergies in the programme?</p> <p>19. To what extent did programme /project design take into consideration complementary areas of UNDP support? Were joint outcomes identified and applied?</p> <p>20. How have the MCO in Samoa and Fiji interacted? Could you give examples of programme/outcome synergies created across the MCO Fiji and MCO Samoa?</p>
	IND 8. An integrated, issue-based (responsive) programming approach adapted to enhance development results (e.g., poverty and environment,		<p>21. Did UNDP map synergies between thematic areas within its support?</p> <p>22. To what extent was the UNDP programme responsive to changing issues? How agile was UNDP's programme/outcome</p>

	climate change adaptation and sustainable livelihood)		
	IND 9. Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them		<p>23. How were the UNDP teams structured in such a way that it promotes or sustains integrated programming?</p> <p>24. Were joint outcomes identified and applied?</p> <p>25. What were the constraints and challenges in creating synergies? What needs to be improved for better programme/outcome synergies at UNDP?</p>
<p>2.B. External programme Coherence</p> <p>/ Overarching Evaluation Question as per TOR: How is UNDP positioning itself in the Pacific vis a vis other UN entities and regional actors?</p>	IND 10. UNDP established strategic partnerships with the government	<p>DESK REVIEW</p> <ul style="list-style-type: none"> • UNDP project documents • Monitoring data on integrated programming in national development programme processes in the area assessed <p>STAKEHOLDER MAPPING</p> <ul style="list-style-type: none"> • Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) • Mapping of UNDPs programmatic partnerships (including costs) <p>INTERVIEWS</p> <ul style="list-style-type: none"> • Government partners and UNDP Staff <p>EVALUATION SYNTHESIS</p> <ul style="list-style-type: none"> • Evaluations (identify examples of external coherence) 	<p>26. What were the most strategic partnerships between UNDP and the government? What were the key strengths of these partnerships?</p> <p>27. What are your recommendations to strengthen the coherence between UNDP and government programmes in the future?</p> <p>28. How is UNDP aligning and ensuring coherence of its governance programmes and activities with the Pacific Islands Forum Secretariat's governance programmes which are mandated by the Pacific Heads of Governments. (Governance specific)</p>
	IND 11. UNDP established strategic partnerships with UN agencies	<p>DESK REVIEW</p> <ul style="list-style-type: none"> • UNSDCF/UNDAF to map RTected areas of work by UN agencies • Monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed <p>STAKEHOLDER MAPPING</p> <ul style="list-style-type: none"> • Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) 	<p>29. To what extent is the UNRC leadership /partnership with the UNDP Resident Representative providing the space, trust and strong partnerships with the national governments to ensure efficient governance programme delivery?</p> <p>30. How does UNDP co-ordinate with other UN agencies and their ongoing programmes?</p> <p>31. How can interactions be strengthened to benefit mutual beneficiaries?</p>

		<ul style="list-style-type: none"> Mapping of UNDPs programmatic partnerships (including costs) INTERVIEWS <ul style="list-style-type: none"> UN agencies BENCHMARKING <ul style="list-style-type: none"> Comparison of activities across similar UN agencies, multilaterals, and regional organization EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify examples of external coherence) 	<p>32. How is/How should UNDP positioning/position itself <u>in light of the post de-linking era</u>?</p> <p>33. How is/How should UNDP positioning/position itself in light of the <u>changes in the UN governance in the Pacific</u>? Such as the <u>creation of a Northern Pacific UN MCO</u>?</p>
	IND 12. UNDP articulated its unique role within the UNDS at the country level in the ‘post delink’ era, demonstrating its ‘integrator role’	DESK REVIEW <ul style="list-style-type: none"> CO strategy papers to see whether UNDP has a strategy for its integrator role STAKEHOLDER MAPPING <ul style="list-style-type: none"> Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) Mapping of UNDPs programmatic partnerships (including costs) INTERVIEWS <ul style="list-style-type: none"> MCO Staff, UNCT and UN agencies EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify examples of external coherence) 	<p>34. What is your understanding of UNDP’s integrator role?</p> <p>35. How did UNDP implement and its integrator role? How well was the role explained and communicated to stakeholders?</p> <p>36. Please provide an example where UNDP had an integrator role. What worked and why?</p> <p>37. How can the integrator role be strengthened?</p>
	IND 13. UNDP established strategic partnerships with bilateral actors/IFIs	DESK REVIEW <ul style="list-style-type: none"> Monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed STAKEHOLDER MAPPING <ul style="list-style-type: none"> Mapping of potential areas for partnerships with bilateral actors/IFIs that would enhance contribution to national development results INTERVIEWS <ul style="list-style-type: none"> MCO Staff, IFIs, DPs EVALUATION SYNTHESIS	<p>38. Please describe examples of where the UNDP has established cooperation with bilateral actors /IFIs. How can partnerships with bilateral actors/IFIs be strengthened?</p> <p>39. How have any partnerships affected the coherence of national programmes? If so, how?</p> <p>40. Some of the bilateral actors in the region such as Australia and NZ are also development partners to the national governments and have their own governance programmes. How has UNDP managed the relationship to ensure coherence and complementarity of efforts?</p>

		<ul style="list-style-type: none"> Evaluations (identify examples of external coherence) 	
	IND 14. UNDP established strategic partnerships with non-state actors	<p>DESK REVIEW</p> <ul style="list-style-type: none"> CO strategy papers, Programme/ project documents, and evaluations and other assessment reports for mapping of partnerships Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) Mapping of UNDPs programmatic partnerships (including costs) <p>INTERVIEWS</p> <ul style="list-style-type: none"> i.e. media, CSOs, academia, think tanks, UNDP <p>EVALUATION SYNTHESIS</p> <ul style="list-style-type: none"> Evaluations (identify examples of external coherence) 	<p>41. How did UNDP engage with NSAs during programme implementation?</p> <p>42. How can work with NSAs be strengthened?</p>
	IND 15. UNDP established partnerships with the private sector , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	<p>DESK REVIEW</p> <ul style="list-style-type: none"> Macro data on Private Sector investment in the country Sectors with greater potential for private sector investment CO strategy papers, programme/ project documents to see whether UNDP has a strategy for enabling private sector engagement Description of areas identified by UNDP for facilitating PSD; areas for private sector financing opportunities Challenges in private sector engagement Monitoring data on private sector facilitation <p>STAKEHOLDER MAPPING</p> <ul style="list-style-type: none"> Mapping key development actors in the areas of UNDP support (to ascertain gaps in development response and locating UNDP response) 	<p>43. How has UNDP identified opportunities with the private sector? (Potentially part of 1.A)</p> <p>44. How has UNDP engaged with the private sector?</p> <p>45. What results have been evident as a consequence of this engagement? How can private sector roles and engagement in development be strengthened?</p>

		<ul style="list-style-type: none"> Mapping of UNDPs programmatic partnerships (including costs) INTERVIEWS <ul style="list-style-type: none"> Key Private sector partners EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify examples of external coherence) 	
3. Efficiency			
3.A. Timeliness and management efficiency	IND 16. Projects have a timely start and activities are implemented and completed according to established plans.	DATABASE <ul style="list-style-type: none"> Project documentation of extensions/ delays i.e. may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary INTERVIEWS <ul style="list-style-type: none"> UNDP staff on programme/project implementation Partners on programme/project implementation (Government, private sector, CSO, etc) 	46. How well has the program met annual workplan timing? 47. What were the most significant results in terms of efficient delivery of the programme? 48. Please provide an example of where a new approach was used to deliver the program. What difference did this approach make to anticipated results? 49. What were the biggest challenges in the timeliness of project inception, implementation, and completion? How can they be mitigated?
3.B. Management efficiency / Overarching Evaluation Question as per TOR: To what extent is UNDP's structure and governance in the Pacific fit for purpose? What contributed to the efficient delivery of its programmes, and what can be improved?	IND 17. Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	DATABASE <ul style="list-style-type: none"> Staffing structure Vacancies/staff gaps Staff perceptions on workload /Global Staff Survey – 2 years per office Partner surveys Audit reports DESK REVIEW <ul style="list-style-type: none"> Evidence of technical backstopping from HQ and RBx for programme design and implementation CO/RB reports (if relevant – e.g., MCT report) INTERVIEWS <ul style="list-style-type: none"> UNDP staff 	50. What is your assessment of the technical capacity of staff at <u>MCO Fiji / MCO Samoa / Subregion office Solomon Islands / Outcome X / Projects X</u> ? 51. What is the area where you need the most support from the Regional Bureau? How can the Regional Bureau's support for MCOs be strengthened?

	<p>IND 18. Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.</p>	<p>DATABASE</p> <ul style="list-style-type: none"> • Country programme results framework • Atlas financial data <ul style="list-style-type: none"> ○ What are the sources of funding? ○ How sustainable are these sources? ○ Does the programme expenditure align with annual budget allocations? ○ (Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions) • Resource mobilization plan • Partner surveys • Audit reports • Core-resources delivery rate (expenditure/ over budget) • Non-core resources delivery rate • Management expenditure of the total expenditure <p>INTERVIEWS</p> <ul style="list-style-type: none"> • UNDP Staff, donors and government partners • UN agencies where collaboration has taken place or where there is potential for collaboration 	<p>52. What is your assessment of the capacity and ability of <u>UNDP/ MCO Fiji / MCO Samoa / Subregion office Solomon Islands</u> to mobilize resources?</p> <p>53. What challenges or issues did/does UNDP face in terms of resource mobilization? What can be improved?</p> <p>54. Is there cost-sharing with other actors?</p> <p>55. Please describe any areas of duplication or rework in the programme implementation that could be reduced</p> <p>56. Where are future efficiencies possible?</p>
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	<p>IND 19. Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.</p> <ul style="list-style-type: none"> Monitoring system adequately assesses the progress of the project and programme- (CPD outcomes and outputs) with accurate and reliable disaggregated data. Monitoring data is used for decision-making. <ul style="list-style-type: none"> The Country Office has commissioned and used timely and quality decentralized evaluations for accountability, learning and programme improvement. Monitoring system adequacy – a collection of quality, relevant data on regular basis; use of monitoring data and lessons learnt 	<p>DESK REVIEW</p> <ul style="list-style-type: none"> Country programme results framework <p>DATABASE</p> <ul style="list-style-type: none"> Annual ROAR /indicators reporting Project-level monitoring and reporting – Atlas and documents (sample some project in an MCO) – sync with audit Portfolio review minutes (Annual meeting of country to review CPD) ERC - evaluation plan and evaluations QA (tabulate and add the ERC QA scores) Evaluations and management response <p>INTERVIEWS</p> <ul style="list-style-type: none"> Interviews with UNDP staff on the use of monitoring data and evaluations 	<p>57. What sources of monitoring and evaluative evidence are available in the <u>UNDP/ MCO Fiji / MCO Samoa / Subregion office Solomon Islands?</u> (Specific to M&E colleagues)</p> <p>58. Are monitoring and evaluative sources systematically accessed to reflect on the programme results?</p> <p>59. If you have one, please provide an example of where team reflection of results has influenced programme approach</p> <p>60. How can the use of M&E data in programme design and implementation be strengthened?</p>
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	<p>for decision making</p> <ul style="list-style-type: none"> • Use of evaluation for learning and programme improved 		
Effectiveness			
<p>4.A. Achieving stated outputs and outcomes</p> <p>/ Overarching Evaluation Question as per TOR: To what extent has the programme achieved (or is likely to achieve) its intended objectives? What factors contributed to, or hindered UNDP's performance?</p>	<p>IND 20. Programme outputs were achieved</p>	<p>DESK REVIEW</p> <ul style="list-style-type: none"> • Country programme results framework • Programme theory of change <p>DATABASE</p> <ul style="list-style-type: none"> • Monitoring data on outputs and outcomes achieved/progress. • UNDP databases (CPD/RRF, ROAR, ATLAS, POWER BI) • Monitoring data on programme risks • Results from ROARs • Surveys where a large number of beneficiaries were reached by the programme <p>GIS MAPPING</p> <ul style="list-style-type: none"> • Mapping of projects across geographical areas <p>STAKEHOLDER MAPPING</p> <ul style="list-style-type: none"> • Stakeholder mapping of the programme area assessed (to ascertain what UNDPs programme outputs mean for the development context) <p>INTERVIEWS</p> <ul style="list-style-type: none"> • UNDP, Programme partners (CSOs, gov, NSAs, other UN agencies) • Wider development actors in the area assessed (on the role and contribution of UNDP) <p>EVALUATION SYNTHESIS</p> <ul style="list-style-type: none"> • Evaluations (identify examples Outcome level contribution) 	<p>61. Were the output indicator appropriate for the output targets? (UNDP M&E staff, UNDP programme leads, RR/DRR)</p> <p>62. What were the key results, challenges, missed opportunities? What are the learnings from these? How do/did the output level results contribute to Outcome X?</p>
	<p>IND 21. UNDP has influenced (or is likely to influence) outcome level results</p>	<p>Same as above</p>	<p>63. Were the Outcome indicators appropriate for the output targets? (in relation to an Outcome)? What were the key results? What</p>

