

Report for the Mid-Term Evaluation of the Governance for Resilient Development in the Pacific (Gov4Res) Project

Project Number 00120330

March 2023



**Governance for Resilient Development
in the Pacific (GOV4RES) Project**



Project Summary Table

Project Title:	Governance for Resilient Development in the Pacific
Atlas ID#	00120330
Evaluation Time Frame	18 th August to 23 rd February 2023
Region and country	Pacific Region - Fiji; Vanuatu; Solomon Islands; Kiribati; Tonga; Tuvalu; and Republic of Marshall Islands
Accredited Entity	United Nations Development Programme (UNDP)
Executing Entity	United Nations Development Programme
Implementing Party	United Nations Development Programme
Corporate Outcome and Output	<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDP 2018-2021 Outcome 2: Accelerate structural transformations for sustainable development UNDP SRPD 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</p> <p>Indicative Output(s) with gender marker UNDP 2018-2021 Output 2.4: Solutions developed financed and applied at scale to reduce disaster risks and promote climate change adaptation promote the sustainable use of natural resources and green commodity chains and transform to clean energy and zero-carbon development UNDP SRPD Output 1.2: Effective risk-informed development plans disaster preparedness and recovery mechanisms in place at the national sector and subnational levels</p> <p>Gender Marker: GEN2 (gender equality is a significant objective)</p>
Project Objective and Outcomes	<p>Project Objective: Pacific Island Countries to adapt their decision-making and governance systems towards resilient development</p> <p>Project Outcomes: Outcome 1 Government planning and financing systems enable gender and socially inclusive risk-informed development Outcome 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development Outcome 3 Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development</p>
Project Period¹	Project Document signed: 18 th December, 2019 Project start date: 29 th March 2019 Planned project end date: 30 th June 2024 Revised project end date: 31 st December, 2024 (4 years, 9 months)
Project Budget²	<p>Project total commitment USD \$21,777,936</p> <p>Project funding sources: DFAT USD \$7,258,000 (AUD \$10,400,000)³; KOICA USD \$7,425,743; MFAT USD \$3,752,000 (NZD \$5,950,000); Sida USD \$652,193 FCDO USD \$2,690,000⁴</p> <p>Project expenditure at time of MTE (end of 2021-22 fiscal year): DFAT USD \$5,118,196; KOICA USD \$1,550,000; MFAT USD \$3,694,667; Sida USD \$424,192 FCDO USD \$21,247</p>

1. In 2021 the United Kingdom Foreign Commonwealth and Development Office (FCDO) committed funding to Gov4Res extending the project to 2029

2. The project budget is provided based on original Grant Funding Arrangements (GFA) with donors. See note 2 below for amendment to DFAT GFA. Current expenditure data is provided by UNDP.
3. In 2021 DFAT removed USD \$1.7M (AUD \$2.5M) from their original commitment. Total project contribution is now USD \$5,380,000 (AUD \$ 7,900,000)
4. FCDO committed USD \$2,690,000 of funding to Gov4Res for the period 2021 to 2029

Evaluation information		
Evaluation type (project/ outcome/ thematic/ country programme, etc.)	Project	
Final/midterm review/ other	Midterm review	
Period under evaluation	Start	End
	29th March, 2019	30 th June, 2022
Evaluators	Brent Tegler PhD Evaluation Team Leader Ana Laqeretabua Evaluator, Gender Expert and Pacific Island National	
Evaluator email address	btegler@nsenvironmental.com	ana.laqeretabua@gmail.com
Evaluation dates	Start	Completion
	18 th August, 2022	22 nd February, 2023

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Acronyms and Abbreviations

APCP	Australia Pacific Climate Partnership
AR	Annual Report (UNDP Gov4Res)
BTOR	UNDP Field Mission “Back To Office Reports”
CBO	Community Based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CCBII	Climate Change Budget Integration Index
CLGF	Commonwealth Local Government Forum (Pacific)
CODA	Gov4Res project document management and activity database
CSO	Civil Society Organization
DFAT	Department of Foreign Affairs and Trade (Australia)
DPO	Disabled Persons Organizations
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ERM	Enterprise Risk Management
EWS	Early Warning Systems
FCDO	Foreign Commonwealth & Development Office (United Kingdom)
FMIS	Financial Management Information System
FRDP	Framework for Resilient Development in the Pacific
FSM	Federated States of Micronesia
GESI	Gender Equality and Social Inclusion
GFA	Grant Funding Arrangements
GD	Group Discussion
GS&I	Gender Sensitive and Inclusive
HACT	Harmonized Approach to Cash Transfers
HH	Households
KII	Key Informant Interviews
KOICA	Korea International Cooperation Agency
LoA	Letter of Agreement
LoCAL	Local Climate Adaptive Living Facility (UNCDF)
LogFrame	Logical Framework
LVG	Low Value Grants
MECDM	Ministry of Environment, Climate Change, Disaster Management and Meteorology (Solomon Islands)
MEL	Monitoring Evaluation and Learning
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)
MNPDC	Ministry of National Planning and Development Coordination (Solomon Islands)
MoF	Ministry of Finance (Tonga and Tuvalu)
MoFT	Ministry of Finance and Treasury (Solomon Islands)
MISE	Ministry of Industry and Sustainable Energy (Kiribati)
MRMDDM	Ministry of Rural and Maritime Development and Disaster Management (Fiji)
MTE	Mid Term Evaluation
NDMO	National Disaster Management Office
NDP	National Development Plans
NGO	Non-government Organization(s)

OECD	Organization for Economic Co-operation and Development
PFM	Public Finance Management
PIANGO	Pacific Islands Association of Non-Governmental Organisations
PIC	Pacific Island Countries
PIFS	Pacific Islands Forum Secretariat
PIP	Project Implementation Plan
PM	Project Manager
PMU	Project Management Unit
ProDoc	UNDP Project Document
PRRP	Pacific Risk Resilience Programme
PWD	Persons with Disability
RID	Risk Informed Development
RMI	Republic of Marshall Islands
RP	Responsible Party
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SIGI	Small Grant Initiative (Gov4Res)
Sida	Swedish International Development Agency
SME	Small and Medium size Enterprises
ToC	Theory of Change
ToR	Terms of Reference
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework for the Pacific Region
UNDP	United Nation Development Programme
UNPS	United Nations Pacific Strategy 2018-2022
SPDP	Subregional Programme Document for the Pacific Island Countries and Territories (2018-2022)
VfM	Value for Money

Executive Summary

The Pacific region is facing considerable economic and social development challenges due to the increasing impact of climate change and natural hazards (floods, droughts, tropical cyclones, earthquakes, volcanic eruptions, and tsunamis)¹. The ability of Pacific Island Countries (PIC) to adapt to climate change and manage natural hazards is limited, leading to likely reversal of some development gains that have been made.²

The Theory of Change (ToC) outlined in the Project Document (ProDoc) for the Governance for Resilient Development in the Pacific (Gov4Res) project is based on a core assumption that *Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach*. The ToC further recognises the development of risk-informed approaches should be locally led to best fit and meet the needs of individual PIC contexts.

The Gov4Res project objective is for “*PIC to adapt their decision-making and governance systems towards resilient development*”. Gov4Res includes the following outcomes:

- Outcome 1 Government planning and financing systems enable gender and socially inclusive risk-informed development
- Outcome 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development
- Outcome 3 Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development

Mid Term Evaluation Objective and Methodology

The objective of the Mid Term Evaluation (MTE) as stated in the Terms of Reference (ToR) is:

to examine the progress of Gov4Res against its original intentions, identify areas for improvement and given the changing governance context, identify new opportunities, recommend changes to update the project plan and approach.

The ToR stated the MTE will assess: relevance, effectiveness, and efficiency of the project; risks to sustainability; the extent to which Gender Equality and Social Inclusion (GESI) and human rights aspects have been considered; the project structure; and Monitoring, Evaluation and Learning (MEL) approaches of the project.

The MTE recommendations and lessons learned are intended to inform the Gov4Res project implementation team, UNDP and project donors in regard to both the current Gov4Res project end date 2024 (2025 for KOICA funding) and Gov4Res post-2024 currently supported by the United Kingdom Foreign Commonwealth & Development Office (FCDO) and potentially funded by other donors.

The MTE methodology has been comprehensive, having included: preliminary country visits to further develop the MTE evaluation methodology with input from stakeholders, donors and the Gov4Res project team; MTE country visits to five of the seven participating Pacific Island Countries (PIC) to observe the Gov4Res team’s implementation approach and to meet with stakeholders and beneficiaries; and MTE facilitation of two day validation workshop with the Gov4Res project implementation team to reflect on project challenges and successes and to identify strategies going forward.

¹ Framework for Resilient Development in the Pacific. An integrated approach to address climate change and disaster risk management. 2017- 2030 (2016)

² Department of Foreign Affairs and Trade (2017) ‘Australia Pacific Climate Change Action ProgramProgramme 2018-2022’, Design document.

Mid Term Evaluation Results Summary Table

Monitoring and Evaluation	rating ⁺	Implementing Agency (IA) and Executing Agency (EA) Execution	rating ⁺
M&E design at entry	S	Quality of UNDP Implementation	HS
M&E plan Implementation	S	Quality of Execution Executing Agencies	HS
Overall quality of M&E	S	Overall quality of Implementation / Execution	HS
Assessment of Outcomes	rating ⁺	Sustainability	rating ⁺
Relevance	HS	Financial resources	L
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional framework and governance	L
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	L

⁺ HS highly satisfactory; S satisfactory; MS moderately satisfactory; U unsatisfactory HU highly unsatisfactory;

⁺ R relevant; NR not relevant

⁺ L likely; ML moderately likely; MU moderately unlikely; U unlikely

Mid Term Evaluation Principle Findings and Conclusions

Gov4Res has demonstrated through careful political economy analysis guiding stakeholder engagement a Gender Equality and Social Inclusion – Risk Informed Development (GESI-RID) approach can be introduced within regional agencies (e.g., Pacific Islands Forum Secretariat, Commonwealth Local Government Forum in the Pacific) and government sectors where it is scaled and implemented nationally and locally as a value-added approach to the existing development work being undertaken (Outcome 1). The progress Gov4Res has made within two years is particularly impressive given strict COVID-19 restrictions imposed by Pacific Island Countries (PIC) that reduced the ability of Gov4Res staff to travel, meet counterparts and host meetings leading to forming strong relationships and providing the capacity development essential to guide stakeholders.

The introduction of Small Grant Initiative (SGI) as a new activity in Gov4Res, while controversial has been shown to make an important contribution to GESI at the community level and making important connections to engage and develop the capacity of local governments to participate in a GESI-RID approach.

The engagement of audit institutions in the development of GESI-RID accountability mechanisms and oversight of government (Outcome 2) has not yet been initiated. The Mid-Term Evaluation (MTE) has recommended it is more appropriate to introduce this activity after there is greater uptake of a GESI-RID approach within government sectors and government planning and financial ministries. The MTE has also noted the activities Outcome 2 are not essential to achieving the project objective, which is for “*PIC to adapt their decision-making and governance systems towards resilient development*”.

Progress has been made engaging regional organizations in Gov4Res (Outcome 3), raising the profile of GESI-RID through Gov4Res support to conduct research, develop policy papers and participate in regional forums promoting a GESI-RID approach. Similar to Outcome 2, the MTE has noted the core activities of Outcome 3 make a limited contribution

to achieving the project objective. The MTE recognizes the long-term value of promoting a Pacific Region approach to GESI-RID, and in the context of Gov4Res project planning Outcome 3 should proceed at a modest scale with Outcome 1 activities prioritized.

In the remaining two years Gov4Res is likely to establish a strong foundation for GESI-RID within participating PIC. It is recommended however that an exit strategy be developed with government stakeholders to ensure roles and responsibilities post-project are clearly established and a strategy is developed to fully achieve (mainstreaming) GESI-RID governance.

There is a need to determine Outcome 2 and 3 outputs priorities and determine what level of effort (budget, staff time) should be allotted to these over the remaining two years of the project. Evaluation of how to prioritize Outcome 2 outputs should also consider limited funding has been secured for Gov4Res beyond the current project period and the MTE observation that developing the capacity to audit government GESI-RID should follow the completion of Outcome 1 outputs.

Mid Term Evaluation Recommendations

The table of recommendations consolidates recommendations provided in the body of the MTE. To better understand the rationale for the recommendation please refer to the appropriate report section.

MTE Recommendations	Responsible Party(s)
<p>1 Gov4Res should consider a review and refinement of the ToC. In particular:</p> <ul style="list-style-type: none"> • The priorities for Outcome 2 and 3 and what level of effort (budget, staff time) should be allotted to these over the remaining two years of the project. • The strategy for successful implementation of Outcome 2 outputs of oversight and accountability (which may not be completed in the next two years, but are considered important to ensuring the long-term sustainability of GESI-RID). • Review of output indicator targets to <ul style="list-style-type: none"> ○ identify lower targets that provide an achievable measure of success ○ include gender specific indicators to enhance and capture gender results for the project ○ permit measurement and reporting on successful stakeholder engagement. ○ assign a group of indicator targets that collectively can be used to measure Gov4Res progress at a country-level. Ensure that these include gender specific indicators. • The Gov4Res Monitoring, Evaluation and Learning (MEL) framework could benefit from the identification of outputs, indicators and targets for <ul style="list-style-type: none"> ○ effective stakeholder engagement, ○ stakeholder’s paradigm shift to GESI-RID and ○ the replication and scaling up of the GESI-RID approach within and across government and within Non-Government Organizations (NGO). 	<p>Gov4Res Team in consultation with donors and key government stakeholders</p>

MTE Recommendations	Responsible Party(s)
<p>2. Gov4Res should regularly re-visit the Communications Strategy to ensure:</p> <ul style="list-style-type: none"> • It is communicating relevant and up to messages about gender and socially inclusive risk informed development based on the current project activities. This should include a specific section on communicating GESI specific results. • It includes communication tools that demonstrate the cost benefits of investing in gender and socially inclusive risk informed development. This includes demonstrating both the dollar value in GESI-RID investments in infrastructure and the more difficult to measure but valuable benefit to sustaining communities, in particular the gender and social inclusion considerations. • That knowledge products are being developed and used by project stakeholders in the various countries. 	<p>Gov4Res Project Management Unit (PMU) in consultation with key government stakeholders</p>
<p>3. Gov4Res should review all partnerships and potential partnerships in order to:</p> <ul style="list-style-type: none"> • Have a clear strategy in place for the way forward over the next two years of the project regarding how these partnerships, including partnerships with national women's machineries and women's CSO's, can maintain and enhance the focus on GESI-RID as part of an exit strategy. • Investigate partnering with Disabled Persons Organizations (DPO) to ensure the risks facing PWD are acknowledged and mitigation measures are included as in GESI-RID. It is recommended Gov4Res start by contacting the Pacific Disability Forum. • Gov4Res should also explore with governments how best to capture the needs of remote island communities in GESI-RID. 	<p>Gov4Res Project Management Unit (PMU)</p>