			<p>factors contributed to the achievement of outcome X?</p> <p>64. How did the results from outcome X contribute to the key development results of the country?</p> <p>65. How can Outcome X be improved?</p>
<p>Overarching Evaluation Question as per TOR: To what extent has UNDP adapted to the COVID-19 pandemic and supported the Pacific subregion's preparedness, response, and recovery process?</p>	<p>IND 21.b The UNDP is agile in response to COVID. UNDP has contributed strategically in the response to COVID.</p>	<p>Same as tools/methods for Effectiveness 4. A.</p>	<p>66. How did UNDP programming/outcome adapt to the COVID 19 pandemic? What were the major results?</p> <p>67. To what extent were funds diverted to COVID programming? What mitigations have been done to ensure that programmes whose funds were used for COVID activities still meet their targets?</p> <p>68. What were the important lessons for UNDP during COVID 19? How can UNDP improve?</p> <p>69. What do you anticipate will be the carry over effects of COVID-19 for UNDP's next SRPD?</p>
<p>Overarching Evaluation Question as per TOR: To what extent is UNDP's programme and results responding to cross-cutting themes such as gender equality and women empowerment, social inclusion, and climate change?</p>	<p>Elaborated below</p>	<p>Elaborated below</p>	<p>Elaborated below</p>
<p>4.B. Programme/outcome inclusiveness</p> <p>(Especially those at risk of being left behind)</p>	<p>IND 22. Results have been beneficial for those at risk of being left behind</p>	<p>DATABASE</p> <ul style="list-style-type: none"> • IHDI and GDI data • National development plan and data on development indicators (to capture disparities among regions and social groups) • Indicators in results framework on promoting inclusiveness of least developed regions and marginalised social groups (including people with disabilities) <p>DESK REVIEW</p>	<p>70. How did the programme/outcome X target the least developed regions and marginalized groups social inclusion (youth, indigenous people, people with disability, LGBTI)?</p> <p>71. What significant results did the programme/outcome X achieve in terms of social inclusion programming (youth, indigenous people, people with disability, LGBTI)? Can you give some concrete examples?</p> <p>72. What were the challenges met and what programming improvements can be made in</p>

		<ul style="list-style-type: none"> UNDP document review on programme approach on LNOB (including people with disabilities) and its implementation (did UNDP include the most marginalized groups for its support) STAKEHOLDER MAPPING <ul style="list-style-type: none"> Stakeholder mapping of key actors in the area of social inclusion (youth, indigenous people, people with disability, LGBTI) INTERVIEWS <ul style="list-style-type: none"> stakeholders (on UNDPs role and contribution to social inclusion (youth, indigenous people, people with disability, LGBTI); opportunities used/missed) EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify examples gender related results and challenges) 	next CPD (youth, indigenous people, people with disability, LGBTI)?
4.C. Prioritizing gender equality and women's empowerment	IND 23. Results have contributed to enhancing the processes for gender equality and women's empowerment	DESK REVIEW <ul style="list-style-type: none"> Literature review on gender disparities DATABASE <ul style="list-style-type: none"> Country programme and individual project emphasis on gender equality and women's empowerment Monitoring data on GEN2, GEN3 outcomes Survey data where a large number of beneficiaries were reached STAKEHOLDER MAPPING <ul style="list-style-type: none"> Stakeholder mapping of key actors in the area of gender equality and women's empowerment INTERVIEWS <ul style="list-style-type: none"> Stakeholders (on UNDPs role and contribution to gender equality; opportunities used/missed) EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify examples gender related results and challenges) using the GRES tool 	73. How did the programme/outcome X target gender-inclusive development processes and national priorities towards gender? What significant gender results did the programme/outcome X achieve? Can you give some concrete examples? 74. Did UNDP engage in partnerships to achieve gender related results? What were the challenges met and what programming improvements can be made in next CPD?
	IND 24. Measures are taken to reduce the likelihood of	DESK REVIEW	

<p>4.D. Programming processes adhere to sustainable development principles</p>	<p>negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation</p> <p>IND 25. Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time</p>	<ul style="list-style-type: none"> Literature review on social and environmental consequences of development interventions or aid interventions in the areas of UNDP support <p>DATABASE</p> <ul style="list-style-type: none"> UNDP programme documents review (on the programme approach used by UNDP for promoting sustainability principles, minimizing the social and environmental impact of UNDP interventions) Monitoring data on positive/negative social and environmental consequences of UNDP programmes <p>INTERVIEWS</p> <ul style="list-style-type: none"> UNDP staff (measured taken to minimize social and environmental consequences of UNDP programmes; any consequences of UNDP programmes; how UNDP enabled minimizing social and environmental consequences of development interventions) Development stakeholders (both UNDP partners and others (on the social and environmental consequences of UNDP programmes / how UNDP enabled minimizing social and environmental consequences of development interventions) 	<p>Note: This should be answered for all SRPD outcome including the non-environment specific outcomes</p> <p>75. How did the programme/outcome X target the environment and climate change as a cross cutting theme?</p> <p>76. What significant environmental and climate change results did the programme/outcome X achieve? Can you give some concrete examples?</p> <p>77. What were the challenges met in incorporating environmental and climate change needs and what programming improvements can be made in the next CPD?</p> <p>78. How were social and environmental risks taken into account in UNDP's programming and implementations?</p> <p>79. Were there medium and high-risk projects in terms of adherence to sustainable development principles? How were they treated?</p> <p>80. What can be improved in UNDP's Environmental and Social Safeguards/Standards in the subregion/country?</p>
<p>SUSTAINABILITY</p>			
<p>5.A. Sustainable capacity</p> <p>/ To what extent did the results of UNDP in the Pacific achieve broader adoption (mainstreaming, replication, sustainability, scaling, market change)?</p>	<p>IND 26. Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion</p>	<p>DATABASE</p> <ul style="list-style-type: none"> Projects that have achieved broader adoption (mainstreaming, replication, sustainability, scaling, market change) Monitoring reports on capacities achieved Programme documentation on partnership arrangements to take forward outcomes /capacities achieved <p>DESK REVIEW</p>	<p>81. What is the extent to which positive changes enabled by UNDP programme support could be pursued within the development trajectory in the country (this includes scaling up successful programme models)?</p> <p>82. Did the intended individual beneficiary groups and/or institutions are equipped with knowledge/skills/partnerships to continue with programme/ project related efforts after their completion?</p>

	IND 27. Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	<ul style="list-style-type: none"> Literature review on the nature of CSO engagement in the country Review of literature on how other agencies are ensuring the sustainability of their programme outcomes given the national context STAKEHOLDER MAPPING <ul style="list-style-type: none"> Stakeholder mapping of UNDP programme partnerships INTERVIEW <ul style="list-style-type: none"> Stakeholders (on UNDPs role and contribution to gender equality; opportunities used/missed) Government partners Development stakeholders on scaling up successful programme models Development actors in the area assessed (including those who are not UNDP programme partners) UNDP staff (on opportunities and constraining factors) Interviews with development actors on CSOs engagement in general and their perception about UNDP facilitating CSO engagement Interviews with CSOs who are not the implementing partners of UNDP (on their views on CSO engagement by UNDP) EVALUATION SYNTHESIS <ul style="list-style-type: none"> Evaluations (identify projects that achieved broader adoption and issues that hinder broader adoption). UNDP documents review (to ascertain linkages with national programmes) 	<p>83. How were linkages with national programmes established?</p> <p>84. How are opportunities for linkages with national programmes identified?</p> <p>85. How were UNDP projects linked to the or activities of CSOs? What are the perceptions linked to UNDP on facilitating CSO engagement?</p>
	IND 28. Measures are taken to promote broader adoption, which includes mainstreaming, scaling, replication, market change, sustaining.		<p>86. How did the <u>UNDP/ MCO Fiji/ MCO Solomon programme/outcome X</u> target broader adoption (mainstreaming, replication, sustainability, scaling, market change)?</p> <p>87. What significant broader adoption results has the <u>UNDP/ MCO Fiji/ MCO Solomon programme/outcome X</u> achieved? Can you give some concrete examples of projects or activities that achieve broader adoption?</p> <p>88. What were the challenges in achieving broader adoption? What can be improved? How does UNDP ensure national ownership?</p>
5.B. Financing development	IND 29. Financial and human resource needs for sustaining/scaling results achieved are addressed	DESK REVIEW <ul style="list-style-type: none"> Literature review on development financing enabling environment; development financing data in sectors supported by UNDP; development financing bottlenecks 	<p>89. What development financing possibilities are available that UNDP and its partners can access?</p> <p>90. How successful has UNDP been in mobilizing private sector funding for development? What</p>

		<ul style="list-style-type: none"> • UNDP document review on private sector engagement, UNDP approach to facilitating development financing <p>DATABASE</p> <ul style="list-style-type: none"> • Data on private sector engagement in development • Monitoring reports on progress and achievements in enabling development financing <p>INTERVIEWS</p> <ul style="list-style-type: none"> • Development stakeholders (donors, IFIs) • Private sector <p>EVALUATION SYNTHESIS</p> <ul style="list-style-type: none"> • Evaluations (identify examples where UNDP facilitated development financing) 	<p>have been the challenges and the opportunities?</p> <p>91. What is UNDP's role and contribution in enabling development financing?</p> <p>92. How is UNDP pursuing its integrator role within and outside UN</p>
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ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Jordanian governmental departments, project management offices and others.

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ANNEX 5. PROJECT LIST

Source: Atlas project data, Power BI, as of 13 January 2022

Award ID	Award Title	Output ID	Output Title	Locations	Start	End	Impl. Mod.	Gen	2010-2021 E	2010-2021 B
Outcome 1. Climate change, disaster resilience, and environmental protection.										
00098736	GCF Vaisigano River Catchment	00101956	GCF Vaisigano River Catchment	Samoa	Jul 2017	Jul 2023	NIM	GEN2	\$ 21,477,571	\$ 31,195,204
00100068	Tuvalu Coastal Adaptation Project (GCF)	00103205	TV Coastal Adaptation Project	Tuvalu	Oct 2016	Dec 2023	DIM	GEN2	\$ 5,467,376	\$ 7,671,280
00079044	Economy-wide integration of CC Adaptation (FSP)	00089160	Economy-wide integration of CC	Samoa	Aug 2014	Nov 2021	NIM	GEN2	\$ 10,097,813	\$ 13,834,508
00082472	VU Adapt. to CC-Coastal Zones FSP	00091375	VU Adapt to CC-Coastal Zones	Vanuatu	Aug 2014	Dec 2021	NIM	GEN2	\$ 7,969,990	\$ 10,164,568

00110295	Support for Fiji COP23 Presidency	00109297	Support for Fiji COP23 Preside	Fiji	Apr 2018	Dec 2020	DIM	GEN2	\$ 1,019,380	\$ 1,159,828
00110295	Support for Fiji COP23 Presidency	00118497	Ocean Pathway II	Fiji	Nov 2019	Dec 2020	DIM	GEN2	\$ 94,595	\$ 207,371
00110295	Support for Fiji COP23 Presidency	00113303	Ocean Pathway	Fiji	Apr 2018	Dec 2018	DIM	GEN2	\$ 74,010	\$ 121,479
00112026	Achieving 2030 Agenda for Sustainable Development in AP	00110732	O1.6_Climate Change Finance	Fiji, Pacific Centre	Jun 2018	Dec 2021	DIM	GEN2	\$ 550,846	\$ 778,482
00121078	Climate Security in the Pacific	00116986	Kiribati Climate security	Kiribati	Jun 2020	Jun 2022	DIM	GEN2	\$ 187,856	\$ 292,217
00121078	Climate Security in the Pacific	00122939	Tuvalu Climate Security	Tuvalu	Jun 2020	Jun 2022	DIM	GEN2	\$ 159,624	\$ 284,438

00121078	Climate Security in the Pacific	00123088	RMI Climate security	Marshall Islands	Jun 2020	Jun 2022	DIM	GEN2	\$ 117,373	\$ 223,114
00126865	Third National Communication and Biennial Update Report	00120792	3NC & First Biennial Update Re	Samoa	Nov 2019	May 2024	DIM	GEN1	\$ 65,434	\$ 655,130
00097733	VU 3rd Natn'l Com & Biennial Update UNFCCC	00101341	VU TNC/BUR UNFCCC	Vanuatu	Jun 2017	Dec 2021	NIM	GEN2	\$ 730,500	\$ 1,110,186
00099096	FSM TNC/BUR	00102321	FSM TNC/BUR	Micronesia, Federated States of	Feb 2018	Feb 2023	NIM	GEN2	\$ 248,075	\$ 469,447
00121370	RMI 3rd NC and 1st BUR	00117133	RMI 3rd NC and 1st BUR	Marshall Islands	Jan 2021	Jan 2025	NIM	GEN1	\$ 7,265	\$ 7,811
00060093	Tonga TNC	00075481	Tonga TNC	Tonga	Jul 2010	Dec 2019	NIM	GEN1	\$ 513,516	\$ 721,072
00111467	Linking the Kigali Amendment with EE	00110505	Early Ratification	Fiji	Jun 2018	Dec 2021	DIM	GEN1	\$ 178,487	\$ 477,565

	in the RAC Sector		n of Kigali A							
00121534	CliMateSud - Strategic Accelerator Partnership	00117240	Bilateral Cooperation	Fiji	Aug 2019	Aug 2025	DIM	GEN0	\$ 101,125	\$ 140,941
00058444	Fiji HydroChloroFluoroCarbons Phase-Out Management Plan	00083986	Fij HCFCs Phase-out Mgmt. Plan	Fiji	Sep 2012	Dec 2021	NIM	GEN2	\$ 194,730	\$ 396,283
00093932	PRP for Ozone Depleting Substances - Continuation 40307	00115398	FIJ/PHA/82/TAS/35-Verification	Fiji	Jan 2019	Dec 2020	OTHERS	GEN1	\$ 23,100	\$ 80,570
00093932	PRP for Ozone Depleting Substances -	00115550	FIJ/PHA/82/PRP/34 Stage II PRP	Fiji	Jan 2019	Dec 2022	DIM	GEN1	\$ 23,894	\$ 54,085

	Continuation 40307									
00084036	Fiji Green Climate Fund Readiness Programme	00092239	GCF Readiness Programme in Fiji	Fiji	Jan 2015	Dec 2019	DIM	GEN1	\$ 517,332	\$ 831,131
00097731	Vanuatu Low-Emissions Capacity Building Phase II	00101339	Vanuatu LECB-II	Vanuatu	Jan 2017	Jun 2021	NIM	GEN2	\$ 1,105,198	\$ 1,641,059
00061165	Low Emission Capacity Building Programme - GSU	00077376	EU-UNDP Climate Change Capacit	Vanuatu	Feb 2011	Dec 2021	DIM	GEN2	\$ 195,962	\$ 375,354
00073054	Tuvalu NAPA-2	00086021	TV NAPA 2	Tuvalu	Jun 2013	Aug 2020	NIM	GEN2	\$ 4,176,494	\$ 4,885,918
00126335	RBAP Engagement Facility	00120426	RBAP Climate Promise	Fiji, Samoa, Niue, Cook Islands	Mar 2020	Dec 2021	DIM	GEN1	\$ 453,469	\$ 1,051,082

00098972	KIR LDCF Wol	00102201	KIR Wol Approach 2ComRes	Kiribati	Oct 2019	Dec 2025	NIM	GEN1	\$ 2,425	\$ 535,000
00121234	DEEP DIVE	00117058	DEEP DIVE	Marshall Islands	Oct 2019	Sep 2022	DIM	GEN1	\$ 30,650	\$ 795,000
00083111	Fiji Ridge to Reef (R2R)	00091748	FJ Ridge to Reef (R2R)	Fiji	Jan 2015	Oct 2021	NIM	GEN2	\$ 6,617,870	\$ 9,067,277
00084701	Regional Ridge to Reef- Pacific Island Countries (PICs)	00092601	Regional R2R in PICs	Fiji, Samoa + 10+ countries	Apr 2015	Dec 2021	OTHERS	GEN1	\$ 8,344,367	\$ 12,330,020
00086017	Federated States of Micronesi a Ridge to Reef	00093439	FSM Ridge to Reef	Micronesi a, Federated Statesof	Jun 2015	Dec 2021	NIM	GEN1	\$ 3,256,365	\$ 5,005,131
00078842	Niue Ridge to Reef	00088927	NIUE Ridge to Reef	Niue	Jul 2015	Apr 2022	NIM	GEN2	\$ 3,816,098	\$ 5,078,485
00084399	Ridge to Reef Approach in Cook	00092426	Ridge to Reef Approach in Cook	Cook Islands	Apr 2015	Jun 2021	NIM	GEN2	\$ 4,216,237	\$ 5,816,534

	Islands_Fu ll Size									
00101900	Marshall Islands Ridge to Reef Project	00104152	Marshall Islands Ridge to Reef	Marshall Islands	Jun 2017	Feb 2023	DIM	GEN2	\$ 2,235,263	\$ 3,706,929
00086015	TV Ridge to Reef	00093437	TV Ridge to Reef	Tuvalu	Jun 2015	Dec 2021	NIM	GEN2	\$ 3,713,287	\$ 4,359,266
00084678	Nauru Ridge to Reef Managem ent	00092583	NauruR2R BD&ecosy stem protectn	Nauru	Feb 2015	Dec 2021	NIM	GEN2	\$ 2,512,986	\$ 2,839,077
00077082	Tonga Ridge to Reef (R2R)	00088096	TO Ridge to Reef (R2R)	Tonga	Jun 2014	Dec 2018	NIM	GEN1	\$ 1,755,317	\$ 1,949,936
00118499	Palau Disaster Preparedn ess and improved infrastruct ure	00115303	Palau Disaster Preparedn ess	Republic of Palau	Mar 2019	Mar 2022	DIM	GEN1	\$ 6,043,678	\$ 10,331,72 9
00118501	FSM Disaster Preventio	00115305	FSM Disaster Preventio n& Mitig	Micronesi a, Federated Statesof	Mar 2019	Mar 2022	DIM	GEN2	\$ 4,419,433	\$ 6,674,558

	n and Mitigation									
00118500	RMI Disaster Preparedness & Infrastructure	00115304	RMI Disaster Preparedness & Infr	Marshall Islands	Mar 2019	Mar 2022	DIM	GEN2	\$ 1,932,627	\$ 3,272,919
00112837	Resilience and sustainable development (RSD)	00111184	Disaster Resilience - Pac SIDS	Fiji, Solomon Islands, Tonga, Vanuatu	Jan 2018	Dec 2022	DIM	GEN1	\$ 4,862,018	\$ 6,908,489
00112069	Pacific Resilience and Governance Programme	00110741	PRGP	Fiji	Apr 2019	Mar 2023	DIM	GEN1	\$ 724,320	\$ 877,437
00120330	Governance for Resilient Development in the Pacific	00116538	Governance for Resilient Devel	Fiji, Solomon Islands	Jan 2020	Dec 2024	DIM	GEN2	\$ 3,233,833	\$ 4,761,480
00090858	Pacific Risk Resilience	00096427	PRRP	Pacific Centre (PC)	May 2014	Dec 2019	DIM	GEN2	\$ 6,854,306	\$ 8,024,934