MTE Recommendations	Responsible Party(s)
<p>4. In response to the ProDoc requirements for sufficient staff capacity and MTE review of efficiencies, the following staffing is recommended for the Gov4Res team:</p> <ul style="list-style-type: none"> • full-time Project Manager • full-time Project Coordinator • full-time Operations Specialist and Associate • full-time Knowledge and Learning Specialist to capture the knowledge that is being disseminated and to document the learning process for the government stakeholders as well as the learning outcomes and how this is contributing to strengthening a systems approach to GESI-RID. • full time Gender and Social Inclusion Specialist to effectively manage, deliver and monitor the commitments in the GESI Action Plan and Implementation plan. The GESI Specialist can also drive and strengthen partnerships with government stakeholders and regional partners who focus on inclusion in DRM, CC and DRR. (Gov4Res can maintain the services of Talanoa Consulting to support the GESI Specialist with the delivery across participating PIC given the commitment of the project to GESI). • full-time Communications Specialist • full-time Communications Assistant • full-time Monitoring, Evaluation and Learning (MEL) Specialist • full-time MEL Assistant • full-time Partnerships and Liaison Specialist • assign in-country focal points to support project implementation and during work-intensive implementation phases, provide an assistant to in-country focal points. 	Gov4Res PMU
<p>5. Gov4Res should continue to build on opportunities to host peer-to-peer exchanges and host more regular in-country and regional events that allow stakeholders to reflect on the successes and challenges of mainstreaming GESI-RID. Reinvigorate the regional network of government GESI representatives to share learning in this space.</p>	Gov4Res PMU in consultation with key government stakeholders
<p>6 Gov4Res should develop a clear country strategy that identifies and recruits positions to be embedded as a matter of priority over the next two years of the project for each participating PIC. This includes:</p> <ul style="list-style-type: none"> • Continuing to work with government stakeholders to identify opportunities to support embedded staff positions. • Where necessary, assist participating government stakeholders in the process of transitioning embedded staff to full-time government supported staff positions prior to project closure. 	Gov4Res PMU in consultation with key government stakeholders
<p>7 To avoid a “fly-in fly-out” model that may lead to unsustainable outcomes, Gov4Res must</p> <ul style="list-style-type: none"> • continue to use a Pacific-led approach that has adequate in-country support • continue to support government stakeholders receiving technical training using national women’s machineries and women’s CSO’s for the GESI component. • Where possible pair peer-to-peer learning with technical expert support via the Gov4Res technical experts. 	Gov4Res Country Focal Points

MTE Recommendations	Responsible Party(s)
<p>8 Well-defined SGI activities should continue to form a part of Gov4Res implementation activities. To this end:</p> <ul style="list-style-type: none"> • Effective SGI implementation should be included in Gov4Res communications. • A clear, comprehensive strategy be developed that capitalizes on all potential benefits SGI can make to mainstreaming a GESI-RID approach in local and national governments, CSO and beneficiary communities. 	Gov4Res PMU
<p>9 There is a need for Gov4Res to articulate a clear and flexible process that identifies a sequence of implementation steps that includes:</p> <ul style="list-style-type: none"> • foundational engagement steps, • overlapping implementation activities and • concluding exit strategy/sustainability steps. • The process should include a political economy analysis to evaluate the feasibility and starting points for RID and the likely or potential stakeholders and partners and the likely or potential activities and outputs. 	Gov4Res Team
<p>10 Gov4Res should work with key stakeholders to develop country-specific exit strategies that identify:</p> <ul style="list-style-type: none"> • lead and supporting roles and responsibilities; • budgets and funding mechanisms required to implement activities; • replication and scaling needs; and • timeline to achieve replication and scaling 	Gov4Res Team in consultation with key government stakeholders
<p>11 Gov4Res should engage a consultant to work with the project team to design a coherent and comprehensive strategy for a Phase 2 project that</p> <ul style="list-style-type: none"> • Addresses the MTE recommendations and lessons learned. • The Phase 2 strategy should consider the extension of funding to the current seven PIC, to support replication and scaling supporting the mainstreaming of GESI-RID and to support development of GESI-RID oversight. • The Phase 2 strategy should initiate the introduction of GESI-RID governance into new PIC where a political economy analysis suggests they are suitable for participation in Gov4Res. 	External consultant working with Gov4Res team

Mid Term Evaluation Lessons Learned

1. Gov4Res implementation has been significantly supported by individual government stakeholders who have embraced, have an excellent understanding of and are able to communicate the merits of GESI-RID. These so-called “champions” of GESI-RID are important advocates within their sectors and they have proved extremely valuable contributors to peer-to-peer learning supporting a Pacific-led approach that is enhanced by the presence of Pacific Island residents.
2. The SGI programme is an effective implementation approach on several levels, including: pilot demonstration of GESI-RID that can be documented and shared; capacity development of Civil Society Organizations (CSO) that go on to advocate for GESI-RID in their role as agents of development; demonstration of community engagement in GESI-RID; and the creation of linkage between communities, CSO and local government.
3. In the Pacific Island region adopting a “Pacific-led approach” that includes: building credible relationships with stakeholders; listening to and acting on the needs of stakeholders; and encouraging reflection and sharing of experiences and knowledge among stakeholders; become important drivers of changes in ways of thinking and doing for GESI-RID.
4. Creating the foundation for a successful Pacific-led approach is dependent on the completion of a comprehensive political economy analysis. This provides the knowledge needed to select potential stakeholders and project partners and an understanding of a countries risks and needs to be supported by GESI-RID.
5. Despite the inability to make significant progress completing some project outputs Gov4Res has made good progress towards achieving the project objective within participating PIC. This provides an opportunity to prioritize and focus on those outputs that can successfully make the greatest contribution to the project objective in the remaining two years of the project.

Introduction **Mid Term Evaluation of the Governance for Resilient Development in the Pacific Project (Gov4Res)**

1

The objective of the Mid Term Evaluation (MTE) as stated in the Terms of Reference (ToR) is:

to examine the progress of Gov4Res against its original intentions, identify areas for improvement and given the changing governance context, identify new opportunities, recommend changes to update the project plan and approach

The ToR stated the MTE will assess the following:

1. Relevance, effectiveness, and efficiency of project
2. Risks to sustainability
3. Extent to which gender equality and social inclusion and human rights aspects have been considered
4. Project structure
5. Monitoring and evaluation approaches of the project

The Gov4Res MTE covers the project implementation period from 29th March, 2019 to 30th June, 2022. The MTE team consists of Brent Tegler, Evaluation Team Leader and Ana Laqeretabua, Evaluator, Gender Expert and Pacific Island National. The Gov4Res MTE contract was from 18th August, 2022 to 22nd February, 2023.

2 Project Description and Background Context

2.1 Development Context

The Pacific region is facing considerable economic and social development challenges due to the increasing impact of climate change and natural hazards (floods, droughts, tropical cyclones, earthquakes, volcanic eruptions, and tsunamis)³. The ability of Pacific Island Countries (PIC) to adapt to climate change and manage natural hazards is limited leading to likely reversal of some development gains that have been made⁴

At the same time, some development initiatives in PIC lead to an increase in their vulnerability to climate change impacts and natural hazards. For example, unplanned development with severe overcrowding, of informal housing, inadequate water supply, poor sanitation and solid waste disposal makes communities highly vulnerable to climate change impacts and natural hazard when they occur.

Gender and equity are significant dimensions of increasing vulnerability due to the disproportionately large impact that women and marginal groups, [e.g., youth, Persons with Disability (PWD), elderly, and communities living in remote areas or islands] experience and the challenges they face in recovery. Nonetheless, when women and marginal groups are meaningfully engaged, they can be powerful agents of change to reduce these vulnerabilities. Unfortunately, women and marginal groups have not been effectively consulted and engaged in the development of policies and programmes to address their needs⁵.

³ Framework for Resilient Development in the Pacific. An integrated approach to address climate change and disaster risk management. 2017- 2030 (2016)

⁴ Department of Foreign Affairs and Trade (2017) 'Australia Pacific Climate Change Action Programme 2018-2022', Design document.

⁵ Webb, J. (2017) 'Gender and Climate Change in the Pacific: A Situational Analysis'

Pacific leaders have continued to reiterate calls for urgent action to build Pacific resilience and an economically vibrant region at recent Forum Economic Ministers Meeting's (FEMM) making a specific appeal to development partners to provide support towards the Pacific's new climate fund – the Pacific Resilience Facility – established to channel funds towards community resilience strengthening initiatives.⁶

2.2 Problems the Project is Intended to Address

There have been well funded climate change adaptation (CCA) and disaster risk reduction (DRR) development projects in PIC in recent years and increasingly they include a strong gender and human rights focus. CCA and DRR projects are often initiated by international agencies and they are generally sector-based (e.g., agriculture, coastal marine, urban, etc.) and they work in select geographic locations. While often successful, these projects tend to be viewed as “add-ons” to domestic development planning.

Whereas most of the development spending arises from national government's domestic planning, budgeting and implementation, these efforts tend to proceed without serious consideration or integration of CCA, DRR, gender and marginal groups who are most vulnerable. Further, those involved in domestic government planning, budgeting and implementation lack the knowledge, capacity, and tools to effectively mainstream CCA, DRR, gender and rights issues (see problem definition in **Table 1**).

Table 1. Problem Definition (from Project Document for Governance for Resilient Development in the Pacific)

Development Challenge	Climate change and disasters severely hamper achievement of SDGs in the Pacific.
Immediate Causes	Exposure to hazards and specific context of Pacific Island countries make them more vulnerable to these hazards.
Underlying Causes	Development is largely planned, financed, and implemented in a way that is not sensitive to the risks of climate change and disasters. Furthermore, there is a lack of the human dimensions to understanding and managing these risks Current approaches to mainstreaming and CCDRM are not yet leading to systems change.
Structural Causes	Governance for development, is not genuinely integrating risk into planning, financing, and implementation. Risk needs to be integrated into the people, mechanisms, and processes of governance, in order for this transformation to occur.
Problem Definition	<ol style="list-style-type: none"> 1. Development systems for planning, financing and accountability are not risk-informed. 2. The narrative across PICs is mainly focused on accessing climate finances and less so on the management of all financing for development that is risk-informed.

⁶ <https://www.forumsec.org/2021/07/13/26891/>

2.3 Brief Description of Project

Expected Results Framework Model

The Theory of Change (ToC) outlined in the Project Document (ProDoc) for the Governance for Resilient Development in the Pacific (Gov4Res) project is based on a core assumption that *Pacific Island people will be more resilient to the impacts of climate change and disasters if countries manage all development through a risk informed approach*. The ToC further recognizes the development of risk informed approaches should be locally led to best fit and meet the needs of individual PIC contexts.

The Logical Framework (LogFrame) for Gov4Res project, with goal, objective, outcomes, and outputs is shown in **Figure 1** below.

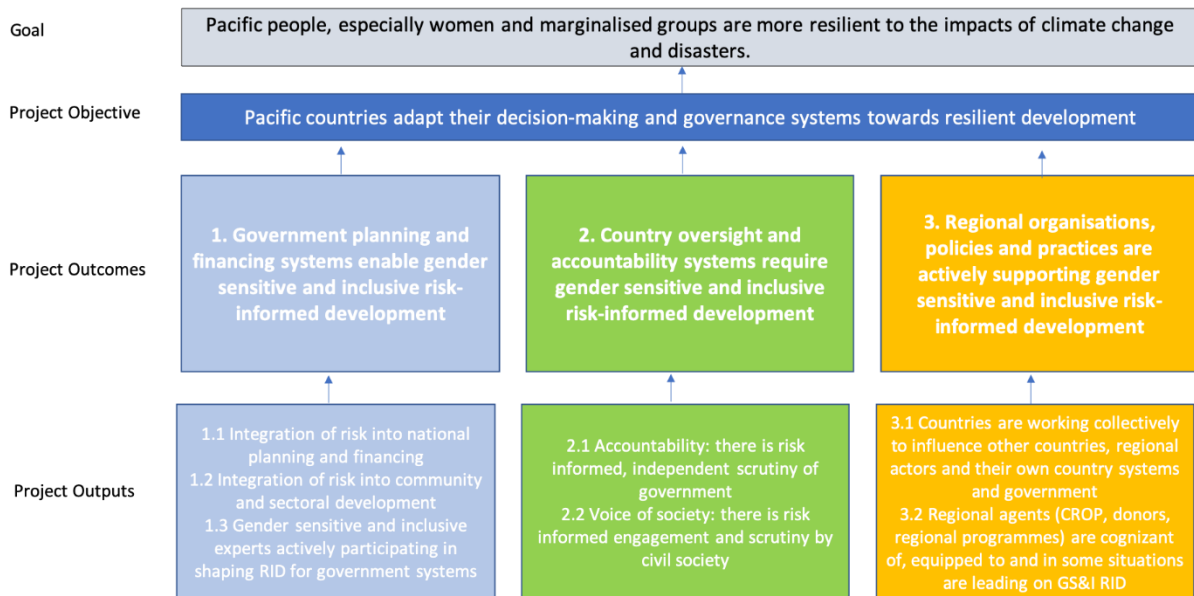


Figure 1. Logical Framework of Governance for Resilient Development in the Pacific (from Project Document for Governance for Resilient Development in the Pacific)

Implementation Strategies and Assumptions

The Gov4Res project approach to systems change is founded on agile approaches to development. The Gov4Res works with countries where there is momentum and interest in adapting activities to mainstream risk informed development. The Gov4Res project focuses on listening to and working with Pacific Island governments and people to co-design the change required in each country context. The Gov4Res ProDoc includes an “Action-Reflection Cycle” iterative approach that encourages cycles of designing, testing and learning from pilot projects, through replication and by scaling up these piloted activities (**Figure 2**).

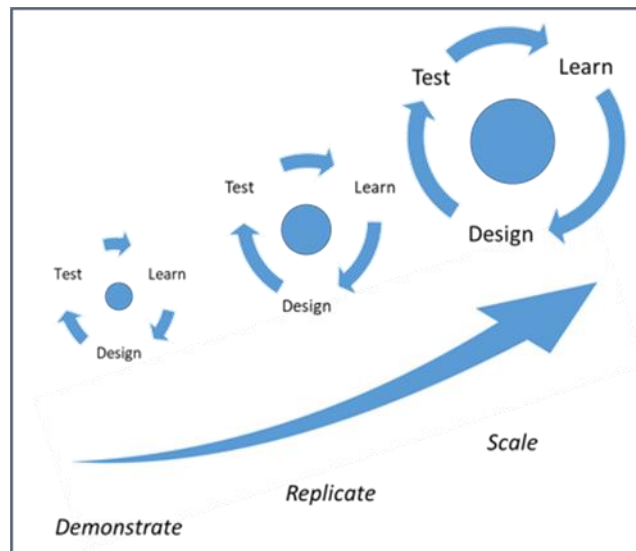


Figure 2. Action-Reflection Cycle (from Project Document for Governance for Resilient Development in the Pacific)

Important aspects of the Gov4Res project intervention logic include the following:

- ❖ the **pathways of influence** to be followed by the project are:
 - i. the introduction of risk informed approaches to central government development planning, financing and oversight systems;
 - ii. ensure central government agencies utilize vertical pathways that connect with and address local government and community needs;
 - iii. support the development of formal accountability mechanisms for risk informed development (i.e. audits) and informal accountability by encouraging private and public advocacy for risk informed development; and
 - iv. ensure gender equality and social inclusion (GESI) is central to the development process as it is impossible to risk inform development without understanding and address the underlying vulnerabilities that arise due to structural inequalities that impact women and marginalized groups.
- ❖ **demonstration** which highlights the benefits of risk informed development to communities and governments;
- ❖ **narrative** that recognizes the need to shift the core of development decision making to address risks brought about by climate change and natural hazards acknowledging there is shared wisdom in how best to address these;
- ❖ **leadership** at all levels, regional, national, local and community can be supported to help shape risk informed development approach.

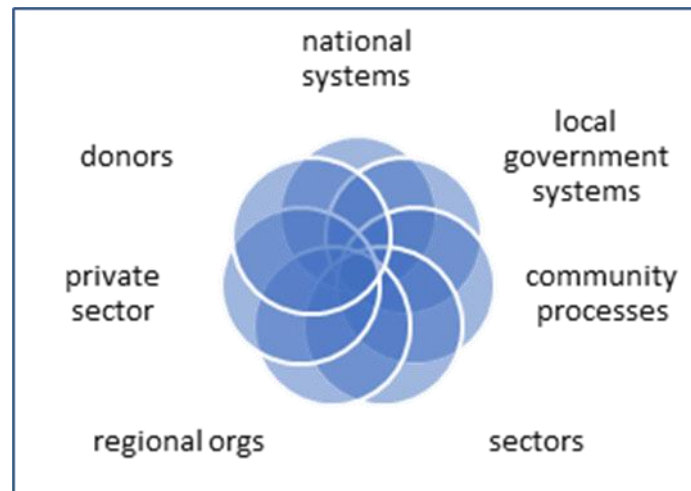


Figure 3. Pathways for Change (from Updated ToC July 2022)

Gov4Res contribution to Pacific Region and participating PIC priorities and strategies

The Gov4Res ProDoc acknowledges the project’s contribution to the United Nations Pacific Strategy (UNPS) 2018-2022, Outcome 2 which is to: *Accelerate structural transformations for sustainable development* and to UNDP’s Subregional Programme Document for the Pacific Island Countries and Territories (SRPD) 2018-2022 Outcome 1 which states: *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.*

As outlined in the ProDoc Gov4Res strongly supports the Framework for Resilient Development in the Pacific - An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) 2017 – 2030 endorsed by Pacific leaders in 2016. The objective of the Gov4Res project is to mainstream resilience in all development, including economic development, to effectively managing climate change and disaster related risk. Gov4Res project’s objective and outcomes align with FRDP principles to mainstream resilience into policy making, planning, financing, programming, and implementation, and to include gender and protection as key principles to implementation.

At the country level, Gov4Res supports participating PIC’s national development policies and strategies that acknowledge the threat of climate change and natural hazards, and the need to protect people (particularly those most at risk) and infrastructure, through actions that increase resilience.

Gov4Res Implementation

The Gov4Res ProDoc work plan includes a five-year budget that identifies funding for activities for each of the three project outcomes. The budget for Outcome 1 (\$9,161,672) is significantly larger than the budgets for Outcome 2 (\$1,388,132) and Outcome 3 (\$3,331,517). All outcome budgets follow a project cycle where activities are initiated in the first two years with modest budgets, activities are being fully implemented in years three and four with larger associated budgets and activities wind down in the final project year with a lower associated budget.

MTE report sections **4.4 Effectiveness** and **4.6.3 Finance and co-finance** provide an explanation and analysis of changes that have occurred during project implementation.

Gov4 Res Key Partners

UNDP is partnering with a range of donors that provide funding to deliver this project across the Pacific including Australian Department of Foreign Affairs and Trade (DFAT), the New Zealand Ministry of Foreign Affairs and Trade (MFAT), Korea International Cooperation

Agency (KOICA) and Swedish International Development Cooperation Agency (SIDA) and more recently the United Kingdom's Foreign Commonwealth & Development Office (FCDO).

Gov4Res partners with and receives technical support from UNNP partner organizations such as UN Women and the United Nations Capital Development Fund (UNCDF).

Regionally, Gov4Res is partnering with Commonwealth Local Government Forum (CLGF), Pacific Islands Association of Non-Government Organisations (PIANGO), and the Pacific Islands Forum Secretariat (PIF). A description and analysis of these partnerships is provided in MTE report section **4.61. Management Arrangements**.

Gov4Res Cross-cutting Issues

Gov4Res is intended to make a significant contribution to the integration of GESI to all project activities that are mainstreaming RID. This is articulated in the Gov4Res project goal which is: *Pacific people, especially women and marginalised groups are more resilient to the impacts of climate change and disasters.*

The Gov4Res project approach to GESI is based on ensuring the risks and needs related to climate change and natural hazards are heard and documented directly from the voices and experience of women, youth, children, Persons with Disability (PWD), elderly and other vulnerable groups. In each PIC where Gov4Res is working it engages with the appropriate government ministries (e.g. women, social welfare, community development, etc.), Civil Society Organizations (CSO), Community Based Organizations (CBO), Non-Government Organizations (NGO) and the Disabled People's Organizations (DPO) present to ensure their knowledge and experience is brought into risk informed development. CSOs, CBOs, NGOs and DPOs are supported to advocate and hold government accountable for risk informed development that is undertaken in ways that best meets the needs of their constituents.

An analysis of Gov4Res integration of GESI is provided in MTE report section **4.7 Gender Equality and Social Inclusion**

Scale of Gov4Res Intervention

The mainstreaming of a GESI-RID approach within participating PIC governments by the Gov4Res project has the potential to make a significant change to all development planning, financing and implementation. The benefits of mainstreaming GESI-RID is intended reach the entire population of participating PIC and provide long term cost benefits for government through greater investment in resilient infrastructure.

The total committed budget for Gov4Res is US\$ 19,087,936. Additional Gov4Res funding from the FCDO has been secured to support the project beyond the current project end date and this may be added to by some of the current donors.

2.4 Project Implementation Arrangements

Gov4Res is a multi-donor, multi-country, Direct Implementation Modality (DIM) project with a Project Management Unit (PMU) based in Suva, Fiji. Gov4Res is currently working with government and non-government stakeholders the following seven PICs:

- Fiji;
- Vanuatu;
- Solomon Islands;
- Kiribati;
- Tonga;
- Tuvalu; and
- Republic of Marshall Islands (RMI).

A wide mix of full and part-time staff positions support Gov4Res project implementation, including staff for:

- project management;
- project operations;
- Monitoring, Evaluation and Learning (MEL);
- communications;
- country focal points; and
- a number of technical experts for the areas of:
 - Public Finance Management (PFM),
 - Small Grant Initiative (SGI);
 - Risk Informed Development (RID)
 - CCA and DRR;
 - Gender and Social Inclusion (GESI);
 - Climate Finance; and
 - sub-national government.

Further discussion of Gov4Res staffing and project implementation is provided in report **Section 5.6.1**.

The Gov4Res project implementation approach of working with stakeholders that demonstrate interest and, in some cases, existing initiatives to mainstream RID, has led to the selection of different government stakeholders in each of the PIC where Gov4Res operates. PIC that participated in an earlier UNDP RID project, the *Pacific Risk Resilience Program*, including Fiji, Solomon Islands, Tonga, and Vanuatu, provided a foundation that has allowed Gov4Res to proceed more quickly.

The Gov4Res project approach to systems change is founded on agile approaches to development that support and provide added value to stakeholders working on RID. As such, in the PIC where Gov4Res is being implemented, stakeholders are engaged based on existing momentum and interest in adapting activities to mainstream RID. The Gov4Res project has therefore adopted a *Pacific Led Approach* that listens to and works with PIC governments and people to co-design the change required to fit each country context.

The Gov4Res project timeline is defined by a series of steps that proceed uniquely within each participating PIC. Some PIC proceed more quickly through the steps based on previous and existing initiatives and the level of interest and support of the stakeholders who are engaged. It has been observed the level of enthusiasm and influence of RID “champions” strongly influences the paradigm shift to RID within government. The Gov4Res approach recently defined by the PMU include the following five steps and associated implementation activities (**Figure 4**):

1. Ecosystem Mapping
 - sensemaking
 - system mapping
 - political economy analysis
 - stakeholder mapping
 - interviews
2. Articulate Joint Intent and Goals
 - engagement strategy with partners
 - leadership capabilities
 - Letter of Agreement LoA
3. Co-design Portfolio of Interventions with Levers for Change
 - designing interventions
 - designing portfolio financing instruments
 - MEL framework
4. Implement Options
 - mentoring, training and coaching

- reports, data and knowledge
 - technical posts
 - demonstrations, pilots and probes
 - convenings
 - partnerships
 - processes and mechanisms
5. Continuous Monitoring, Evaluation, Reflection and Adaptive Management
- generate constant supply of new options through sensemaking, reflections and learning
 - portfolio friendly MEL frameworks
 - LoA amendments

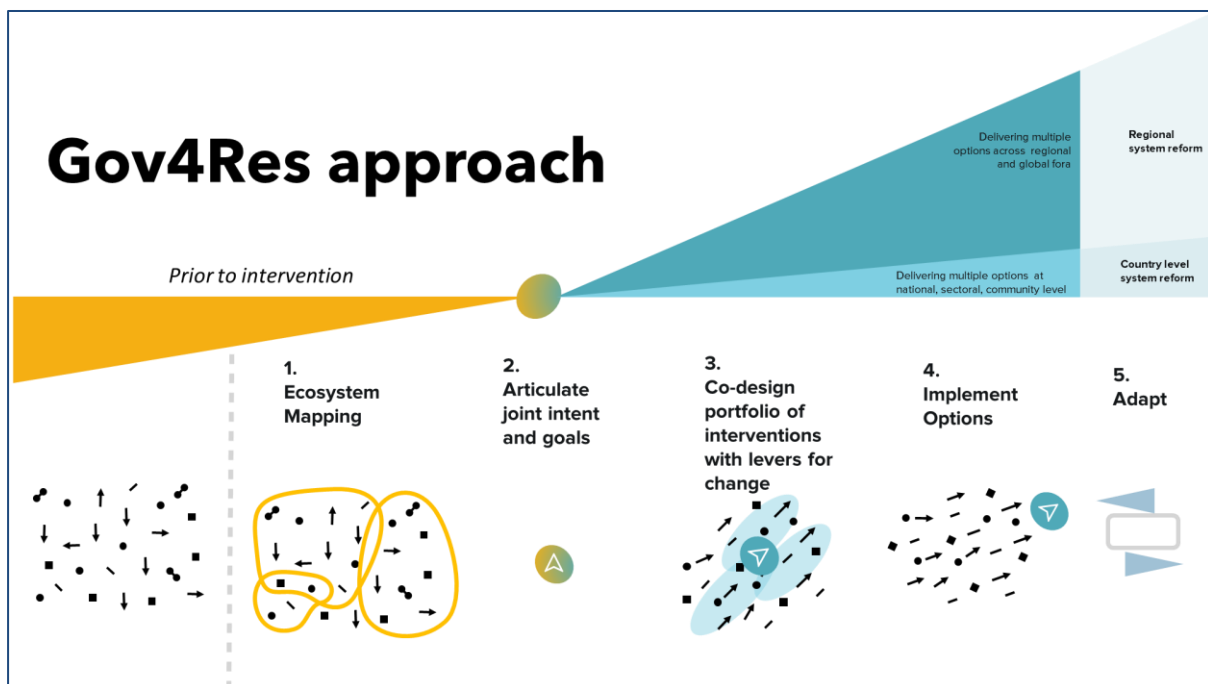


Figure 4. Illustration of Gov4Res approach at country level and regional/global level (source Gov4Res PMU)

3 Evaluation Approach and Methodology

The Gov4Res MTE approach has been comprehensive, having the benefit of country visits and stakeholder meetings to develop the evaluation methodology, the inclusion of country visits to six of seven participating PIC to observe Gov4Res implementation and to meet with stakeholders and beneficiaries and through the facilitation of a workshop with the Gov4Res project implementation team to reflect on progress and validate preliminary evaluation results.

3.1 Gov4Res Evaluation Criteria

Following initial consultations with the Gov4Res project team, stakeholders and donors (**Annex 1**), a refined methodology for the MTE was developed, identifying the following focus areas:

- Analysis of the Gov4Res Theory of Change (ToC)
- Analysis of the Gov4Res Logical Framework (LogFrame) including “evaluability” of indicators and the Climate Change Budget Integration Index (CCBII)
- Evaluation of Gov4Res project implementation strategies, adaptive management and management arrangements, including analysis of the following:
 - the Project Management Unit;
 - Project Board;
 - Embedded government staff supported by Gov4Res;
 - Annual work planning and financial management;
 - Monitoring, Evaluation and Learning (MEL);
 - Project Reporting; and
 - Project Communications.
- Evaluation of the ongoing risk analysis undertaken for Gov4Res.
- Analysis based on an evaluation matrix (**Annex 2 Table 2.1**) based on questions from the ToR on the following:
 - relevance (relevance to PIC and to UNDP Pacific Region programmes);
 - effectiveness (in terms of progress towards results);
 - efficiency (where possible calculating cost benefit analysis of outputs), and
 - sustainability (including analysis of exit strategy).
- Analysis of Gender Equality and Social Inclusion (GESI) in Gov4Res.
- Overall Conclusions regarding Gov4Res
- Lessons Learned
- Recommendations specific to:
 - current Gov4Res project end date 2024 (2025 for KOICA funding); and
 - Gov4Res post-2024 currently supported by the United Kingdom Foreign Commonwealth & Development Office (FCDO) and potentially funded by other donors.