	Programme									
00094415	Disaster Resilience for Pacific SIDS (RESPAC)	00098523	Disaster Resilience - Pac SIDS	Pacific Centre (PC)	Jan 2016	Dec 2019	DIM	GEN1	\$ 2,899,662	\$ 3,136,268
00094415	Disaster Resilience for Pacific SIDS (RESPAC)	00108692	Ambae Emergency Response	Vanuatu	Jan 2016	Dec 2018	DIM	GEN2	\$ 74,938	\$ 75,000
00123024	Pacific RSD Support	00118399	Pacific Resilience Sust Dev Su	Fiji	Nov 2019	Dec 2022	DIM	GEN1	\$ 749,616	\$ 1,043,786
00127625	Global Project on Disaster Risk Reduction and Recovery	00121541	Risk Governance	Fiji	Mar 2020	Dec 2022	DIM	GEN2	\$ (14)	\$ 86,400
00127625	Global Project on Disaster Risk Reduction	00123470	Resilient Recovery		Mar 2020	Dec 2022	DIM	GEN2	\$ 46,853	\$ 51,400

	and Recovery									
00114770	SOI_Stren gthening Disaster Risk Managem ent Project	00112648	Strenthg Disaster Risk Mgmt	Solomon Islands	Nov 2018	Dec 2020	DIM	GEN1	\$ 532,817	\$ 582,433
00062174	Enhancing resilience of coastal communit ies of Samoa	00079525	Coastal Adaptatio n in Samoa	Samoa	Jan 2012	Jan 2020	NIM	GEN1	\$ 8,055,677	\$ 14,660,08 9
00073843	Enhancing the Resilience of Tourism- reliant Communit ies	00086465	ICCRITS_T OURISM LDCF GEF	Samoa	May 2013	Dec 2018	NIM	GEN2	\$ 1,909,735	\$ 2,398,355
00062173	Strengthe ning the Resilience of our Islands	00079524	Enhancing Resilience to CC	Cook Islands	Jul 2011	2018	NIM	GEN1	\$ 4,936,387	\$ 5,516,830

	and our Com									
00130025	Pacific Insurance and Climate Adaptatio n Programm e	00123526	Pacific Insurance and Climate		Jan 2021	Dec 2025	DIM	GEN2	\$ 326,082	\$ 442,538
00123788	Crisis Response _Measles	00118957	Crisis Response _Measles	Samoa	Dec 2019	Aug 2020	DIM	GEN2	\$ 144,132	\$ 290,784
00110684	Tonga Early Recovery Support	00109901	TC Gita Post Disaster Recovery	Tonga	Mar 2018	Mar 2019	DIM	GEN1	\$ 93,133	\$ 127,359
00110684	Tonga Early Recovery Support	00110927	Building & Fumigatio n Facility	Tonga	Mar 2018	Dec 2021	DIM	GEN1	\$ 206,458	\$ 1,012,742
00109936	Tropical Cyclone GITA Early Recovery	00109092	Tropical Cyclone GITA Emergenc	Samoa	Feb 2018	Dec 2018	DIM	GEN2	\$ 99,699	\$ 100,000
00101219	Post Disaster Needs Assessme	00103841	PDNA & Recovery	Fiji	Dec 2016	Nov 2019	DIM	GEN2	\$ 48,067	\$ 53,714

	nt and Recovery Preparedness		Preparedness							
00134187	Post Disaster Needs Assessment & Recovery	00125844	Disaster Needs Assessments		Apr 2021	Sep 2022	DIM	GEN2	\$ 297,325	\$ 300,000
00087772	TC PAM Response and Recovery Programme	00094876	VU Livelihoods for Resilience	Vanuatu	Apr 2015	Dec 2018	DIM	GEN2	\$ 991,011	\$ 1,023,260
00078204	Global and Regional Oceanic Fisheries	00088594	Regional Actions for EBM	Fiji	Jan 2014	Dec 2021	OTHERS	GEN1	\$ 4,921,537	\$ 5,814,649
00073781	Strengthening Multi-Sectoral Management of Critical Land	00086437	SMSMCL_Critical Landscapes	Samoa	Jan 2013	Jun 2020	NIM	GEN2	\$ 4,985,122	\$ 6,458,932

00127864	Enhancing Integrated Sustainable Management to Safeguard	00121823	Enhancing Integrated Sustainable	Samoa	Jun 2020	Mar 2022	DIM	GEN2	\$ 72,455	\$ 150,000
00078275	Solomon Islands Water Sector Adaptation Project (SIWSAP)	00088631	Solomon Islands Water Sector A	Solomon Islands	Jul 2014	2018	NIM	GEN1	\$ 6,969,766	\$ 7,710,412
00112065	PACIFIC COASTAL AQUIFERS	00110740	PACIFIC COASTAL AQUIFERS	Fiji	Oct 2019	Dec 2024	OTHERS	GEN1	\$ 243,303	\$ 475,620
00111621	Pacific Coastal Aquifer Protection	00110548	Managing Coastal Aquifers in S	Fiji	Jul 2018	Jun 2021	DIM	GEN2	\$ 225,677	\$ 257,402
00125473	Pacific Islands Oceanic Fisheries Management Project III	00119832	Pacific Islands Oceanic Fisher	Fiji	Jan 2020	Dec 2021	DIM	GEN2	\$ 114,800	\$ 159,000

00098709	MH Water Security Project (GCF)	00101938	MH Water Security	Marshall Islands	Jun 2019	Dec 2027	DIM	GEN2	\$ 1,283,650	\$ 1,463,281
00097191	Managing risks associated with the Gold Ridge Mine TSF	00101021	Managing Risk at the TSF	Solomon Islands	Jun 2016	Dec 2018	NIM	GEN0	\$ 720,933	\$ 724,791
00120544	Nudging the Private Sector to Address Waste Management	00116722	Innovation on waste	Solomon Islands	Jan 2019	Dec 2019	DIM	GEN0	\$ 28,186	\$ 43,582
00132070	Coral Reef	00124808	Coral Reef	Fiji	Mar 2021	Dec 2024	DIM	GEN2	\$ 60,397	\$ 169,500
00132070	Coral Reef	00126732	SDG's Financing in the Pacific	Fiji	Mar 2021	Dec 2024	DIM	GEN2	\$ -	\$ 140,899
00084576	FJ Invasive Alien Species	00092525	FJ Invasive Alien Species	Fiji	Apr 2017	Dec 2023	NIM	GEN2	\$ 1,634,613	\$ 3,137,712

00105164	Palau BD & Safeguards (IAS)	00106389	PAL_ IAS	Republic of Palau	Jul 2018	Jun 2024	NIM	GEN2	\$ 1,399,312	\$ 3,078,988
00087532	Palau Global Environmental Priorities (CB2/CCCD)	00094498	PLW CB/CCCD	Republic of Palau	Apr 2015	Jul 2020	NIM	GEN1	\$ 554,887	\$ 818,658
00076545	Fiji Nagoya Access Benefit Sharing	00087868	FJ Nagoya Access Benefit Shrng	Fiji	Jul 2014	Mar 2020	NIM	GEN1	\$ 932,734	\$ 1,117,365
00083221	Fiji Capacity Building for Mainstreaming MEAs (CB2-CCCD)	00091812	Fiji CCCD/CB2	Fiji	Sep 2014	May 2021	NIM	GEN1	\$ 270,589	\$ 712,734
00088732	Van. Capcity Build. Phas 2- Cross-	00095279	Vanuatu CB2/CCCD	Vanuatu	May 2015	Dec 2020	NIM	GEN1	\$ 544,141	\$ 890,627

	Cuttng Capacities Dev.									
00079046	ABS Nagoya Protocol in Cook Is (MSP)	00089162	ABS Nagoya Protocol in Cook Is	Cook Islands	Jan 2015	Oct 2019	NIM	GEN1	\$ 932,381	\$ 1,044,064
00083621	Kiribati National Capacity Building (CB2/CCC D)	00092010	Improve Info Mgt & Complianc e	Kiribati	Sep 2014	Dec 2021	NIM	GEN1	\$ 442,092	\$ 818,968
00095244	Nagoya Protocol	00099240	Nagoya Protocol	Samoa	Jul 2016	Jun 2021	DIM	GEN1	\$ 335,907	\$ 425,400
00106015	Sixth National Reports on Biodiversit y in Asia	00106961	6th National Reports in Asia	Samoa	Nov 2017	Jun 2020	DIM	GEN2	\$ 96,382	\$ 175,379
00119501	FSM Biodiversit y & Invasive Alien Species	00115959	FSM Biodiversit y & IAS	Micronesi a, Federated Statesof	Sep 2019	Aug 2024	NIM	GEN2	\$ 15,253	\$ 277,518

00074643	FSM - National Biodiversity Implementation	00086941	FSM CBD - National Biodiversity	Micronesia, Federated States of	Jul 2013	Dec 2019	DIM	GEN1	\$ 216,309	\$ 595,399
00083083	SOI Integrating global environment commitments	00091738	Integrating global environment	Solomon Islands	Jul 2014	Dec 2018	DIM	GEN1	\$ 977,738	\$ 1,075,847
00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets	00085254	BIOFIN - GERMANY	Fiji	Jan 2013	Mar 2020	DIM	GEN1	\$ 484,742	\$ 664,598
00106358	Biodiversity Finance Initiative (BIOFIN) Phase II	00108637	BIOFIN II GEORGIA	Fiji	Jan 2019	Dec 2025	DIM	GEN1	\$ -	\$ 5,400
00100814	IMPRESS_Renewable Energy (Full Size)	00103585	IMPRESS_Renewable Energy (Full	Samoa	Aug 2017	Aug 2022	NIM	GEN1	\$ 4,291,043	\$ 6,440,697

00117508	Accelerating RE & EE in Niue (AREAN)	00114277	Accelerating RE & EE in Niue (Niue	Jun 2019	Dec 2023	NIM	GEN1	\$ 475,755	\$ 2,841,530
00099978	VU Energy Roadmap (BRANTV)	00103158	VU BRANTV	Vanuatu	Nov 2018	Nov 2022	NIM	GEN2	\$ 954,572	\$ 2,539,922
00097730	Tuvalu Sustainable National Energy Targets Project	00101338	Tuvalu FASNETT Project	Tuvalu	Dec 2017	Dec 2022	NIM	GEN2	\$ 1,035,284	\$ 2,165,169
00092265	SOL: Rural Electrification (SPIRES)	00097073	Rural Electrification in SI	Solomon Islands	Sep 2019	Dec 2024	NIM	GEN2	\$ 285,384	\$ 558,783
00112930	Nauru SMARTEN FSP	00111222	Nauru SMARTEN FSP	Nauru	Aug 2020	Jul 2024	NIM	GEN2	\$ 120,962	\$ 192,497
00103226	Kiribati POIDIER Full Size Project	00105289	Kiribati POIDIER	Kiribati	Aug 2020	Sep 2024	NIM	GEN1	\$ 137,215	\$ 259,888
00112839	Micronesia Public Sector Buildings	00111186	FSM MPSBEE	Micronesia, Federated States of	Oct 2020	Oct 2023	NIM	GEN1	\$ 67,048	\$ 177,100

	Energy Efficiency									
00100156	Enabling Implementation of Nauru Energy Roadmap	00103237	NR Energy Roadmap	Nauru	Feb 2017	Oct 2020	DIM	GEN1	\$ 214,585	\$ 292,506
00060769	Fiji Renewable Energy Power Project (FREPP)	00076656	FJ FREPP	Fiji	Jan 2011	Mar 2020	NIM	GEN1	\$ 972,432	\$ 1,832,172
00087627	Kiribati Enhancing National Food Security	00094574	Kiribati Food Security Project	Kiribati	Jan 2016	Jul 2022	NIM	GEN2	\$ 3,059,173	\$ 5,557,625
00127638	SOI DRM COVID-1919	00121550	SOI DRM and Recovery	Solomon Islands	Jul 2020	Dec 2021	DIM	GEN1	\$ 1,117,401	\$ 1,370,318
00127638	SOI DRM COVID-1919	00122644	SOI COVID-19-19 Coordinati on	Solomon Islands	Jul 2020	Dec 2021	DIM	GEN1	\$ 41,347	\$ 130,160