An outline of the MTE approach and methodology is provided below.

3.2 Development of Evaluation Methodology

As part of the start-up of the evaluation, the MTE team (Brent Tegler - Evaluation Team Leader and Ana Laqeretabua - Evaluator, Gender Expert & Pacific Island National) were provided the opportunity to further develop the MTE focal areas and evaluation methodology. This was accomplished through Ana travelling to Vanuatu with the Gov4Res team to observe implementation of project activities and to have an opportunity to speak with the Gov4Res Project Management Unit (PMU) staff and local project stakeholders. Immediately following the trip to Vanuatu, Brent travelled to Suva to spend one week working with Ana interviewing Gov4Res staff and a wide range of stakeholders, including donors, that are directly or indirectly involved in the Gov4Res project (**Annex 1**).

3.3 Document Review

The MTE has undertaken a comprehensive review of a wide range of relevant documents (**Annex 3**) as well as information available online in the Gov4Res project document management and activity database, referred to as CODA. Documented information was triangulated with information obtained from Key Informant Interviews (KII) with staff of the Gov4Res team, government and non-government partners and stakeholders and with beneficiaries.

Document review provides insight into the rationale and approach to the Gov4Res project and into the relevance of the project in the context of the needs and priorities of participating PIC. The Gov4REs ProDoc establishes a framework for evaluation that is tracked in annual reports. The document review was guided in part by the questions in the evaluation matrix (**Annex 2**).

3.4 Stakeholder Engagement

The MTE selected five of the seven participating PIC for field missions. Tuvalu was not visited due to COVID-19 travel restrictions and RMI was not visited because at the time of MTE there had been limited engagement with the Gov4Res project (**Table 2**). Throughout the MTE the participation of selected women and men stakeholders was excellent.

Stakeholder engagement was through in person and virtual KII and in person Focus Group Discussions (FGD) included (see **Annex 4**):

- UNDP project staff in Fiji and participating PIC;
- relevant government staff in participating Gov4Res project activities;
- members of the Project Board;
- project donors;
- regional organizations, CSO's, and DPO's; and
- project beneficiaries.

KII and FGD were conducted independently by the MTE team, Gov4Res project staff and/or other UNDP staff were not present. Discussion with Gov4Res stakeholders considered the questions presented in the evaluation matrix (**Annex 2**) and provided an in depth understanding of the challenges and successes of Gov4Res.

The engagement approach included investigative questioning to promote self-reflection and action-oriented learning among participating stakeholders which can enhance their commitment to greater engagement with Gov4Res and to sustaining project outcomes. The evaluation adhered to United Nations Evaluation Group Norms and Standards for Evaluation (2017) and guidance provided by the OECD Development Assistance Committee (DAC) (OECD 2021 Applying Evaluation Criteria Thoughtfully). The MTE team followed ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG Ethical Guidelines for Evaluations (**Annex 5**). Those participating in KII and/or FGD were informed their participation was voluntary, that all information provided was to be treated confidentially and that their name would not be associated with information provided in the evaluation report.

Where necessary virtual interviews were conducted using available and appropriate technologies such as Zoom, WhatsApp, etc. to reach stakeholders that were not available for in-person meetings and for participating PIC that are not included in MTE field missions (**Table 2**). The list of stakeholders was added to throughout the MTE based on feedback received from persons and groups that were interviewed.

Table 2. MTE in-person evaluation visits to Gov4Res Pacific Island Countries (see **Annex 3** for a list of stakeholders for each Pacific Island country)

Pacific Island Country	Person(s) Involved	Timing (2022)	Key Aim of Visit
Vanuatu	Ana with Gov4Res team mission	September	<ul style="list-style-type: none"> • Observe Gov4Res implementation
Fiji	Ana & Brent	September	<ul style="list-style-type: none"> • Meet with Gov4Res team • Meet with government and non-government stakeholders and donors • Develop MTE methodology
Kiribati	Ana with Gov4Res team mission	October	<ul style="list-style-type: none"> • Observe Gov4Res implementation • Meet with stakeholders
Tonga	Ana with Gov4Res team mission	October	<ul style="list-style-type: none"> • Observe Gov4Res implementation • Meet with stakeholders
Solomons Islands	Brent with Gov4Res country focal point	November	<ul style="list-style-type: none"> • Meet with Gov4Res team • Meet with stakeholders • Meet SGI beneficiaries
Fiji	Ana & Brent	November/ December	<ul style="list-style-type: none"> • Meet with Gov4Res team • Meet with stakeholders • Facilitate MTE validation workshop with Gov4Res team

3.5 MTE Evaluation Workshop

A workshop with the entire Gov4Res project team was conducted by the evaluators to facilitate reflection of project progress, successes and challenges and to validate preliminary findings of the MTE (**Annex 6**).

3.6 Data Triangulation and Analysis

The MTE team verified results by triangulating data available from document review (**Annex 3**) with information gathered through in-country field missions (**Table 2**) conducting site visits and KII and FGD held with project stakeholders and beneficiaries (**Annex 4**).

The results of data triangulation have been used to complete a narrative evaluation report with the draft evaluation report shared with UNDP and key stakeholders to review and validate the data presented.

3.7 Evaluation Limitations

The MTE team has not had the opportunity to meet with all stakeholders and beneficiaries. Site visits were conducted in five of the seven participating PIC; RMI and Tuvalu were not visited. Only a small number of beneficiaries participating in the SGI were met, with the SGI beneficiaries that were met with were not selected based on a stratified random sampling method. As the MTE focus is on the Gov4Res implementation process, GESI and the ability of SGI to provide a bottom-up approach to RID, limited engagement of SGI beneficiaries is not considered to affect the validity of the MTE.

The accuracy of data used by the MTE was validated through cross-referencing data reviewed among multiple document sources and through cross-referencing data gathered through discussion with multiple stakeholders. The MTE team included a gender expert who reached out to women’s organisations to validate data and DPO’s were visited to ensure their engagement to provide data for the MTE.

A schedule of key tasks and deliverables is shown in **Table 3**.

Table 3. Schedule of MTE key tasks and deliverables

Tasks & Deliverables	Timing 2022 - 2023					
	September	October	November	December	January	February
Task 1. Develop MTE methodology and prepare Inception Report						
First Deliverable – Inception Report						
Task 2. Undertake research and analysis including stakeholder interviews and visits to PIC						
MTE Evaluation Workshop Reflection and validation with Gov4Res project team						
Second Deliverable – Presentation of Preliminary Results						
Task 3. Prepare draft MTE report						
Third Deliverable – Draft MTE report						
Task 4. Review and respond to comments received on draft MTE report and complete final report with comment audit trail						
Fourth Deliverable – Final MTE Report						

4 Mid Term Evaluation Results

Table 4. Summary of MTE Evaluation Results

Monitoring and Evaluation	rating ⁺	Implementing Agency (IA) and Executing Agency (EA) Execution	rating ⁺
M&E design at entry	S	Quality of UNDP Implementation	HS
M&E plan Implementation	S	Quality of Execution Executing Agencies	HS
Overall quality of M&E	S	Overall quality of Implementation / Execution	HS
Assessment of Outcomes	rating ⁺	Sustainability	rating ⁺
Relevance	HS	Financial resources	L
Effectiveness	U	Socio-political	L
Efficiency	S	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	ML

⁺ HS highly satisfactory; S satisfactory; MS moderately satisfactory; U unsatisfactory HU highly unsatisfactory;

⁺ R relevant; NR not relevant

⁺ L likely; ML moderately likely; MU moderately unlikely; U unlikely

4.1 Project Strategy

4.1.1 Analysis of Theory of Change

The ToC and intervention logic has been assessed to determine if it presents a coherent and realistic approach. The ToC has been assessed in the context of ongoing project implementation to 2024 and the likely future implementation post-2024, to determine if the intervention logic remains valid or needs to be adjusted.

Analysis of the Gov4Res ToC (**Figure 1**) has been undertaken through an assessment of Impact Drivers (ID) and Assumptions (A) associated with the project objective and outcomes as shown in **Annex 7 Table 7.1**. The impact of ID and A are further assessed based on the current status of Gov4Res project activities and the Intermediate State (IS) achieved at the time of the MTE (**Annex 7 Table 7.2**). The ToC analysis follows the methods and guidance provided in the Review of Outcomes to Impacts (ROtI) Handbook (2009).

The text box below outlines the overall finding of the ToC analysis as documented in **Annex 7**. During the first two years of implementation Gov4Res has demonstrated the ToC is a realistic approach to achieving the project objective which is, *PIC adapt their decision-making and governance systems towards resilient development* largely due to the progress made on Outcome 1. This raises the question as to whether it is necessary to include all of the Outcome 2 and 3 output activities in order to achieve the project objective.

Much of what is illustrated in **Figure 2** and **Figure 3** above centres on Gov4Res activities working directly with government stakeholders and CSO at the country level. Country oversight and accountability (Outcome 2), while important to ensuring sustainability of GESI-RID in the long-term, does not make a direct contribution to the needs of introducing a GESI-RID approach within PIC governments. Capacity development to enhance oversight and accountability remains important, but be more successfully introduced after governments

have begun to implement a GESI-RID approach. The role of CSO, which is also addressed in Outcome 2, is important to the introduction of GESI-RID, in that CSO are often at the front line working with communities to identify development needs and to implement development activities. In Gov4Res CSO have played an important role in the SGI, which has made an important contribution to project success (see **Section 5.6.1** and **Recommendation 1**).

Regional organizations contribution to the development of GESI-RID regional policies and practices (Outcome 3), is again more important over the long-term goal, whereby regional organisations can provide ongoing support in-country activities of a GESI-RID approach within PIC governments. That being said, peer-to-peer knowledge sharing supported by Gov4Res at a regional level among PIC has made an important, direct contribution towards the achievement of Gov4Res Outcome 1 outputs. Gov4Res facilitated a regional dialogue in 2019 to discuss the intersections between GESI, climate change and disaster risk management and development with recognition of the need to invigorate a regional network for ongoing learning in this area.

Within the remaining two years of the project, Gov4Res should therefore focus on Outcome 1 with the addition of the contributing activities identified from Outcome 2 and 3. With longer term funding Gov4Res can begin to focus on Outcome 2 outputs. Work with Regional organizations should continue (Outcome 3), but in a minor role, to document, research, promote and where possible support GESI-RID regionally and to communicate this Pacific-led initiative globally.

Overall findings of Gov4Res Theory of Change

Outcome 1 Government planning and financing systems enable gender and socially inclusive risk-informed development

Gov4Res is demonstrating successful integration of RID into existing government development planning, budgeting and implementation confirming the ToC is relevant, effective and logical. Continued support of existing government stakeholders is leading to a paradigm shift to a RID approach. While there has been GESI capacity development the integration of GESI with RID is less evident in project outcomes.

Outcome 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development

A lack of progress on Outcome 2 activities suggests the timing to implement Outcome 2 activities is better suited to follow the implementation of Outcome 1 activities. It also brings into question the validity or importance of Outcome 2 within the ToC to achieve the long-term goal. PIC are moving to adopt a GESI-RID without auditing oversight.

Outcome 3 Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development

The most important contribution of Outcome 3 to achieving the project goal has been the peer-to-peer exchanges. This activity could reasonably be included under Outcome 1. Engagement of regional organizations in research and policy development and their participation in regional forums has been successful, but the long-term goal of the ToC could reasonably be achieved without the inclusion of these activities. Capacity development and engagement of regional organizations in the implementation of Gov4Res activities in participating PIC is underutilized as an implementation approach and if used, the capacity development of regional organizations could make an important contribution to sustaining GESI-RID following project closure.

Recommendation 1: Gov4Res should consider a review and refinement of the ToC to focus on Impact Drivers and Assumptions and gender and social inclusion aspects that make the most direct contribution to the project objective. In particular, there is a need to determine the Outcome 2 and 3 output priorities and what level of effort (budget, staff time) should be allotted to these over the remaining two years of the project. Further, there is a need to develop a strategy for successful implementation of Outcome 2 outputs of oversight and accountability which may not be completed in the next two years, but are considered important to ensuring the long-term sustainability of GESI-RID.

Rating: Satisfactory (S)

4.1.2 Evaluability of Project Indicators

The MTE assessed the extent to which the project can be evaluated in a reliable and credible fashion based on the Gov4Res project's LogFrame indicators, baselines and targets provided in the ProDoc and as updated in the Gov4Res Monitoring, Evaluation and Learning Framework (version 2 September 2021). An assessment was made using "SMART" criteria (Specific, Measurable, Achievable, Relevant, and Time-bound) with the complete analysis results shown in **Annex 8 Table 8.1**. There are 18 indicators in total, one indicator for each of the three project outcomes and 15 indicators covering the seven project outputs.

Outcomes 1 and 2 utilize the CCBII for which a baseline was established by Gov4Res in early 2021; there is no mid-term CCBII assessment. The CCBII is a complex and comprehensive index that measures the extent of integration of climate change into the following key dimensions:

Policies

- P1. Policy and strategic framework for Climate Change (CC)
- P2. Legislative or procedural requirements on CC dimension of PFM
- P3. CC priority in the budget system

Systems

- S1. CC Expenditure reporting
- S2. Climate budget coding in Financial Management Information Systems (FMIS)
- S3. Methodology for calculating CC finance

Accountability

- A1. Value for Money (VfM) CC performance information
- A2. Parliamentary scrutiny of budget with climate lens
- A3. CSO: participation in CC finances

A sample of Gov4Res CCBII results is provided in **Figure 5** for three PIC. The Gov4Res MEL framework does not provide expected target increases for CCBII results, suggesting a narrative evaluation of the final CCBII scores will be used together with output indicator data to assess end of project progress towards achieving project outcomes.

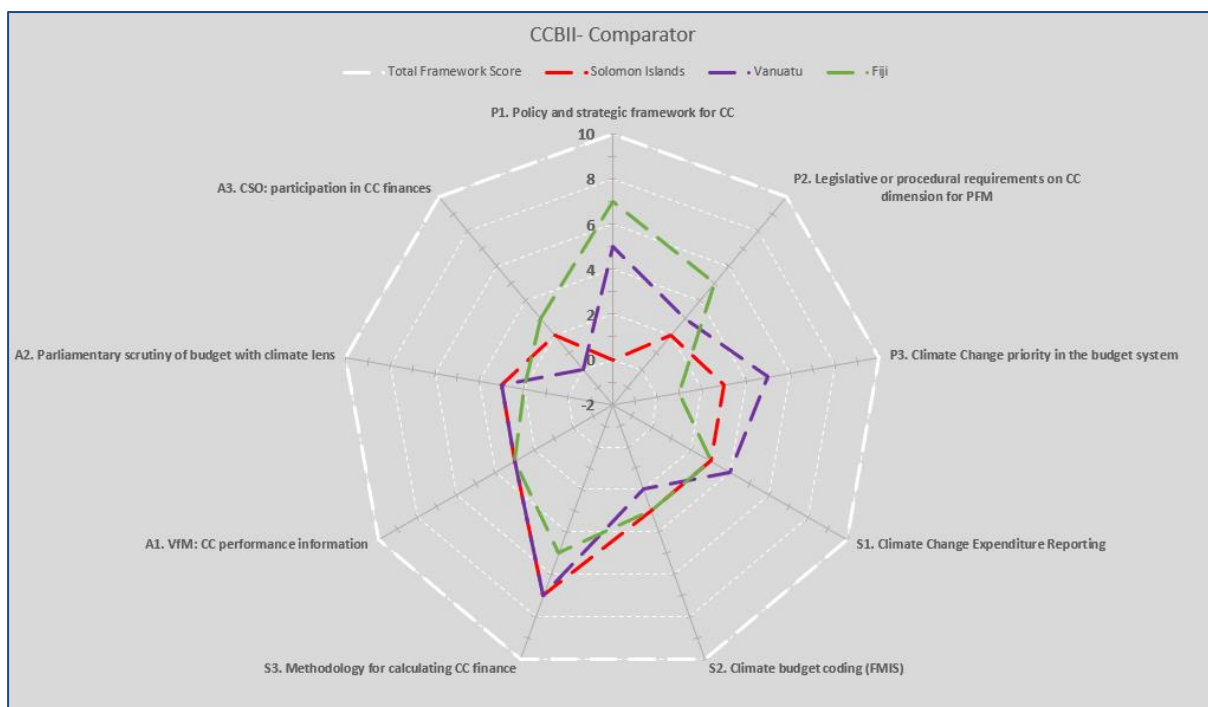


Figure 5. Gov4Res Climate Change Budget Integration Index baseline results for three PIC

The indicator for Outcome 3 is composed of two measures based on a narrative assessment. This does not therefore constitute a specific measure and targets have not been established for the Outcome 3 indicator.

In general, the 15 output indicators are acceptable for the criteria of being, *specific, measurable, relevant* and *timely*. Some indicators could be improved by providing greater clarity on what is to be measured to be more “*specific*”. There is concern for 14 output indicators regarding their “*achievability*”, as the targets for these indicators are considered too ambitious to be achieved within the project timeframe. This is borne out by the MTE analysis showing 12 of 15 output indicators have not achieved their MTE target (see **Annex 8 Table 8.2**). For more discussion on the achievability of output indicators see MTE report **Sections 5.4 and 5.6.4**).

Recommendation 2: The Gov4Res output indicator targets should be reviewed to identify lower targets that provide an achievable measure of success. Targets should include gender specific indicators to enhance and capture gender results for the project.

Rating: Satisfactory (S)

4.1.3 Analysis of Risk Ratings and Mitigation Measures

The MTE has evaluated the risk log as originally presented in the ProDoc and as updated by the PMU, including the most recent information available in CODA. The MTE followed UNDP Enterprise Risk Management (ERM) 2019 guidelines to provide a combined assessment of “likelihood” and “impact” to determine a risk rating of High, Substantial, Moderate or Low using the ERM Risk Evaluation Matrix. The MTE risk analysis also assessed proposed risk treatment and management measures proposed and provided additional risk mitigation measures where warranted. (See **Annex 9 Table 9-1**. MTE Analysis of Gov4Res Risk Ratings and Risk Treatment and Management Measures)

The MTE lowered the risk rating for 13 of the 21 risks identified and increased the risk rating for five risks (**Table 9-1** and **Table 5**). The general reduction of risk ratings is due, in part, to a reduction of the restrictions imposed by COVID-19 that negatively impacted project implementation. Also important was Gov4Res has now demonstrated successful implementation of project activities and this experience led to the MTE to reduce the likelihood of some risk ratings.

The MTE increased some risk ratings where the MTE considered the "impact" of the risk was under evaluated in CODA. For example, if government stakeholders do not understand or prioritize RID and/or if they are unwilling to change and sustain RID practices, the MTE considered the risk to successful project implementation is "extensive" or "extreme". While these risks may be of low likelihood of occurrence, it is important for the Gov4Res team to appreciate the potential magnitude of the impact should they occur and acknowledge the importance of following the proposed mitigation measures.

Table 5. Comparison of ratings assigned to Gov4Res risks by CODA and by MTE

Risk Rating Category	CODA Ratings	MTE Ratings
High Risk	1	
Substantial Risk	2	3
Moderate Risk	11	4
Low Risk	6	14
Undefined Risk	1	

The MTE identified the new risk outlined in **Table 6**. The risk is considered substantial and mitigation measures are provided to reduce likelihood and impact.

Table 6. Risks identified by MTE and their risk ratings and mitigation measures

Risks Identified in MTE	MTE	Mid-term Evaluation Comments
<p>Risk: Identifying, engaging, building credibility and developing capacity with individuals is essential to working with stakeholders. The MTE has noted that the time invested in working with individuals can be lost due to staff turnover or movement within the Gov4Res Team and within government and regional stakeholders. For example, Gov4Res work with PIFS was interrupted as two key people the project had been working with to integrate resilience into the FEMM meeting changed jobs resulting in the need to start again with the current staff. Short-term contracts for some staff (e.g., Gov4Res) may lead to trained staff to seek other long-term employment opportunities</p>	Substantial	<p>Likelihood: (4) Highly Likely In PIC demand for experienced staff is high, leading to high staff turnover as experience is gained</p> <p>Impact: (4) Extensive Impact In the Pacific region the success of collaborative work is highly dependent on relationships that are cultivated over time.</p> <p>Mitigation Measures: Ensure partnerships are being built with a team and not an individual Ensure the knowledge and learning components of each partnership agreement are captured and well documented to share going forward as needed. Staff engagement for the Gov4Res Team should, where possible, create longer-term contracts inline with project needs.</p>

The MTE will examine partnerships established by Gov4Res in the context of how risks informed the establishment of partnerships that are providing enhanced capacity to reach

beneficiaries through Letters of Agreement (LoA), Low Value Grants (LVG) and RP Agreements (see report **Section 5.6.5**).

The MTE has also reviewed risks outlined in the Social and Environmental Screening Procedure (SESP) report (see report **Section 5.6.6**).

Rating: Highly Satisfactory (HS)

4.2 Relevance

The Framework for Resilient Development in the Pacific (FRDP) articulates the need to adopt an integrated approach to CC and Disaster Risk Management (DRM) that involves all stakeholders (government and non-government) and works across all sectors and at all levels of government within PIC. The FRDP also highlights the role of community engagement and empowerment and the need to ensure GESI informs the approach. The FRDP acknowledges the historic climate-related (sea level rise, cyclones, floods, droughts, etc.) and non-climate related risks (earthquakes, volcanic eruptions) that impact PIC and the current and future increases in the level of risk that result primarily from climate change, but also population growth and human development (agriculture, fisheries, transportation infrastructure, industry and urban development).

At the country level PIC National Development Plans (NDP) include the concept of resilience and GESI. In Fiji (5-Year & 10-Year NDP 2017) resilience is included in the discussion of fresh water aquifers, CC, energy infrastructure, building standards, health, maritime infrastructure, urban development, agriculture and the role of Early Warning Systems (EWS). The Strategic Development Framework II (2015-2025) for Tonga, which is one of the country's most at risk to natural hazards, includes seven national outcomes, one outcome being (pg. 18): *a more inclusive, sustainable and effective land administration, environment management, and resilience to climate and risk*. Vanuatu's National Sustainable Development Plan (2016-2030) list of development aspirations articulates an inclusive and resilient development approach (see text box)

Vanuatu Development Aspirations

A vibrant cultural identity underpinning a peaceful, just and inclusive society;

Supported by responsive and capable state institutions delivering quality public services, including health and education, to all citizens;

Maintaining a pristine natural environment on land and at sea that serves our food, cultural, economic and ecological needs;

With enhanced resilience and adaptive capacity to climate change and natural disasters; and

A stable economy based on equitable, sustainable growth that creates jobs and income earning opportunities accessible to all people in rural and urban areas.

Vanuatu's National Sustainable Development Plan 2016-2030 (pg. 4)

UNDP’s Strategic Plan 2022-2025 identifies resilience as one of six signature solutions and resilience and GESI are integral to all approaches to structural transformation (**Figure 6**) in line with the goal of Gov4Res which is *Pacific people, especially women and marginalised groups are more resilient to the impacts of climate change and disasters*.



Figure 6. Schematic illustrating UNDP’s strategic approach (source UNDP’s Strategic Plan 2022-2025)

While the FRDP promotes an integrated approach to addressing CC and DRR needs, and PIC strategic plans include the need for resilient and inclusive development, these documents stop short of the need to mainstream RID in a way that requires government and non-government actors to apply a “resilience lens” to all development initiatives. This is a subtle but important difference addressed by Gov4Res. While Gov4Res does generally start with a single line ministry, over time Gov4Res engages planning and finance ministries that are intended to apply RID to all government spending and replication across ministries is supported. Gov4Res also include outputs directed at engaging CSOs, government auditing mechanisms, and elected officials approving government budgets.

In developing countries, such as PIC, the available funding which targets CC and DRM, whether as external grants or loans or national budgets, leads to a separate category of development initiatives that operate in isolation from other government development initiatives. While CC and DRM development spending is important, there is a need to consider the total PFM budget of each PIC. When the total PFM budget is examined, it is evident that a large amount (the majority) of government spending on infrastructure development, education, health, social welfare, etc., takes place without the rigorous application of a “resilience lens” that ensures all development meets the test of resilience. Without a resilience screening of government spending, the development supported may add to the risks of PIC and making communities less resilient.

Rating: Highly Satisfactory (HS)

4.3 Efficiency

It is acknowledged that a GESI-RID approach often will require a greater investment in planning to complete risk-screening and to engage beneficiaries particularly women in the identification of risks to ensure the inclusion of local knowledge about risks and locally-appropriate mitigation measures to include in a gender and socially inclusive risk-informed approach. It is also acknowledged that RID usually requires a larger investment budget to pay for the risk-measures identified that provide enhanced resiliency.

Experience and research have shown, making the investment in RID is cost effective because of the increased benefits received. A study in Bangladesh showed the larger cost of

installing a deep tube-well based irrigation system generated superior benefits to the farmers and a larger financial return on the money invested, compared to the lower investment cost of shallow tube-well based farming⁷. In Fiji cyclone Winston had a devastating impact on communities in 2016, but those communities that chose to “build back better”, making a greater investment in infrastructure to ensure resilience, have suffered less damage from subsequent cyclones. In the Solomon Islands recently constructed bridges for road transportation that were not designed for the increased flow volumes associated with severe climate events have been severely damaged by flooding, whereas bridges with a wider span and height, though more costly to build, have withstood severe climate events (personal communication Dr. Melchior Mataka, Ministry of Environment, Climate Change, Disaster Management and Meteorology, Solomon Islands).

While the benefits of RID development approach are often demonstrated by the cost benefits of investing in resilient infrastructure, there can be many tangible community benefits that also contribute to the value of investing in gender and socially inclusive RID. Communities that are resilient to climate and natural hazards will have greater food and water security, they will be at less risk of health problems, they will be more likely to sustain a rural livelihood and less prone to rural-urban migration, children will have greater education opportunities and there is a greater likelihood of the retention of cultural practices. “Governance for Resilient Development in the Pacific” is efficient because it leads to greater self-sufficiency in resilient communities and reduced future recovery costs when climate and natural disasters occur. GOV4Res has a key opportunity to identify and measure how engaging gender and socially inclusive considerations when risk informing development contributes to project efficiency

Recommendation 3: The Gov4Res project should develop communication tools that demonstrate the cost benefits of investing in gender and socially inclusive RID. This includes demonstrating both the dollar value in RID investment in infrastructure and the more difficult to measure but valuable benefit to sustaining communities, in particular the gender and social inclusion considerations.

Rating: Satisfactory (S)

4.4 Effectiveness – Progress Towards Results

The MTE has reviewed the available information in project annual reports, monitoring reports, publications produced by the project, and information gathered from stakeholder interviews. The MTE has also evaluated Gov4Res indicators as shown in the Gov4Res ProDoc and the updated MEL framework (ver. 2, September 2021) to determine achievement of output indicator targets for 2020/2021 and 2021/2022. The MTE has assigned an achievement rating for each indicator, as “MTE Target Achieved”, or “MTE Target Not Achieved”.

The results of the MTE evaluation of project output targets shows 3 of 15 output indicators achieved their MTE target and 12 output indicators did not achieve their MTE target (**Table 7** and **Annex 10 Table 10.1**).

⁷ Cost-benefit of promising adaptations for resilient development in climate hotspots: evidence from lower Teesta basin in Bangladesh Md. Arfanuzzaman; S. M. Tanvir Hassan; Md. Abu Syed Journal of Water and Climate Change (2021) 12 (1): 44–59.

Table 7. MTE evaluation of achievement of Gov4Res output indicator MTE targets (see **Annex 10** for full results)

Gov4Res Outcomes	MTE Output Indicator Targets Achieved	MTE Output Indicator Targets Not Achieved
OUTCOME 1 Government planning and financing systems enable gender and socially inclusive risk-informed development	2	6
OUTCOME 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development	1	3
OUTCOME 3 Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development		3
Total Output Indicators	3	12

The three output targets achieved include two of three indicators for Output 1.2 (GS&I RID is embedded into community and sector development in a way that will influence national government systems) and one of two indicators for Output 2.2 (There is risk informed engagement and scrutiny by civil society). In general, greater effort has been put towards Outcome 1 and work on GESI and this is reflected in the achievement of three MTE output project targets.

Gov4Res output indicators are not organized at a country level to assess individual participating PIC progress (see section **4.6.4 Project-level monitoring and evaluation systems and Recommendation 15**). Nonetheless, greater progress has been made in those countries which participated in the Pacific Risk Resilience Programme (PRRP) including Fiji, Tonga, Solomon Islands, and Vanuatu. In these countries Gov4Res benefited from an ability to build on the progress and traction made under the PRRP project towards RID, particularly regarding the level of engagement by government stakeholders in each country. Countries that did not have the benefit of PRRP required time to understand the political economy and to establish of new relationships with relevant stakeholders.