00127582	COVID-19-19 Response support in the Pacific	00121503	COVID-19-19 Inclusive Crisis Mng	Fiji	May 2020	Oct 2021	DIM	GEN2	\$ 45,799	\$ 531,209
00131629	RFF Post COVID-19-19	00124630	Post-COVID-19 Youth Employment	Samoa, Tokelau	Dec 2020	Jun 2022	DIM	GEN2	\$ 96,378	\$ 518,867
00131629	RFF Post COVID-19-19	00124867	Post-COVID-19 Waste Mgmt Strategy	Samoa	Dec 2020	Jun 2022	DIM	GEN2	\$ 7,940	\$ 55,663
00127279	COVID-19-19 Preparedness, Response and Recovery	00121189	COVID-19-19 Health Systems Resp	Niue, Samoa, Tokelau	Apr 2020	Dec 2020	DIM	GEN2	\$ 377,920	\$ 390,662
00127279	COVID-19-19 Preparedness, Response and Recovery	00121191	COVID-19-19 SocEc Imp Ass & Recov	Cook Islands, Samoa, Tokelau	Apr 2020	Dec 2020	DIM	GEN2	\$ 20,883	\$ 25,958

00127279	COVID-19 Preparedness, Response and Recovery	00121190	COVID-19 Crisis Resp	Cook Islands, Niue, Samoa, Tokelau	Apr 2020	Apr 2021	DIM	GEN2	\$ 127,258	\$ 158,456
00128065	COVID-19 Response Fund for Tokelau	00121961	Quarantine & Isolation Capacity	Tokelau	Jun 2020	Jun 2021	DIM	GEN2	\$ 243,054	\$ 414,615
00128065	COVID-19 Response Fund for Tokelau	00121962	Inclusive & Integr Crisis Resp	Tokelau	Jun 2020	Jun 2021	DIM	GEN2	\$ 36,073	\$ 78,084
00128065	COVID-19 Response Fund for Tokelau	00121963	SEIA of Tokelau	Tokelau	Jun 2020	Jun 2021	DIM	GEN2	\$ 356	\$ 2,900
00083957	Advancing inclusive and sustainable HD	00107529	04.1 Support 2030 Agenda	Pacific Centre (PC)	Oct 2014	Dec 2019	DIM	GEN2	\$ 390,251	\$ 441,286
Outcome 2. Sustainable and inclusive economic development										

00127582	COVID-19-19 Response support in the Pacific	00121499	COVID-19-19 Impact Assessment	Fiji	May 2020	Oct 2021	DIM	GEN2	\$ 812,206	\$ 1,874,800
00127582	COVID-19-19 Response support in the Pacific	00124726	COVID-19-19 Inclusive Econ Recov	Fiji	May 2020	Oct 2021	DIM	GEN1	\$ 140,285	\$ 510,000
00134725	Building Black Blue. Leveraging COVID-19-19 recovery for su	00126261	Blue Economy	Fiji	Jan 2021	Jun 2022	DIM	GEN2	\$ 6,809	\$ 50,000
00133331	COVID-19-19 Prep & Recovery: Economic Diversification	00125380	COVID-19-19 Prep & Recovery: Econ	Samoa	Mar 2021	Mar 2022	DIM	GEN2	\$ 184,955	\$ 427,555
00112866	Pacific Financial Inclusion Programme	00111195	Pacific Financial Inclusion Pr	Fiji, Papua New Guinea, Samoa, Solomon Islands,	Jul 2014	Dec 2022	DIM	GEN2	\$ 4,098,822	\$ 7,441,784

				Timor Leste, Tonga, Vanuatu						
00083615	Pacific Financial Inclusion Programm e (PFIP)	00092008	Pacific Financial Inclusion Pr	Fiji, Papua New Guinea, Samoa, Solomon Islands, Timor Leste, Tonga, Vanuatu	Jul 2014	Dec 2019	DIM	GEN2	\$ 4,116,608	\$ 6,065,019
00070401	TV Trade Capacity Devpmnt & Institution al Strengthe ning	00114360	TV Trade Capacity Dev Phase 2	Tuvalu	Nov 2018	Dec 2021	NIM	GEN1	\$ 500,665	\$ 989,771
00070401	TV Trade Capacity Devpmnt & Institution al Strengthe ning	00084412	TV Trade Capacity Developm ent	Tuvalu	Jan 2013	Dec 2018	NIM	GEN1	\$ 1,058,122	\$ 1,538,378

00127911	Tuvalu-TIPS Project	00121874	Tuvalu-TIPS Project	Micronesia, Tuvalu	Dec 2020	Dec 2022	NIM	GEN2	\$ 80,548	\$ 695,000
00081678	Markets for Change	00090867	Fiji Markets	Fiji	Jun 2014	Dec 2021	DIM	GEN3	\$ 1,114,089	\$ 1,455,402
00081678	Markets for Change	00123654	NZ-UNPSF	Fiji	Jun 2014	Dec 2021	DIM	GEN1	\$ 342,153	\$ 683,092
00081678	Markets for Change	00091106	Vanuatu Markets	Vanuatu	Jul 2014	Dec 2021	DIM	GEN3	\$ 594,396	\$ 869,190
00081678	Markets for Change	00091094	Solomon Is. Markets	Solomon Islands	Jul 2014	Dec 2021	DIM	GEN3	\$ 618,495	\$ 720,285
00081678	Markets for Change	00121837	COVID-1919 Vanuatu	Vanuatu	May 2020	Dec 2021	DIM	GEN2	\$ 124,547	\$ 190,328
00089572	KIR Trade Capacity Development and Institutional Strengthening	00095712	KIR Trade Capacity Development	Kiribati	Jul 2015	Dec 2021	NIM	GEN1	\$ 878,080	\$ 1,196,261
00128348	Kiribati trade capacity -	00122369	Kiribati trade	Kiribati	Sep 2020	Sep 2022	NIM	GEN1	\$ 202,669	\$ 269,892

	Tier1 Phase2		capcity- Tier1P2							
00108816	Kiribati Coconut Sector Developm ent Project	00108404	Kiribati Coconut Sector Dev	Kiribati	Jan 2018	Dec 2021	NIM	GEN1	\$ 319,878	\$ 523,024
00061529	Istanbul Intl Center for PSD	00077967	Istanbul Intl Center for PSD	Fiji, Pacific Centre	Mar 2011	Dec 2021	DIM	GEN0	\$ 21,600	\$ 77,800
00061529	Istanbul Intl Center for PSD	00125547	Connectin g Business Initiative	Fiji	Jan 2021	Dec 2021	DIM	GEN0	\$ 37,797	\$ 37,800
00085881	Inclusive Growth & Sustainabl e Developm ent	00093362	Private Sector & Livelihood s	Pacific Centre (PC)	Jan 2015	Dec 2019	DIM	GEN2	\$ 1,090,184	\$ 1,466,647
00085881	Inclusive Growth & Sustainabl e Developm ent	00093361	Inclusive Growth & SDG's	Pacific Centre (PC)	Jan 2015	Apr 2019	DIM	GEN1	\$ 1,402,074	\$ 1,490,072
00123820	Pacific Digital Economy	00118975	PDEP		Jul 2021	Dec 2022	DIM	GEN2	\$ 258,374	\$ 338,270

	Programme									
00093671	SDG Localization	00097906	Fiji SDG Localization	Fiji	Jan 2016	Dec 2021	DIM	GEN1	\$ 354,875	\$ 399,333
00093671	SDG Localization	00104114	Vanuatu SDG Localization	Vanuatu	Jan 2016	Dec 2021	DIM	GEN1	\$ 222,409	\$ 239,086
00093671	SDG Localization	00104116	RMI SDG Localization	Marshall Islands	Jan 2016	Dec 2021	DIM	GEN1	\$ 205,249	\$ 230,333
00093671	SDG Localization	00097907	FSM SDG Localization	Micronesia, Federated States of	Jan 2016	Dec 2021	DIM	GEN1	\$ 168,024	\$ 169,130
00093671	SDG Localization	00104115	Tonga SDG Localization	Tonga	Jan 2016	Dec 2021	DIM	GEN1	\$ 150,795	\$ 166,993
00093671	SDG Localization	00104117	Nauru SDG Localization	Nauru	Jan 2016	Dec 2021	DIM	GEN1	\$ 128,505	\$ 144,000
00093671	SDG Localization	00097908	Palau SDG Localization	Republic of Palau	Jan 2016	Dec 2021	DIM	GEN1	\$ 71,431	\$ 72,500

00093671	SDG Localizatio n	00110928	Kiribati SDG Localizatio n	Kiribati	Jan 2016	Dec 2021	DIM	GEN1	\$ 84,810	\$ 96,510
00112026	Achieving 2030 Agenda for Sustainabl e Developm ent in AP	00110733	O1.2_SDG Country Platform Supp	Fiji	Jun 2018	Dec 2021	DIM	GEN3	\$ 296,836	\$ 325,697
00112026	Achieving 2030 Agenda for Sustainabl e Developm ent in AP	00113607	O2.1_Inno vation	Tokelau	Jun 2018	Dec 2021	DIM	GEN2	\$ -	\$ 10,000
00123515	Pacific Inclusive Growth Regional Programm e	00118753	Regional Inclusive Growth	Fiji + other countries	Jan 2019	Dec 2022	DIM	GEN2	\$ -	\$ 392,052
00123870	Pacific Inclusive Growth Regional	00119015	Pacific Regional IG	Fiji, Solomon Islands	Nov 2019	Dec 2022	DIM	GEN2	\$ 858,229	\$ 1,692,764

	Programme		Programme							
00129766	SDG Financing in the Pacific	00123341	Unlocking SDG Financing Pacific	Fiji	Aug 2020	Aug 2022	DIM	GEN2	\$ 115,284	\$ 178,271
00129766	SDG Financing in the Pacific	00123546	Investment Coral Reef	Fiji	Aug 2020	Aug 2022	DIM	GEN2	\$ 85,995	\$ 130,000
00130082	SDG FINANCING - COMPONENT 1	00123543	SDG FINANCING - COMPONENT 1	Samoa	Jul 2020	Jun 2022	DIM	GEN1	\$ 48,117	\$ 200,486
00103153	Sub-Regional SDGs Localization	00105145	Sub-Regional SDGs Localization	Samoa, Cook Islands, Niue, Tokelau	May 2017	Dec 2020	DIM	GEN1	\$ 24,560	\$ 184,248
00126422	Spotlight Initiative	00120504	Spotlight Regional	Fiji	Jan 2020	Dec 2021	DIM	GEN3	\$ 455,912	\$ 1,197,405
00092253	Engaging Youths in Organic Farming	00097056	VAN:Engaging Youths in Organic	Vanuatu	Jan 2016	Dec 2018	DIM	GEN1	\$ 476,771	\$ 590,289

00092253	Engaging Youths in Organic Farming	00097054	FJ:Engaging Youths in Organic	Fiji	Jan 2016	Dec 2018	DIM	GEN1	\$ 447,618	\$ 553,272
Outcome 3. Effective governance for service delivery										
00110894	Effective Governance	00110861	Fiji Parliament Supprt Project	Fiji	Apr 2018	Dec 2021	DIM	GEN2	\$ 3,065,977	\$ 4,298,000
00110894	Effective Governance	00110126	Strengthening Legislatures Pac	Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Tonga, Tuvalu, Vanuatu	Apr 2018	Dec 2021	DIM	GEN2	\$ 3,365,012	\$ 4,248,761
00086365	Effective Governance	00100585	PacificParliamentary Effective	Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Tonga, Tuvalu, Vanuatu	May 2016	Sep 2019	DIM	GEN2	\$ 2,658,545	\$ 2,931,299

00086365	Effective Governance	00093646	Regional Parliament Project	Nauru, Pacific Centre	Jan 2015	Dec 2018	DIM	GEN2	\$ 1,106,034	\$ 1,341,056
00086365	Effective Governance	00093650	HIV & NCD's	Pacific Centre (PC)	Jan 2015	Dec 2018	DIM	GEN2	\$ 402,689	\$ 485,950
00086365	Effective Governance	00093648	Rule of Law&Access to Justice	Pacific Centre (PC)	Jan 2015	Dec 2018	DIM	GEN2	\$ 244,133	\$ 289,520
00086365	Effective Governance	00093649	Women in Politics	Pacific Centre (PC)	Jan 2015	Dec 2018	DIM	GEN3	\$ 595,579	\$ 772,772
00110894	Effective Governance	00111221	UNPRAC Project - Phase II	Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Tonga, Tuvalu, Vanuatu	Jul 2016	Jun 2021	DIM	GEN2	\$ 1,661,767	\$ 1,756,139
00097178	UNPRAC Project - Phase II	00101018	UNPRAC Project - Phase II	Nauru, Pacific Centre	Jul 2016	Jun 2020	DIM	GEN1	\$ 1,086,176	\$ 1,113,808
00123760	UNPRAC Phase III	00123444	UN-PRAC III- MFAT	Fiji, Samoa	Aug 2020	Jun 2025	DIM	GEN2	\$ 783,203	\$ 987,850

00123596	Regional Effective Gov Program	00118810	Effective Governance Regional	Fiji, Kiribati	Nov 2019	Dec 2023	DIM	GEN2	\$ 876,475	\$ 1,101,006
00123596	Regional Effective Gov Program	00121548	COVID-19 EG Repurpose	Fiji	Nov 2019	Dec 2023	DIM	GEN2	\$ 341,530	\$ 433,700
00118639	Pacific Parliamentary Initiative Project Phase II	00115376	Parliamentary Strengthening	Fiji, Niue, Nauru, Palau, Tokelau and Tuvalu, Kiribati, Cook Islands, Papua New Guinea, the Solomon Islands, Tonga and Vanuatu.	Apr 2019	Dec 2022	DIM	GEN2	\$ 2,758,211	\$ 3,664,127
00097051	Fiji Parliament Support Project Phase2	00100913	Fiji Parliament Support Phase2	Fiji	Jan 2017	Dec 2020	DIM	GEN2	\$ 1,205,855	\$ 1,279,587

00097051	Fiji Parliament Support Project Phase2	00110118	Strengthening Legislation Fiji	Fiji	Jan 2017	Dec 2020	DIM	GEN2	\$ 1,144	\$ 1,200
00101901	Pacific Public Finance Management and Governance	00104154	Pacific Public Finance Mgmt	Fiji, Solomon, Tonga, Vanuatu, Kiribati	Dec 2018	Dec 2021	DIM	GEN2	\$ 2,525,147	\$ 3,274,452
00121738	Inclusive Governance of Natural Resources -PBF 3	00117632	Governance of Natural Resource	Solomon Islands	Dec 2019	Dec 2021	DIM	GEN1	\$ 1,322,949	\$ 1,505,178
00105473	SOI Transparency and Accountability Project for Solomon	00106742	SOI TAP Project	Solomon Islands	May 2019	Apr 2023	DIM	GEN2	\$ 899,361	\$ 1,332,061
00099109	SOI Anti-corruption and Integrity-	00102327	Anti-corruption	Solomon Islands	Jul 2017	Aug 2019	DIM	GEN1	\$ 521,693	\$ 580,512

	Initiation Plan		&Integrity IP							
00096488	PW Local Governance Strengthening	00100423	PW LG State Gov Capacity Bldg	Republic of Palau	Jun 2016	Dec 2021	DIM	GEN1	\$ 241,527	\$ 581,472
00096488	PW Local Governance Strengthening	00102523	PW LG Min. State Capacity	Republic of Palau	Jun 2016	Dec 2021	DIM	GEN1	\$ 112,765	\$ 354,506
00096488	PW Local Governance Strengthening	00102526	PW LG Citizen Engagement	Republic of Palau	Jun 2016	Dec 2021	DIM	GEN1	\$ 100,915	\$ 289,877
00096486	Tuvalu Constitutional Review	00100422	TV CR Inst. Capacity CRC/AGO	Tuvalu	Jun 2016	Jun 2021	DIM	GEN1	\$ 346,393	\$ 391,965
00096486	Tuvalu Constitutional Review	00101943	TV CR - Formulati on/Recco m.	Tuvalu	Jun 2016	Jun 2021	DIM	GEN1	\$ 270,854	\$ 343,634
00096486	Tuvalu Constituti	00101942	TV CR Citizen	Tuvalu	Jun 2016	Jun 2021	DIM	GEN1	\$ 267,906	\$ 397,781

	onal Review		Knowledg e/Engag.							
00110684	Tonga Early Recovery Support	00109902	TC Gita Parliment ary Support	Tonga	Mar 2018	Jul 2019	DIM	GEN2	\$ 181,427	\$ 200,000
00112176	Digital Solutions for Samoa	00110817	Digital Solutions for Samoa	Samoa	Jun 2018	Mar 2021	DIM	GEN2	\$ 118,061	\$ 139,044
00119559	SECURITY SECTOR GOVERNA NCE	00116022	Police Capacity Building	Fiji	Jan 2019	Dec 2021	DIM	GEN2	\$ 115,016	\$ 115,065
00094411	SECURITY SECTOR GOVERNA NCE	00098522	SECURITY SECTOR GOVERNA NCE	Fiji	Jan 2016	Dec 2019	DIM	GEN2	\$ 370,541	\$ 375,274
00122730	Fiji Police Force Support Project	00118218	Fiji Police Force Support Proj	Fiji	Jul 2020	Dec 2023	DIM	GEN2	\$ 834,529	\$ 1,813,728
00108871	Tokelau Good Governan ce Project	00108483	Public Service Systems	Tokelau	Jan 2018	Dec 2019	DIM	GEN1	\$ 69,741	\$ 67,472
00108871	Tokelau Good	00108437	Effective decision	Tokelau	Jan 2018	Dec 2021	DIM	GEN0	\$ 4,600	\$ 20,512

	Governance Project									
00103841	KIR Local Governance Initiation Plan	00105698	Output 1:Inst. Strengthen. LG.	Kiribati	Jun 2017	Dec 2018	DIM	GEN1	\$ 85,176	\$ 104,860
00127786	Nauru Accountable & Inclusive Governance(NAIG) Project	00121714	Nauru - NAIG Project	Nauru	Jul 2020	Jun 2024	DIM	GEN2	\$ 203,403	\$ 1,296,787
00122729	Knowledge Society Initiative	00118217	Samoa Knowledge Society,UNDP	Samoa	Nov 2019	Dec 2021	DIM	GEN3	\$ 469,719	\$ 701,524
00116043	Western Pacific Integrated HIV /TB Programme	00113363	Integrated HIV /TB Programme	Cook Islands, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of the	Jan 2019	Jul 2021	DIM	GEN1	\$ 7,344,123	\$ 8,616,038

				Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu						
00107951	Western Pacific Integrated HIV /TB Programme	00108028	Integrated HIV /TB Programme	Cook Islands, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu	Jan 2018	Dec 2020	DIM	GEN2	\$ 3,792,135	\$ 4,030,468
00129927	Western Pacific Integrated HIV /TB	00123467	Integrated HIV /TB Programme	Cook Islands, Federated States of Micronesia, Kiribati,	Jan 2021	Dec 2023	DIM	GEN2	\$ 2,067,859	\$ 2,987,085

	Programme			Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu						
00090225	Western Pacific Integrated HIV /TB Programme	00096098	Integrated HIV /TB Programme	Cook Islands, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu	Jul 2015	Dec 2020	DIM	GEN1	\$ 11,596,425	\$ 12,188,461

00120811	SOI - Support to SICCM - SLB-CFUND-1904 (2019-2022)	00116858	SOI - Support to SICCM - SLB-C	Solomon Islands	Aug 2019	Jul 2022	DIM	GEN2	\$ 45,100	\$ 84,114
00063928	Global HIV Health Development Project	00126897	WHO-UNDP EU Funded		Apr 2021	Dec 2022	DIM	GEN2	\$ 28,814	\$ 183,730
00116044	81% LLIN Coverage in Vanuatu	00113364	81% LLIN coverage in Vanuatu	Vanuatu	Jan 2019	Jul 2021	DIM	GEN1	\$ 1,110,732	\$ 1,576,032
00107955	81% LLIN Coverage in Vanuatu	00108029	81% LLIN coverage in Vanuatu	Vanuatu	Jan 2018	Dec 2020	DIM	GEN1	\$ 419,875	\$ 541,726
00130166	A Malaria Free Vanuatu, contributing good health	00123611	A Malaria Free Vanuatu, contri	Vanuatu	Jan 2021	Dec 2023	DIM	GEN2	\$ 624,551	\$ 1,278,023
00127582	COVID-19-19	00121504	COVID-19-19	Fiji, Kiribati,	May 2020	Oct 2021	DIM	GEN2	\$ 869,039	\$ 1,738,549

	Response support in the Pacific		Resilient Health	Marshall Islands, Micronesia, Nauru, Palau, Tonga, Tuvalu, Vanuatu						
00126537	SOI: Advancing National Development Agenda and SDGs	00121518	COVID-19-19 Response Solomon Is	Solomon Islands, Fiji (TBC)	May 2020	Dec 2021	DIM	GEN1	\$ 463,633	\$ 715,900
00131359	COVID-1919 Response - Skyyeye E-Commerce Solution	00124449	MULTILIN GUAL INTERFAC E	Samoa	Oct 2020	Dec 2020	DIM	GEN2	\$ 10,000	\$ 10,000
00103473	Strengthening the Electoral Cycle in the SI Phase II	00105506	Strengthening Electoral Cycle	Solomon Islands	Jul 2017	Jun 2021	DIM	GEN2	\$ 6,479,965	\$ 6,926,635

00135921	Strengthening the Electoral Cycle Project Phase 3	00127016	SECSIP Phase 3 Initiation Plan	Solomon Islands	Jul 2021	Dec 2024	DIM	(blank)	\$ 591,158	\$ 933,157
00099159	Vanuatu Electoral Environment Project	00102472	Vanuatu Electoral Env Project	Vanuatu, Fiji (TBC)	Apr 2017	Jan 2021	DIM	GEN2	\$ 3,424,984	\$ 4,055,971
00129624	Vanuatu Electoral Environment Project - Phase 2	00123236	Vanuatu Electoral Env Project	Vanuatu	Jan 2021	May 2024	DIM	GEN2	\$ 1,121,975	\$ 1,526,360
00111434	Nauru Electoral Support Project (NESP)	00110485	Nauru Electoral Supp Project	Nauru, Fiji (TBC)	Jun 2018	Dec 2021	DIM	GEN2	\$ 1,003,574	\$ 1,747,850
00092247	Fiji Access to Justice Project	00101493	Fiji A2J Judicial Dept	Fiji	Jul 2016	Dec 2021	DIM	GEN2	\$ 2,315,458	\$ 4,058,392
00092247	Fiji Access to Justice Project	00097052	Fiji A2J Legal Aid Commission	Fiji	Jul 2016	Dec 2021	DIM	GEN2	\$ 2,010,572	\$ 2,804,096