There are several reasons why the “*achievability*” of the targets established for output indicators has not occurred at the MTE and is not likely to occur at the time of project completion. While COVID-19 did impede project progress as discussed below and in **Annex 9**, there are other factors related to the need for establishment of important foundational elements to achieve output activities that the MTE has considered.

To begin, the MTE noted that for the most part Gov4Res output indicators measure evidence of a fully functioning GESI-RID mainstreamed within participating PIC governments, within their independent auditing agencies and within their civil society. Whereas, the Gov4Res project is initiating the introduction of GESI-RID mainstreaming, which involves facilitating a paradigm shift in ways of thinking that necessarily relies on initiatives that building trust and credibility leading to incremental changes.

Successful and sustainable implementation of the Gov4Res project requires time to establish the political economy within the countries where it is being implemented and time to build relationships with government stakeholders, regional partners and participating CSO. Within the first two years of the Gov4Res project it is unlikely to expect achievement of the targets identified in the MEL framework, especially given the high value set for MTE targets. For example:

Indicator 1.2.1	Number of budget submissions which have explicit reference to GS&I CC&D risk	MTE target 25
Indicator 2.1.1	Number of Audit reports which give increased attention to GS&I CC&D risk	MTE target 7
Indicator 3.2.2	Number of regional resilience initiatives and policies supporting country led GS&I RID	MTE target 6

The MTE noted output indicators do not targets that measure the achievement of activities related to the substantial amount of foundational work the Gov4Res project has completed involving comprehensive and lengthy engagement and capacity development of stakeholders which is needed to reach a point where project output indicators can be achieved. As such, the limited achievement of output indicator MTE targets is considered a positive outcome as it demonstrates successful engagement of government stakeholders and the initiation of mainstreaming GESI-RID. The MTE also noted that the progress for some outputs, particularly those related to Outcomes 2 and 3, depend on making significant progress on outputs associated with Outcome 1 first to lay the ground work for Outcomes 2 and 3. There is need therefore, for a phased Gov4Res implementation.

Gov4Res participating PIC, Fiji and Solomon Islands provide examples where there is successful engagement of government stakeholders with influential ministry staff that understand and promote GESI-RID, thereby providing leadership and support to implement Gov4Res project activities. Below is a brief outline of Gov4Res foundational activities completed in some participating PIC that are leading to the implementation of GESI-RID and the achievement of some output indicator targets:

1. The adoption of a gender and socially inclusive risk informed approach to development represents a paradigm shift in ways of thinking at multiple levels within government, including planning, designing, budgeting, reviewing, approving and implementing development work. Changing existing ways of “thinking and doing” requires time. Time is required for relationship building with stakeholders to build credibility, peer-to-peer training helps to demonstrate the change needed and the success of GESI-RID. Over time individuals supporting GESI- RID emerge to champion change among the many government staff who are needed to support and participate in the implementation of a GESI-RID approach.
2. The process necessarily begins by working with government stakeholders to develop an understanding of what GESI- RID means in the context of the current government approaches to development. Gov4Res typically works with a single ministry that has an interest and knowledge of GESI-RID, such as a development and/or planning ministry with a commitment to work with the national women’s machinery of government for the gender and social inclusive aspects. With the engagement and progress made with one line ministry and the national women’s machinery, there is then the need to work with higher-level national ministries supporting the line ministry, such as ministries of planning, budgeting and/or finance. These higher-level national ministries have set protocols and procedures including in some countries commitments to gender responsive budgeting and planning which affecting all line ministries and require therefore greater effort to effect change leading to system-wide adoption of GESI-RID. Local government and CSO may also be engaged in SGI to better understand and pilot test GESI-RID.
3. In addition to changing ways of thinking there is the need for the development of supporting legal authority, policies, procedures, and tools, many of which require considerable time to develop. Experience has shown the importance of developing the supporting procedures and tools in a participatory and locally appropriate manner as only then will they be mainstreamed into normal work stream. The introduction of new

procedures and tools requires sufficient staff capacity (number of staff and staff training) and the purchase of supporting technical analytical tools.

4. When steps 1-3 are well underway and GESI-RID is beginning to be implemented within government, work can then begin on output activities to audit GESI-RID, to analyse budgets for GESI- RID, to engage CSO in GESI-RID advocacy. This makes it difficult to achieve some output targets at the time of the MTE and very difficult to achieve the cumulative end of project targets.

Gov4Res, like many development projects globally, experienced significant COVID-19 restrictions at a time when the project was just getting started. In the Pacific Region COVID-19 restrictions severely limited the ability to host meetings with stakeholders and restricted within country and between country travel for Gov4Res staff and stakeholders. As can be seen by the brief outline of Gov4Res foundational activities outlined above the efficiency and effectiveness of Gov4Res project startup would be reduced due to the inability to facilitate stakeholder engagement that is dependent upon participation in meetings, peer-to-peer learning exchanges, and travel of the Gov4Res team among participating PIC. COVID-19 has been taken into consideration when assessing the achievement of MTE output targets.

The “unsatisfactory” MTE evaluation rating provided below for effectiveness is based on the inability of Gov4Res to achieve MTE targets established in the ProDoc Logframe. The effectiveness MTE rating should, however, consider the following mitigating factors:

- the evaluability analysis of project indicators concluded output targets were too high (**Section 5.1.2**);
- COVID-19 severely restricted the ability of Gov4Res to complete critical foundational work essential to achieving outputs; and
- the fact that progress has been made towards partial achievement of output targets demonstrates Gov4Res has effectively completed the important foundational work of engaging government and other stakeholders in GESI-RID.

In conclusion, while output indicator targets can provide a measure of successful mainstreaming of GESI-RID (i.e., the number of tools, guidelines, checklists, circulars, assessments, budget submissions and analyses, audit reports and participating government sectors) the MTE has noted the importance and value of a Gov4Res implementation approach that focuses on understanding the political economy and building credibility which leads to high quality stakeholder engagement that undergo a paradigm shift to adopting a GESI-RID approach within participating government sectors, auditing oversight and CSO advocacy.

Recommendation 4: Gov4Res should consider the inclusion of output targets that permit measurement and reporting on successful stakeholder engagement.

Rating: Unsatisfactory (U)

4.5 Remaining Barriers to Achieving the Project Objective

The barriers to achieving the project objective within the remaining two years of the project varies within each participating PIC. Based on Gov4Res annual reports Fiji, Solomon Islands and Tonga have more outputs on track, while most outputs for Tuvalu, Kiribati, Vanuatu and RMI are delayed and off track. The most significant barriers for Gov4Res are encountered in changing entrenched and complex government PFM systems. Gov4Res is demonstrating some progress in GESI-RID budget planning at the national and sector level and in budget tagging at the national level. In Fiji, Solomon Islands and Tuvalu budget tagging is being introduced at the national level to better report on CC related spending. In Tonga the

Ministry of Finance has a dedicated unit focused on RID and risk screening is now integrated into the national budget and planning process.

Gov4Res will also continue to face barriers working with government audit institutions, in large measure because these institutions are addressing what are considered more important priorities related to PIC accountability of their chart of accounts. As audit institutions are lacking in staff resources, this may present an opportunity for Gov4Res to embed staff.

PIC that did not benefit from the political economy analysis and stakeholder engagement and relationship building with UNDP under the PRRP and which have been more recently engaged in the Gov4Res project will progress more slowly toward achievement of the project objective, outcomes, and outputs. For these latter countries investing in a comprehensive political economy analysis, proceeding slowly to build credibility, and ensuring the adoption of a Pacific-led approach will be needed to make sustainable progress.

4.6 Project Implementation and Adaptive Management

4.6.1 Management Arrangements

Gov4Res is a Direct Implementation Modality (DIM) project implemented under the Resilient and Sustainable Development Team at the UNDP Pacific Office in Fiji.

Gov4Res Project Board

As outlined in the ProDoc, while the project falls under the broader Asia-Pacific regional programme, the project board, consisting of project donors, beneficiary Pacific representatives and UNDP Pacific Office assess the performance of the project and review the multi-year workplans to ensure progress of implementation.

Board meeting reports clearly reflect the accountability of the project to the Board and the high-level strategic direction from the Board to ensure that the project is focused on its stated objectives and delivering quality outputs.

When the Project officially commenced in January 2020, seven countries had endorsed the ToC and the Outcome areas and Output activities. All seven countries were involved as members of the Project Board and were present in the Board meeting in November 2020 and again in October 2021.

The November 2020 Board meeting endorsed the extension of the Project completion date to December 2025 due to the reduced expenditure and deliveries in 2020 as a result of COVID-19. As outlined in the Gov4Res report to the Board in 2021 the impact of COVID-19 led to an adjustment of the budget and targets. The refined implementation strategy focused on partnerships and mobilizing activities through partnerships at a country level. This included the launch of the SGI, which accounted for a total investment of USD \$2.2 million and partnerships in 7 countries primarily with local government departments or ministries.

The Board approved project work plan for 2021/2022 included the decision for Letters of Agreement to be signed between Gov4Res and specific Ministries in Fiji, Vanuatu, Solomon Islands, Tuvalu and Kiribati.

Gov4Res Team Structure

The Gov4Res team has largely followed the structure outlined in the ProDoc (**Figure 7**). At the time of the MTE, the PMU in Fiji had an Acting Project Manager (PM), two full time operations staff consisting of an operations specialist and an assistant, three full time staff who act as both technical specialists (sub-national/local government, RID, SGI) and as country focal points (Tonga, Vanuatu, Fiji), and a MEL Analyst.

There are eight part-time technical advisers that support Gov4Res on an as needed basis. These currently include, MEL specialist, three GESI specialists, communications, PFM/climate finance, and RID.

This consists of a PMU based in the UNDP Pacific office in Fiji, with a number of technical specialists, two in-country focal points (Solomon Islands and Fiji) and a number of in-country embedded staff. Given the scalable nature of the work, the team consisting of management, technical advisers and project support personnel has been structured to accommodate a growing and changing volume of work over time.

Gov4Res has established two full-time in-country focal points, one in Fiji who is also a technical specialist contributing to the PMU and one in Solomon Islands. The country focal point for Solomon Islands was originally recruited to work from the PMU office Fiji, however, the staff recruited (who was living in Solomon Islands) requested and was granted permission to work out of the UNDP office in Honiara. This arrangement, though not part of the original project structure, has proven beneficial allowing the country focal point to have regular contact with government stakeholders, and Gov4Res embedded staff and the ability to meet with and engage new project partners (see discussion of Gov4Res Country Focal Points below and **Recommendation 7**).

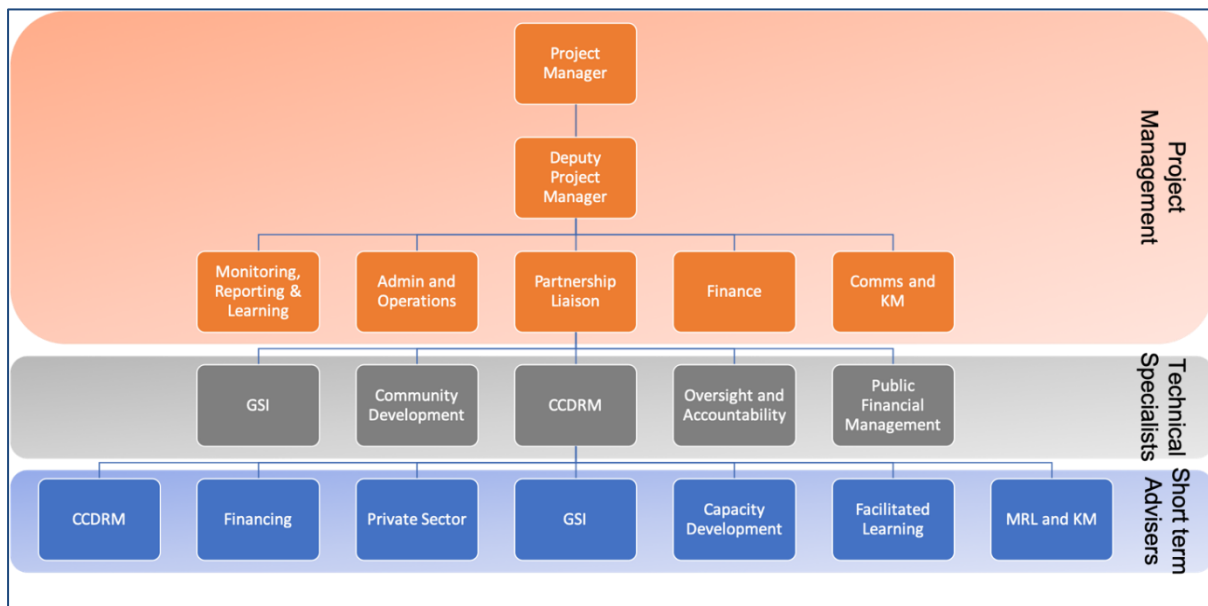


Figure 7. Project Implementation Capacity Structure (source Gov4Res ProDoc)

Gov4Res Management Effectiveness and Capacity

The Gov4Res team is made up of a team of highly qualified driven individuals who are committed to working with government stakeholders to embed RID into government systems. At the time of the MTE, the PMU had started to resume country visitation following a lapse in travel and in-country engagement due to COVID-19 restrictions. Due to the increased push towards delivery, there was an obvious strain on the operations staff responsible for the recruitment and procurement needed to support implementation activities.

The multi-donor, multi-country nature of Gov4Res requires significant amount of effort in terms of reporting, operations management and staff/activities management. The fact that UNDP does not have institutional support structures in several countries where the project operates, creates an additional complexity. Since early 2021 the PMU has had an acting Project Manager (PM) responsible for reporting, operations and staff and activity management. The MTE noted the operational and reporting responsibilities of the Acting PM limited their ability to work more strategically on the management of staffing and implementation activities across the Project. This highlighted the need for the immediate appointment of a full-time PM who is able to provide strategic oversight and guidance to the project and for additional upper-level management support, such as a Project Coordinator to support the varying project delivery needs of each participating PIC, including supporting in-

country focal points, support from technical advisors as needed, peer-to-peer exchanges and engagement of Pacific Regional partners.

The MTE noted Gov4Res lacks communication tools needed to assist in providing an understanding of the concept of a risk informed approach to development. Generally, RID was not well understood by the broad range of stakeholders who ultimately need to be engaged in the practice of mainstreaming RID. Stakeholders include: elected government officials that approve development policies, plans and budgets; all levels and ministries of government engaged in development planning, budgeting and implementation; participating CBOs, CSOs, and NGOs that advocate for and implement RID; and community members who identify risks and risk avoidance measures and are the beneficiaries of RID. The current single communications staff position is insufficient to meet the communication needs of Gov4Res and the project would benefit from the establishment of one full-time Communications Specialist and one full-time Communications Assistant to assemble and deliver communication support.