00092247	Fiji Access to Justice Project	00101495	Fiji A2J NGO Service Dlv	Fiji	Jul 2016	Dec 2021	DIM	GEN2	\$ 1,649,647	\$ 1,861,380
00092247	Fiji Access to Justice Project	00101496	Fiji A2J Proj Mnagmnt	Fiji	Jul 2016	Dec 2021	DIM	GEN2	\$ 1,282,365	\$ 1,689,618
00092247	Fiji Access to Justice Project	00101494	Fiji A2J Service Delivery	Fiji	Jul 2016	Jun 2021	DIM	GEN2	\$ 469,756	\$ 1,257,962
00107710	Enhancing Access to Justice-Paralegalism	00117811	Enhancing A2J-paralegal	Solomon Islands	May 2018	Dec 2021	DIM	GEN2	\$ 2,393,387	\$ 2,909,545
00107710	Enhancing Access to Justice-Paralegalism	00107936	A2J Initiation Plan	Solomon Islands	May 2018	Jun 2020	DIM	GEN2	\$ 599,427	\$ 602,053
00107383	SOI_Peace Building Project Phase II	00107694	SOI_Peace Building Project II	Solomon Islands	Jan 2018	Oct 2019	DIM	GEN2	\$ 2,301,633	\$ 2,421,745
00097756	SOI-Supportin g Peaceful and	00101348	SOI-Supportin g Peaceful and In	Solomon Islands	Jul 2016	Oct 2018	DIM	GEN2	\$ 2,040,439	\$ 2,084,919

	Inclusive Transition									
00116957	Joint UNDP-DPPA Programme on conflict prevention (2018-2023)	00113905	Joint UNDP-DPPA Programme CP	Fiji	Jan 2019	Dec 2023	DIM	GEN2	\$ 97,073	\$ 532,266
00033363	Joint UNDP-DPA Programme on Conflict Prevention (2015-2018)	00101205	Joint UNDP/DPA Prog Phase2	Fiji	Jul 2016	Dec 2019	DIM	GEN2	\$ 363,425	\$ 473,463
00114407	Empowering Youth as Agents for Peace and Social Cohesion	00112446	Empowering Youths	Solomon Islands	Dec 2018	Jun 2021	DIM	GEN2	\$ 1,615,673	\$ 1,708,992
00087395	Samoa "One United Nation" Youth	00094414	Youth Employment Jo	Samoa	Jun 2015	Dec 2019	NIM	GEN2	\$ 1,064,849	\$ 1,306,144

	Employment Programme (1UNYEP)		intProgramme							
00120346	Youth Employment Programme (YEP) II Initiation Plan	00116547	YEP II Initiation Plan	Samoa	Jul 2019	Sep 2020	DIM	GEN1	\$ 157,779	\$ 227,853
00112765	Pacific Engagement Facility	00111130	Addressing Youth Unemployment	Solomon Islands	Jul 2018	Jun 2020	DIM	GEN1	\$ 10,306	\$ 36,500
00112765	Pacific Engagement Facility	00117057	Engagement facility REACH	Fiji, Tonga	Jul 2018	Dec 2020	DIM	GEN2	\$ -	\$ -
00109481	Women in Leadership in Samoa (WILS)	00108831	Women in leadership in Samoa	Samoa	Apr 2018	Dec 2021	DIM	GEN3	\$ 1,026,404	\$ 1,218,560
00102206	Increase Political Participation of Women in Samoa	00104346	IPPWS (II) PIP	Samoa	Jan 2017	Dec 2018	DIM	GEN3	\$ 82,345	\$ 203,982

	(IPPWS) (II) PIP									
00119946	Supportin g Pacific Women Members of Parliamen t	00116284	Network for Pacific Women MPs	Fiji	Jun 2019	Dec 2021	DIM	GEN2	\$ 182,326	\$ 271,444
00126422	Spotlight Initiative	00120505	Spotlight Vanuatu	Vanuatu	Jan 2020	Dec 2021	DIM	GEN3	\$ 430,640	\$ 1,029,511
00124956	Spotlight Initiative	00119552	Spotlight Initiative _UNDP	Samoa	Jan 2020	Dec 2022	DIM	GEN3	\$ 601,263	\$ 799,573
00083209	FJ REACH	00095482	Fiji REACH Project	Fiji	Jun 2015	Dec 2021	DIM	GEN2	\$ 2,875,412	\$ 3,303,335
00083209	FJ REACH	00112566	Tonga REACH Initiation Plan	Tonga	Oct 2018	Dec 2021	DIM	GEN2	\$ 71,000	\$ 71,650
00083209	FJ REACH	00115478	Vanuatu REACH Initiation Plan	Vanuatu	Apr 2019	Dec 2020	DIM	GEN2	\$ 50,994	\$ 50,000
00134370	Rights Empower ment and Social	00125988	REACH- Improve	Fiji, Tonga	Mar 2021	Mar 2022	DIM	GEN2	\$ 190,466	\$ 916,089

	Cohesion (REACH) Platform		Govt Capacity							
00133334	UNPRPD Cook Islands	00125381	UNPRPD Cook Islands	Cook Islands	Feb 2021	Jan 2023	DIM	GEN2	\$ -	\$ 69,550
00075375	Extractive Industries for Sustainable Development	00099850	Development Minerals - Fiji	Fiji, Pacific Centre	Apr 2016	Nov 2019	DIM	GEN0	\$ 837,263	\$ 1,192,048
00124074	LVMM II_ACP-EU Development Minerals Programme; Phase II	00119154	Focus country- Fiji	Fiji	Nov 2019	Nov 2022	DIM	GEN1	\$ 182,591	\$ 497,641
00124741	Samoa Social Protection	00119466	Samoa Social Protection _UNDP	Samoa, Cook Islands, Niue	Jan 2020	Dec 2021	DIM	GEN2	\$ 394,183	\$ 652,500
00112026	Achieving 2030 Agenda for Sustainable	00110822	O3.2_Disaster Risk Reduction	Fiji	Jun 2018	Dec 2021	DIM	GEN2	\$ 320,146	\$ 496,992

	e Developm ent in AP									
00119425	Accelerato r Lab_Pacifi c Office in Fiji	00115909	Accelerato r Lab_Pacifi c Office	Fiji	May 2019	Dec 2021	DIM	GEN1	\$ 489,940	\$ 662,763
00128819	Accelerato r Lab - Samoa MCO	00122692	Accelerato r Lab - Samoa MCO	Samoa	Apr 2020	Dec 2021	DIM	GEN2	\$ 15,550	\$ 15,552

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Table 5. Status of outcome indicators of the Pacific SRPD 2018-2022

	Outcome Indicator	Outcome Baseline	Outcome Target	2018	2019	2020	2021
	CPD Outcome 1: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened						
Fiji MCO	Indicator 1.1 Number of PICTs whose direct disaster economic loss in relation to regional GDP, including damage to critical infrastructure and disruption of basic services has reduced based on the latest available data	0	8	0	0	0	0
	Indicator 1.2 Number of PICTs with Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP) under the UNFCCC at least partially implemented	0	8	2	5	8	10
	Indicator 1.3 Number of PICTS with increased coverage of terrestrial and marine areas that are protected	0	10	3	5	10	8
Samoa MCO	Indicator 1.1 Number of PICTs whose direct disaster economic loss in relation to regional GDP, including damage to critical infrastructure and disruption of basic services has reduced based on the latest available data	0	8	0	1	0	0
	Indicator 1.2 Number of PICTs with Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP) under the UNFCCC at least partially implemented	0	8	0	1	1	1
	Indicator 1.3 Number of PICTS with increased coverage of terrestrial and marine areas that are protected	0	10	1	2	2	2

	CPD Outcome 2: By 2022, people in the Pacific, in particular youth, women and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multidimensional poverty and inequalities, and promotes economic empowerment						
Fiji MCO	Indicator 2.1 Number of PICTs in which the proportion of men, women, youth and children of all ages living in poverty in all its dimensions, according to national definitions, has decreased, based on the latest available data	0	8	1	1	1	1
	Indicator 2.2 Number of PICTs in which the percentage of the population with access to formal financial services has increased, based on the latest available data	0	5	1	1	5	8
Samoa MCO	Indicator 2.1 Number of PICTs in which the proportion of men, women, youth and children of all ages living in poverty in all its dimensions, according to national definitions, has decreased, based on the latest available data	4	8	4	4	0	0
	Indicator 2.2 Number of PICTs in which the percentage of the population with access to formal financial services has increased, based on the latest available data	4	5	4	4	4	4
	CPD Outcome 3: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice						
Fiji MCO	Indicator 3.1 Number of PICTs with established and implemented anti-corruption policies	1	7	2	4	2	2
	Indicator 3.2 Number of PICTs in which the proportion of seats held by women in national parliaments has increased, based on the latest available data	0	14	2	2	2	3
	Indicator 3.3 Number of PICTs in which the unsentenced detainees as a proportion of overall prison population has decreased, based on the latest available data.	0	0	1	0	0	0
Samoa MCO	Indicator 3.1 Number of PICTs with established and implemented anti-corruption policies	4	7	0	2	0	0

Indicator 3.2 Number of PICTs in which the proportion of seats held by women in national parliaments has increased, based on the latest available data	0	14	1	1	1	1
Indicator 3.3 Number of PICTs in which the unsentenced detainees as a proportion of overall prison population has decreased, based on the latest available data.	0	0	0	0	0	0

Table 6. Status of output indicators of the Pacific SRPD 2018-2022

Fiscal Year				2017	2018	2019	2020	2021
Indicator	component	type						
Output 1.1 Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented								
Fiji MCO	1.1.1 Amount of USD mobilized with support from UNDP for climate change adaptation and mitigation (Including energy efficiency, renewable energy, energy access)	1.1.1.1 Adaptation	A. Baseline	160000000				
			B. Milestone		170000000	200000000	230000000	265000000
			C. Actual		160000000	226400000	245000000	249100000
		1.1.1.2 Mitigation	A. Baseline	15000000				
			B. Milestone		18000000	32000000	48000000	64000000
			C. Actual		20279451	31299451	47299451	65200000
	1.1.2 Number of UNDP project beneficiaries dis-aggregated by sex, with reduced vulnerability or increased resilience	1.1.2.1 Male	A. Baseline	210000				
			B. Milestone		216000	228000	252000	276000
			C. Actual		214385	302163	316067	397252
		1.1.2.2 Female	A. Baseline	190000				
			B. Milestone		198000	216000	244000	272000
			C. Actual		196576	301785	400860	480866

	1.1.3 Number of countries with policy instruments for renewable energy, energy efficiency or energy access introduced as a result of UNDP intervention	1.1.3.1 National	A. Baseline	0				
			B. Milestone		0	1	3	6
			C. Actual		0	2	3	3
Samoa MCO	1.1.1 Amount of USD mobilized with support from UNDP for climate change adaptation and mitigation (Including energy efficiency, renewable energy, energy access)	1.1.1.1 Adaptation	A. Baseline	5000000				
			B. Milestone		5000000	800000	11649725	7800000
			C. Actual		0	800000	11649725	4800000
		1.1.1.2 Mitigation	A. Baseline	5000000				
			B. Milestone		5000000	3800000	1150000	2600000
			C. Actual		150000	3800000	1150000	600000
	1.1.2 Number of UNDP project beneficiaries dis-aggregated by sex, with reduced vulnerability or increased resilience	1.1.2.1 Male	A. Baseline	0				
			B. Milestone		500	500	500	500
			C. Actual		500	800	500	450
		1.1.2.2 Female	A. Baseline	0				
			B. Milestone		500	500	500	500
			C. Actual		500	800	500	300
	1.1.3 Number of countries with policy instruments for renewable energy, energy efficiency or energy access introduced as a result of UNDP intervention	1.1.3.1 National	A. Baseline	0				
			B. Milestone		0	1	1	1
			C. Actual		1	1	1	1

Output 1.2 Effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels								
Fiji MCO	1.2.1 Number of newly endorsed development policies and plans at the national, sector and sub-national level that mainstream climate and disaster risks	1.2.1.1 National	A. Baseline	0				
			B. Milestone		4	10	16	22
			C. Actual		5	5	11	16
		1.2.1.2 subnational	A. Baseline	0				
			B. Milestone		20	50	80	110
			C. Actual		24	63	63	63
	1.2.2 Number of countries with formalised recovery preparedness mechanisms in place	1.2.2.1 National	A. Baseline	2				
			B. Milestone		3	4	6	8
			C. Actual		7	7	9	10
Samoa MCO	1.2.1 Number of newly endorsed development policies and plans at the national, sector and sub-national level that mainstream climate and disaster risks	1.2.1.1 National	A. Baseline	0				
			B. Milestone		1	2	1	2
			C. Actual		1	2	3	3
		1.2.1.2 Sub national	A. Baseline	0				
			B. Milestone		1	2	1	2
			C. Actual		1	2	5	5
	1.2.2 Number of countries with formalized recovery preparedness mechanisms in place	1.2.2.1 National	A. Baseline		1			
			B. Milestone		1	2	4	4
			C. Actual		2	2	4	4

	Output 1.3 Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services and waste,							
Fiji MCO	1.3.1 Number of UNDP project beneficiaries, disaggregated by sex, with access to sustainably managed natural resources (e.g. fisheries), ecosystem services (e.g. ecotourism) and waste	1.3.1.1 Male	A. Baseline	160000				
			B. Milestone		168000	176000	184000	192000
			C. Actual		160554	175936	186106	200301
		1.3.1.2 Female	A. Baseline	140000				
			B. Milestone		152000	164000	176000	188000
			C. Actual		140822	152907	162940	176599
Samoa MCO	1.3.1 Number of UNDP project beneficiaries, disaggregated by sex, with access to sustainably managed natural resources (e.g. fisheries), ecosystem services (e.g. ecotourism) and waste	1.3.1.1 Male	A. Baseline		500			
			B. Milestone		500	500	500	400
			C. Actual		500	500	500	400
		1.3.1.2 Female	A. Baseline		500			
			B. Milestone		500	500	500	400
			C. Actual		500	500	500	300
	Output 2.1 National and local institutions enabled to put in place evidence-based risk-informed and gender-sensitive policies guiding participatory planning and budgeting processes and aligned with SDGs							
Fiji MCO	2.1.1 Number of countries that use nationally relevant SDG targets and indicators, including age and sex disaggregated data, to monitor the performance of national and subnational plans and budgets	2.1.1.1 National	A. Baseline	4				
			B. Milestone		5	8	9	12
			C. Actual		6	9	9	9
				A. Baseline	0			

	2.1.2 Number of countries with systems in place to track and make public allocations for gender equality, women’s empowerment and inclusion of marginalized individuals and communities	2.1.2.1 National	B. Milestone		1	2	3	4
			C. Actual		1	2	3	4
Samoa MCO	2.1.1 Number of countries that use nationally relevant SDG targets and indicators, including age and sex disaggregated data, to monitor the performance of national and subnational plans and budgets	2.1.1.1 National	A. Baseline	4				
			B. Milestone		4	4	1	2
			C. Actual		4	4	2	2
	2.1.2 Number of countries with systems in place to track and make public allocations for gender equality, women’s empowerment and inclusion of marginalized individuals and communities	2.1.2.1 National	A. Baseline		4			
			B. Milestone		4	4	2	2
			C. Actual		4	0	3	2
	Output 2.2 Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youths							
Fiji MCO	2.2.1 Number of countries with policies, systems or institutional measures in place at the national and subnational levels to generate and strengthen employment and livelihoods	2.2.1.1 National	A. Baseline	1				
			B. Milestone		1	3	3	4
			C. Actual		3	2	4	6
	2.2.2 Number of green/blue businesses started and jobs created disaggregated		A. Baseline	0				
			B. Milestone		10	20	30	40

	by age, sex and geographical location (rural/urban)	2.2.2.1 New Business	C. Actual		11	49	30	30
		2.2.2.2 Jobs	A. Baseline	0				
			B. Milestone		50	150	200	250
			C. Actual		81	185	200	200
Samoa MCO	2.2.1 Number of countries with policies, systems or institutional measures in place at the national and subnational levels to generate and strengthen employment and livelihoods	2.2.1.1 National	A. Baseline		4			
			B. Milestone		3	4	1	1
			C. Actual		3	3	1	
	2.2.2 Number of green/blue businesses started and jobs created disaggregated by age, sex and geographical location (rural/urban)	2.2.2.1 New Business	A. Baseline	0				
			B. Milestone		0	0	40	20
			C. Actual		0	0	70	0
		2.2.2.2 Jobs	A. Baseline	0				
			B. Milestone		0	0	50	50
			C. Actual		0	0	82	15
	Output 2.3 National financial inclusion policies and strategies in place and implemented to expand access to financial services for rural and low-income women and youth							
Fiji MCO	2.3.1 Number of countries adopting national financial inclusion policies and strategies with specific gender, rural and youth approaches	2.3.1.1 National	A. Baseline	5				
			B. Milestone		5	5	5	6
			C. Actual		5	5	4	4
				A. Baseline				

	2.3.2 Number of women and men enrolled in formal financial services, disaggregated by locality	2.3.2.1 Man	B. Milestone		500000	500000	550000	600000
			C. Actual		868063	921079	1002459	2002459
		2.3.2.2 Women	A. Baseline					
			B. Milestone		400000	500000	550000	600000
			C. Actual		585702	694849	870727	1870727
Samoa MCO	2.3.1 Number of countries adopting national financial inclusion policies and strategies with specific gender, rural and youth approaches	2.3.1.1 National	A. Baseline		4			
			B. Milestone		4	4	1	0
			C. Actual		1	1	1	1
	2.3.2 Number of women and men enrolled in formal financial services, disaggregated by locality	2.3.2.1 Man	A. Baseline		0			
			B. Milestone		0	0	0	0
			C. Actual		0	0	0	0
		2.3.2.2 Women	A. Baseline		0			
			B. Milestone		0	0	0	0
			C. Actual		0	0	0	0
	Output 3.1 Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative							
Fiji MCO	3.1.1 Proportion of women (to men) participating as candidates in national elections	3.1.1.1 National	A. Baseline	10.6				
			B. Milestone		12	18	19	21
			C. Actual		17.7	26.4	32	32
			A. Baseline	0				

	3.1.2 Number of countries with increased participation by citizens in Parliament work through giving evidence to Parliament committees, disaggregated by gender	3.1.2.1 National	B. Milestone		1	2	3	4
			C. Actual		5	2	4	8
Samoa MCO	3.1.1 Proportion of women (to men) participating as candidates in national elections	3.1.1.1 National	A. Baseline		10			
			B. Milestone			0	10	10
			C. Actual			16	12.5	7.8
	3.1.2 Number of countries with increased participation by citizens in Parliament work through giving evidence to Parliament committees, disaggregated by gender	3.1.2.1 National	A. Baseline		4			
			B. Milestone		4	0	0	1
			C. Actual			4	3	2
	Output 3.2 Increased transparency and accountability in governance institutions and formal and informal decision-making processes							
Fiji MCO	3.2.1 Number of countries in which Parliaments are more effective in their oversight functions	3.2.1.1 National	A. Baseline	0				
			B. Milestone		1	5	5	6
			C. Actual		5	6	6	10
	3.2.2 Number of countries that address more than 60% of gaps identified in UNCAC reviews	3.2.2.1 National	A. Baseline	0				
			B. Milestone		1	2	3	5
			C. Actual		2	2	3	3
Samoa MCO	3.2.1 Number of countries in which Parliaments are more effective in their oversight functions	3.2.1.1 National	A. Baseline		4			
			B. Milestone		4	4	4	4
			C. Actual		4	3	0	0

	3.2.2 Number of countries that address more than 60% of gaps identified in UNCAC reviews	3.2.2.1 National	A. Baseline		4			
			B. Milestone		4	4	0	0
			C. Actual		0	0	0	0
	Output 3.3 More women and men benefit from strengthened governance systems for equitable service delivery including access to justice							
Fiji MCO	3.3.1 Number of project beneficiaries, disaggregated by sex and rural/urban localities, with access to legal aid services	3.3.1.1 Male	A. Baseline	1117				
			B. Milestone		2000	3000	4000	5000
			C. Actual		8522	25960	5126	7120
		3.3.1.2 Female	A. Baseline	1815				
			B. Milestone		2000	4000	6000	8000
			C. Actual		12175	33987	36604	41572
		3.3.1.3 Rural	A. Baseline	80				
			B. Milestone		80	80	80	80
			C. Actual		80	80	80	80
		3.3.1.4 Urban	A. Baseline	20				
			B. Milestone		20	20	20	20
			C. Actual		5	20	20	20
	3.3.2 Number of countries implementing effective multi-sectoral approaches to non-communicable diseases	3.3.2.1 National	A. Baseline	0				
			B. Milestone		1	2	3	5
			C. Actual		1	1	1	1
Samoa			A. Baseline		0			

	3.3.1 Number of project beneficiaries, disaggregated by sex and rural/urban localities, with access to legal aid services	3.3.1.1 Male	B. Milestone		150000	0	300	100
			C. Actual		0	0	617	949
		3.3.1.2 Female	A. Baseline		0			
			B. Milestone		100000	0	300	100
			C. Actual		0	0	643	1732
		3.3.1.3 Rural	A. Baseline		0			
			B. Milestone		100	0	0	0
			C. Actual		0	0	0	45
		3.3.1.4 Urban	A. Baseline		0			
			B. Milestone		100	0	0	0
			C. Actual		0	0	0	55
	3.3.2 Number of countries implementing effective multi-sectoral approaches to non-communicable diseases	3.3.2.1 National	A. Baseline	4				
			B. Milestone		4	4	4	4
			C. Actual		4	4	0	0

Source: IRRF / CPD indicators baselines, milestones, targets and report on actuals

Output indicators: <https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSection3ef19fb051b7da0d7064>

Outcome indicators: https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutcomeIndicators.aspx?ou=FJI&cycle_id=57;



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