Strategic partnerships with Pacific Region organizations and with other donors and PIC donor projects are an important component of the Gov4Res implementation strategy (see discussion below). Strategic partnerships extend the reach of Gov4Res in the participating PIC and result in significant value-added accomplishments that could not be accomplished by the Gov4Res team alone. Currently, the establishment and management of strategic partnerships is accomplished in an ad-hoc manner by a variety of staff from the Gov4Res Team. The contribution of strategic partnerships to Gov4Res could be enhanced by the Gov4Res team having a dedicated partnerships and liaison specialist.

As acknowledged in the Gov4Res ProDoc sufficient staff capacity (numbers and expertise) is required to effectively manage and deliver the activities in the participating PIC. The ProDoc also notes the MTE may identify efficiencies to focus and sustain support for GESI-RID. In addition, the Gov4Res organizational review currently underway will provide strategic recommendations for staffing. The MTE is providing **Recommendation 5** to be considered together with the current organisational review.

Recommendation 5: In response to the ProDoc requirements for sufficient staff capacity and MTE review of efficiencies, the following staffing is recommended for the Gov4Res team:

- full-time Project Manager
- full-time Project Coordinator
- full-time Operations Specialist and Associate
- full-time Knowledge and Learning Specialist
- full time Gender and Social Inclusion Specialist
- full-time Communications Specialist
- full-time Communications Assistant
- full-time Monitoring, Evaluation and Learning (MEL) Specialist
- full-time MEL Assistant
- full-time Partnerships and Liaison Specialist
- assigned country focal points based in each participating PIC country (see discussion below)

Peer-To-Peer Learning

Discussions with government stakeholders during the MTE reflected an appreciation for the peer-to-peer learning provided by the project. The first major peer-to-peer learning event supported by the project took place at the completion of the design phase during a regional dialogue on RID. This was followed by a regional dialogue on the intersections between GESI, climate change and disaster risk management as the project commenced in 2019. Based on the positive feedback from the event the project committed to continuing to support the peer-to-peer learning each year under the Annual Work Plan. Feedback during

the MTE identified the peer-to-peer event as providing a valuable opportunity to better understand RID by seeing the way it is successfully being implemented by other countries. Peer-to-peer learning opportunities also contribute to:

- ❖ relationship building among participating PIC;
- ❖ mentoring to develop new RID “champions”;
- ❖ demonstrated credibility of RID outcomes; and
- ❖ securing buy-in of new stakeholders.

Recommendation 6: Continue to build on opportunities for Gov4Res to host peer-to-peer exchanges and host more regular in-country and regional events that allow stakeholders to reflect on the successes and challenges of mainstreaming GESI-RID. Reinvigorate the regional network of government GESI representatives to share learning in this space.

Gov4Res Country Focal Points

The Gov4Res team includes staff designated as country focal points. Country focal points may be based in the country where they are the designated focal point (e.g., country focal points for Fiji, and Solomon Islands), they may be situated in the PMU office in Fiji (e.g. country focal points for Vanuatu, Kiribati) or they may be remotely based (e.g. Tuvalu). Within the Gov4Res team country focal points may also be designated technical experts and be required therefore to oversee and/or contribute to activities in any of the PIC where Gov4Res is being implemented.

The presence of in-country focal points makes a substantial contribution to project progress through regular contact with government stakeholders, overseeing and coaching Gov4Res staff embedded in government, overseeing the SGI program, coordinating the visits of Gov4Res technical experts, and identifying strategic partnership opportunities where Gov4Res provides RID value-added contributions. During work-intensive phases of Gov4Res implementation, such as SGIs, the work of an in-country focal point may be enhanced through the hiring of an assistant.

Recommendation 7: Gov4Res should assign in-country focal points to support project implementation and during work-intensive implementation phases, provide an assistant to in-country focal points.

Gov4Res Embedded Staff

The Gov4Res, Pacific-led approach to achieving risk-informed governance is dependent on the meaningful engagement of government stakeholders, including the active participation of government staff in the work of developing, testing and eventually applying RID policies and practices. To encourage and enhance the contribution of government stakeholders who may lack staff capacity (numbers of staff and/or technical knowledge of staff), Gov4Res supports existing and/or new government staff positions in terms of salary, technical needs (equipment, software, travel, training, etc.) who work on Gov4Res implementation activities.

Gov4Res staff embedded in government ministries make an important contribution to keeping the work moving forward where there may be competing demands of government staff. Embedded staff have also demonstrated their ability to act as brokers, bridging and networking both within their designated ministry and contributing to mainstreaming RID by reaching out to other ministries.

Government stakeholders interviewed during the MTE indicated the need for value of embedded staff provided by Gov4Res. Whereas the process to establish new staff positions within government is challenging, Gov4Res embedded staff can be hired relatively quickly and once the value and importance of their work is established, it is possible for embedded staff to be permanently hired by the government public service. The successful hiring of

embedded staff by government when project support has ended has been successfully demonstrated by the PRRP.

Recommendation 8: Gov4Res should continue to work with government stakeholders to identify opportunities to support embedded staff positions. In addition, Gov4Res should, where necessary, assist participating government stakeholders in the process of transitioning embedded staff to full-time government supported staff positions prior to project closure.

Gov4Res Technical Experts

There are some Gov4Res activities that rely upon the regular engagement of technical experts, who provide training to members of the Gov4Res team, project stakeholders and embedded staff. These technical trainings provide stakeholders with the knowledge and tools needed for RID. This includes technical training related to Risk screening, RID financing, RID and CCA and DRR, RID and GESI and RID at the sub-national level.

Technical experts must follow the Gov4Res Pacific-led approach. This relies on Gov4Res establishing a respectful and credible relationship with government stakeholders and emphasizes the importance of Gov4Res full-time, in-country presence through embedded staff and country focal points. Adequate groundwork is required, such that, government stakeholders will benefit from the technical training. In addition, technical staff must develop a good understanding of the local country context and support a Pacific-led approach to relevant training. Peer-to-peer exchange combined with technical training has proved to be an effective model for technical training.

Recommendation 9: Gov4Res technical experts provide the knowledge and tools that support a paradigm shift to RID. To avoid a “fly-in fly-out” model that may lead to unsustainable outcomes, Gov4Res must continue to use a Pacific-led approach that has adequate in-country support and preparation of government stakeholders receiving technical training, using national women’s machineries and women’s CSO’s for the GESI component. Pairing peer-to-peer learning with technical expert support, whenever possible, is also recommended.

Learning & Development

As identified in the AR, the unusual circumstances presented by COVID-19 led to some valuable learning opportunities and the team adjusted strategies accordingly with the team continuing to build, measure, learn from experiments on how best to risk inform development, whether the risks are climatic, natural hazards or health related (e.g., COVID-19 pandemic) in nature.

While the project team is responsive and agile, the MTE identified gaps in how the lessons learned are being captured and documented and communicated as part of the learning process. There is a danger in the project being so focused on delivery that the key lessons learned are not being sufficiently captured and documented to ensure sustainability of the RID approach.

Other lessons learned include the centrality of the Ministry of Finance as the key driver to risk inform development as fiscal stressors in government increase. As outlined in the AR the economic downturn resulting from a reduction in tourism and remittances has renewed the desire for governments to ensure their development activities are more efficient and to seek opportunities to leverage additional financing sources. The MTE joined a mission to Tonga with the PFM Specialist who has been providing ongoing support to the Ministry of Finance and the Ministry of Climate Change for Climate budget tagging. The MTE observed CBT as a key entry point for the Gov4Res team with many opportunities to document and

capture the progress of the work for the benefit of other countries that may wish to take a similar approach to RID.

Recommendation 10: Gov4Res should secure the services of a Knowledge and Learning Specialist to capture the knowledge that is being disseminated and to document the learning process for the government stakeholders as well as the learning outcomes and how this is contributing to strengthening a systems approach to GESI-RID.

Gov4Res Strategic Partnerships

As outlined in the ProDoc, the project is intended to leverage partnerships and resources to increase value for money and cost effectiveness through joint-programming with ongoing complimentary initiatives. Gov4Res has, to date, established and maintained a range of delivery and in country regional partnerships that include:

Commonwealth Local Government Forum (CLGF) to support integration of risk at the local government/subnational level, including membership on the grant selection committee for the SGI and support to establish a local government resilience network. The MTE team observed this partnership with the GOV4Res team working with the Department of Local Authority in Vanuatu with CLGF staff providing support towards risk informing projects from the provinces and the value of this partnership. Gov4Res work with local government offices provides an entry point to broaden the reach resulting in country-wide achievements with the partnership with CLGF a key part of this approach, given the mandate of CLGF. To strengthen the partnership with CLGF, Gov4Res supports a position within the organization, which maintains consistency and visibility of the discussion of RID at a local government level in the region.

United National Capital Development Fund (UNCDF) Local Climate Adaptive Living Facility (LoCAL) to jointly support the integration of climate change and natural hazards into planning and budgeting systems of local government and leverage or provide financing for resilient community development.

Pacific Islands Association of Non-Government Organisations (PIANGO) to provide advisory support to national NGO associations on resilience and as a member of the Gov4Res SGI grant selection committee

Pacific Islands Forum Secretariat (PIF) resilience team to undertake research on climate finance effectiveness in the Pacific, provide briefings to the Forum Economic Ministers Meeting (FEMM) and in relation to formalization, design and staffing of the Technical Working Group on Climate Finance and Public Finance Management. The Gov4Res project is supporting 2 positions within the Resilience Team.

Geoscience Australia to provide expert advice to country partners to enhance evidence-based decision making at all levels

UNDP Parliamentary Development Team to enhance budget scrutiny of RID initiatives by parliament.

Partnerships are relationship driven and require an investment of time on the part of the Gov4Res team. A strong partnership with PIFS led to the RID lens introduced at the Forum Economic Ministers Meeting Climate Change paper and the initiation of research with the PIFs Resilience Team on Public Financial Management and Climate Change Finance Effectiveness.

While Gov4Res has been able to build some strong partnerships during the first 2.5 years of implementation, the project could benefit from a strategic review of all the partnerships following the MTE and the adoption of a more strategic way forward for building and maintaining partnerships that are aligned with a renewed focus of the project on knowledge sharing and learning and development

Recommendation 11: Gov4Res should review all partnerships and potential partnerships and have a clear strategy in place for the way forward over the next two years of the project regarding how these partnerships, including partnerships with national women's machineries and women's CSO's, can maintain and enhance the focus on GESI- RID as part of an exit strategy

Gov4Res Small Grants Initiative

As a strategy, the SGI provided an opportunity for Gov4Res to strengthen partnerships with CSO in the seven participating PIC and in some cases partnerships with local government stakeholders. The MTE observed that while generally there was a disconnection between the SGI projects and government stakeholders, where connections to local government were made, they were instrumental to influencing systems change to include community participation in a GESI-RID approach.

SGI was not an activity included in the original design and SGI was questioned as relevant to achieving Gov4Res outcomes. Concern was raised that SGI may fragment and re-direct Gov4Res funds and staff away from the project objective. The MTE has noted, however that with a well-defined and implemented strategy, SGI can make an important contribution to achieving a GESI-RID approach within government (particularly local governments) and within CSO and beneficiary communities. SGI contributions can include:

- capacity development within the CSO community to plan, budget and implement GESI-RID;
- capacity development of the CSO community to advocate for GESI-RID when CSO prepare development proposal;
- CSO connections to local government, that bring GESI-RID community needs, knowledge and locally appropriate solutions to inform local governments; and
- while not undertaken by Gov4Res a GESI-RID informed CSO community could be supported to advocate and hold government accountable for adopting GESI-RID.

While the SGI's enabled Gov4Res to reach communities in the seven participating PIC, there was no comprehensive strategy to realize all the potential benefits that can be derived from SGI. There is a need for Gov4Res to develop a comprehensive SGI strategy that clearly articulates how SGI projects support GESI-RID systems change at a community level and how SGI contributes to systems change at local and national government levels. There is also need for Gov4Res to then communicate the results of effective SGI implementation.

Recommendation 12: It is recommended that well-defined SGI activities continue to form a part of Gov4Res implementation activities and that effective SGI implementation be included in Gov4Res communications. Further, it is recommended that a clear, comprehensive strategy be developed that capitalizes on all potential benefits SGI can make to mainstreaming a GESI-RID approach in local and national governments, CSO and beneficiary communities.

Rating: Highly Satisfactory (HS)

4.6.2 Work planning

Gov4Res utilizes an agile, adaptable, responsive implementation approach, which has led to different implementation models in each county. As reflected in the project ToC, the project rests on a core assumption that Pacific Island people will be more resilient to the impacts of climate change and natural hazards if countries manage all development through a risk informed approach. The project further assumes that this will happen through locally led

change, with different approaches emerging in each country context.⁸ In line with this, the project has used country-specific entry points as part of a “Pacific-led” approach to working with government stakeholders in participating PICs, with this work driven collaboratively by the country focal points based with the PMU. Gov4Res commenced its initiation phase in January 2020, after an eight-month design phase. The design phase culminated in the endorsement by seven Pacific countries of a ToC, outcome areas and activities and initiated donor support from the governments of Korea and New Zealand in addition to continued support from the Australian Government and SIDA.

As outlined in the ProDoc, countries participating in the project were to be selected based on a combination of political economy analyses and technical assessments, which included an assessment of:

- the current state of affairs e.g., ongoing reform, existing policy/practice;
- opportunities; and
- risks.

More specifically, the criteria were to include:

- Propensity for change and prospect for scale in country;
- Country risk profile;
- Activities being undertaken by other donor partners (giving attention to complementing other interventions);
- Engagement and interest from gender machinery with planning and financing;
- Donor requirements (e.g. KOICA and MFAT have particular programming countries);
- Established relationships through DFAT, KOICA, MFAT and UNDP programming; and
- Significance of the particular country within regional mechanisms and decision-making bodies.

As outlined in the first year AR 2019-2020, the commencement of implementation was severely delayed by the COVID-19 pandemic and its impacts felt since February 2020, one month after the project was initiated which resulted in an elongation of the initiation phase and delayed country engagement. Gov4Res staff were able to continue implementation of some activities virtually and where project staff had been embedded locally either through government or UNDP, local project staff were instrumental in maintaining the momentum of implementation.

As outlined in the AR, adjustments were made to the implementation strategy by the Gov4Res team who replaced all travel with remote communications with project stakeholders outside of Fiji and adjusted the implementation strategy by leveraging off existing local and UNDP networks and implementing the SGI that was launched in August, 2021. The SGI was part of the effort to increase in-country traction whilst borders remained closed with the first call for SGI targeted at NGOs, CSOs and CBOs.

The agile nature of the project allowed it to adapt quickly to the evolving needs and priorities of government partners, leading in some cases to the identification of new entry points and partners.

Other progress made during this time by the PMU included hiring of additional staff, initiating MEL, communications, and financing strategies as well as refining baselines and programming entry points. In four of the focus countries, Fiji, Tonga, Vanuatu, and Solomon Islands Gov4Res has been able to build on the progress and traction made under the PRRP project towards RID with this reflected in the level of engagement by government stakeholders in each country.

⁸ GOV4Res Annual Report 2019-2020

As outlined in the first year AR, countries that did not have the benefit of the PRRP project and where the establishment of new relationships were necessary were off track in the first year of implementation due to COVID-19 travel restrictions. In addition, countries that had little or no engagement with RID as a concept, the Gov4Res team tested various approaches to engaging with stakeholders. Due to the adaptive nature of the project, the MTE revealed Gov4Res has encountered challenges in defining an implementation strategy used to engage with new countries. The participatory approach of the MTE has provided the Gov4Res team an opportunity to reflect on the approaches used to date to contribute to future project planning.

The MTE acknowledges that the Gov4Res implementation approach is rightfully different from country to country and the implementation strategy includes agility, being opportunistic, adaptive management, testing, and monitoring, evaluation, learning and revising.

Recommendation 13: There is a need for Gov4Res to articulate a clear and flexible process that identifies a sequence of implementation steps that includes foundational engagement steps, overlapping implementation activities and concluding exit strategy/sustainability steps. The process should include a political economy analysis to evaluate the feasibility and starting points for RID and the likely or potential stakeholders and partners and the likely or potential activities and outputs.

4.6.3 Finance and co-finance

Gov4Res Project Financing

Gov4Res has complex funding, with five donors that channel funds through different avenues to the project, have different periods which funding covers, cover different PIC and have different financial years as outlined in **Table 8**. The complex nature of funding reinforces the requirement for sufficient project staff capacity to manage and report on project financing, particularly a full-time Project Coordinator and full-time Operations Specialist and Associate as noted in **Recommendation 5**. Donors have indicated strong support for the project objective of Gov4Res and the funding model which permits donors to support several PIC with their individual grants managed through a single project window.

Table 8. Gov4Res Project Donor Information

Project Donors	Channeling of Funds	Project Period Supported	PIC Covered by Funding	Donor Financial Year
DFAT	UNDP Fiji Multi-Country Office	March 29 th , 2019 to June 30 th , 2023 ¹	All PIC	July 1 st to June 30 th
MFAT		March 17 th , 2020 to August 14 th , 2024 ²		July 1 st to June 30 th
KOICA		April 4 th , 2019 to December 31 st , 2024 ³	Tuvalu, Tonga, Solomon Islands, Fiji, and Vanuatu.	July 1 st to June 30 th
FCDO	UNDP Bangkok Regional Hub originally dispersed to Gov4Res by Governance of Climate Change Finance (GCCF) project now called the Climate Finance Network (CFN) project	April 2021 to December 31 st , 2029	All PIC	January 1 st to December 31 st
SIDA		January 2019 to December 2022	Fiji, Tonga, Vanuatu	January 1 st to December 31 st

1. Original DFAT GFA was for Gov4Res project period ending June 30th, 2022

2. Original MFAT GFA was for Gov4Res project period ending October 31st, 2023

3. KOICA has a non-binding agreement with Gov4Res to permit the project funding period to end December 31st, 2025

Table 9 provides data on the level of funding committed through Grant Funding Arrangements (GFA) and the amount funding Gov4Res has received during the period covered by the MTE. A substantial proportion of DFAT (95%) MFAT (98%) and KOICA (76%) funding has been disbursed by donors to the Gov4Res project given the agreed project end dates (see **Table 8**). Substantial funding was provided to Gov4Res during the COVID-19 pandemic, a period when the implementation of development activities was severely restricted. Analysis of actual project spending in **Table 10** shows Gov4Res has underspent the available funds, in large measure due to COVID-19 restrictions that hampered Gov4Res implementation activities during the period of the MTE (see MTE report section **4.4 Effectiveness** and **Annex 9. MTE Analysis of**

Gov4Res Risk Ratings). Gov4Res has been able to retain donor funds disbursed annually, such that unspent funding will make a substantial contribution to the project budget in the next two years (20223-2023 and 2023-2024). FCDO funding which began in 2022 will provide a lower level of annual funding to 2029 that will not be sufficient to support the level of project activity currently being implemented. Gov4Res will need to secure additional funding to support the project activities anticipated after 2024.

Table 9. Assessment of Project Financing (all figures are in United States dollars; Gov4Res financial year is from July 1st to June 30th)

Source of Project Financing	Original GFA Commitment	Revised GFA Agreement Commitment	Funding Received 2019-20	Funding Received 2020-2021	Funding Received 2021-2022	Total Funding Received	Percent of Revised GFA Received to June 2022	Total Funding Outstanding
DFAT	7,258,000	5,711,071 ¹	3,083,559	2,627,511	0	5,711,071	0%	0
MFAT	3,808,290	3,808,290	1,535,737	863,115	1,295,817 ⁶	3,667,669	96%	140,621
KOICA	7,425,743	7,425,743	1,495,743	0	4,171,782 ⁷	5,667,525	76%	1,758,218
Sida	652,193	652,193	100,0563 ²	189,136 ²	135,000 ²	424,192	65%	228,001 ⁸
FCDO	n/a	2,690,000 ³	n/a	n/a	21,247 ⁴	21,247	1%	2,668,753
TOTALS	19,087,936	17,597,297	6,215,095	3,652,763	5,623,846	15,491,704	88%	4,567,592⁹

1. In 2021 DFAT removed USD \$1.7M (AUD \$2.5M) from their original commitment. Total project contribution is now USD \$5,380,000 (AUD \$7,900,000).

2. Sida funding received for the calendar years 2020, 2021 and 2022 has been applied to the Gov4Res 2019-2020, 2020-2021 and 2021-2022 financial years respectively

3. FCDO has recently signed a GFA with Gov4Res through the UNDP Bangkok office. The commitment is USD \$2.69M for the period 2021 to 2029. The first tranche of FCDO funding of USD \$21,246.46 received was used in Gov4Res project financial year 2021-2022, thereby providing some funding of Gov4REs project activities during the period of the MTE.

4. FCDO funding received in March 2022 utilized in Gov4Res 2021-2022 fiscal year.

5. Revised total reflects DFAT tranche removed and addition of FCDO funding committed to 2029.

6. Includes USD \$703,104.58 received in September 2022

7. Includes 2020-2021 tranches received in October 2021

8. Total SIDA funding remaining reallocated elsewhere in the Asia Pacific project, these remaining funds will not be received

9. Total not including SIDA, but inclusive of FCDO, through to March 2029

Table 10. Annual Project Expenditure (all figures are in United States dollars; Gov4Res financial year is from July 1st to June 30th)

Amended ProDoc Budget and Actual Project Expenditure													
Project Outcomes	Amended Budget ¹	Budget 2019-2020 ²	Actual Spend 2019-2020	Budget 2020-2021	Actual Spend 2020-2021	Budget 2021-2022	Actual Spend 2021-2022	Budget 2022-2023	Actual Spend 2022-2023 ³	Total Budget 2019-2023	Actual Spend 2019-2023	Percent Variance 2019-2023	Percent of Total Budget Expended
Outcome 1	9,593,052	898,538	278,375	2,278,545	978,096	3,172,761	3,255,464	2,278,614	1,493,661	7,843,504	6,005,595	23%	77%
Outcome 2	887,612	139,102	14,991	238,727	29,494	270,622	101,884	181,242	-	648,452	146,368	77%	23%
Outcome 3	2,127,567	321,871	15,037	571,594	88,579	660,117	251,751	434,982	146,775	1,700,356	502,143	70%	30%
M&E	754,636	92,469		198,945	51,575	245,220	97,381	159,376	100,555	637,188	249,511	61%	39%
Project Management	3,827,095	416,639	689,508	940,119	567,061	1,244,844	727,962	875,796	495,623	3,097,225	2,480,153	20%	80%
TOTALS	17,189,962⁴	1,868,619	997,910	4,227,931	1,714,806	5,593,563	4,434,441	3,930,010	2,236,613	13,926,726	9,383,770	33%	67%

1. Amended budget represents ProDoc budget with removal of final DFAT tranche total. Removal of DFAT tranche has been absorbed in the 2022-2023 budget. Budgets take into consideration full KOICA, DFAT, MFAT and SIDA commitments, and FCDO Climate Finance Review funding of USD21,246
2. Note ProDoc budget has been calculated on a calendar year, whereas annual budgeting was developed for Gov4Res financial year. These figures represent the ProDoc budget distributed over the Gov4Res financial year
3. 2022-2023 Actual Spend is for a 6-month period, July-December 2022, resulting in a lower actual spend percentage
4. Discrepancy between Revised GFA Commitment Total (Table 9) and Amended Budget Total (in Table 10) has arisen as a result of changes to US Dollar exchange rates between signing of Grant Funding Agreements and funding dispersal from DFAT and MFAT

Gov4Res Project Co-Financing

The Gov4Res ProDoc does not specify co-financing provided by participating PIC governments or NGOs. Nonetheless, the MTE has observed a high level of commitment from participating PIC governments, that have committed staff who are engaged in Gov4Res project activities and resources, such as working space for Gov4Res embedded staff. While the value of these contributions has not been calculated, they are an important part of the success of the Gov4Res project, whereby, the participation of mid and high-level salaried government staff in GESI-RID valued-added activities are driving the mainstreaming of GESI-RID within participating PIC governments.

Gov4Res has documented the direct financial contribution of government and NGOs that have participated in a total of 171 Gov4Res supported projects. These projects had a total investment value of USD \$5,660,384 with co-financing from government in 112 projects amounting to USD \$ 1,622,608 and from NGOs in 49 projects amounting to USD \$430,405. These direct financial contributions again demonstrate interest, engagement and commitment of stakeholders and the ability of Gov4Res to leverage financing for GESI-RID development initiatives.

Rating: Highly Satisfactory (HS)

4.6.4 Project-level monitoring and evaluation systems

The output indicators defined for Gov4Res do provide a good measure of project progress and project success. Output indicators for Outcome 1 measure the successful introduction of a RID approach in government, with indicators that measure government development and implementation of the tools needed for RID, government RID planning initiatives, government development of RID informed budgets, government implementation of RID projects and measures that track the inclusion of GESI in RID. Outcome 2 output indicators measure successful RID informed auditing of government actions and budgets and engagement of civil society in the scrutiny of government's RID success. Outcome 3 output indicators measure Pacific Island regional initiatives on RID, including promotion of GESI in RID.

As discussed in **Section 5.1.2** the targets for output indicators are not achievable and a recommendation has been made to revise output targets. In **Section 5.4** it is noted Gov4Res has not achieved MTE targets, in part, because of the substantial amount foundational work required to engage stakeholders and create the conditions necessary for a paradigm shift to RID. MEL outputs and indicators do not measure stakeholder engagement and "changing ways of thinking" though these are important and difficult tasks Gov4Res must achieve.

Recommendation 14: The Gov4Res MEL framework could benefit from the identification of outputs, indicators and targets for effective stakeholder engagement, stakeholder's paradigm shift to GESI-RID and the replication and scaling up of the GESI-RID approach within and across government and within NGOs.

While Gov4Res is a multi-country project in the Pacific region, implementation necessarily takes place at the country level, in-line with the Pacific-led approach that works uniquely within each participating PIC to ensure:

- acknowledgment each country's political economy;
- interested government stakeholders are selected, engaged and committed;
- government priorities and needs are addressed by Gov4Res activities;
- coherence and collaboration with other projects and donors facilitate a value-added approach; and
- the pace of project implementation ensures sustainable outcomes.

Gov4Res LogFrame indicators do not segregate outcome and output achievements by country. Given that an important function of MEL is to inform adaptive management and the fact Gov4Res implementation is strongly "country-based" it would be useful for LogFrame indicators to permit measurement and reporting on progress at a country-level.

Recommendation 15: As a part of the recommended review of project indicator targets (see **Recommendation 2**), where appropriate assign a group of indicator targets that collectively can be used to measure Gov4Res progress at a country-level. Ensure that these include gender specific indicators.

Rating: Satisfactory (S)

4.6.5 Stakeholder engagement

As outlined in the ProDoc, the Gov4Res approach to stakeholder engagement is to build off the PRRP approach of creating and strengthening human capacity for climate change response, natural hazards and GESI from within existing governance systems at country level. This is to be done through new government posts and some existing government

positions in a range of development sectors including gender and social inclusion. The government posts and existing positions were identified as target groups for the majority of the project's interventions to ensure sustainability of the project interventions. Gov4Res also intended to set up partnerships with civil society and private sector in relation to oversight and accountability activities.

The MTE observed the strength of the approach by Gov4Res to fund government positions and embed capacity within existing governance systems at country level. In Tonga, the two funded (and embedded) positions at the Ministry of Finance are instrumental in driving the Climate Budget Tagging discussions and liaising with the other key government stakeholders. The MTE observed that without these embedded positions, the project would have found it difficult to maintain the momentum with relevant stakeholders through a fly in, fly out approach. The MTE also observed the challenges in countries where the project had yet to embed positions within the government system and recognizes the need for the country strategies to be finalized and embedded as a matter of priority in the next half of the project.

Recommendation 16: Develop a clear country strategy that identifies and recruits positions to be embedded as a matter of priority over the next two years of the project for each participating PIC.

Rating: Highly Satisfactory (HS)

4.6.6 Social and Environmental Standards (Safeguards)

The Social and environmental sustainability of the Project is enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

Gov4Res as a project has conducted project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implemented any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engaged in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. Gov4Res ensures representation of all partner countries on the project board to ensure accountability at the highest level of project implementation. The MTE observed Gov4Res team adhering to social and environmental standards when working with government stakeholders in country to ensure that partners met the necessary criteria.

Rating: Highly Satisfactory (HS)

4.6.7 Reporting

The Gov4Res project team report annually through the process of the Annual Report, which is shared with the Project Board together with the workplan. The project reports achievements by output and country using a traffic light system, which indicates whether the output is on track, on track with some delay or off track. The reporting also responds to the strategy developed to minimize the impact on programming since COVID-19 and provides a detailed update on how Gov4Res is delivering in the three identified phases of Flatten, Fight, and New Future.

Rating: Highly Satisfactory (HS)

4.6.8 Communications & Knowledge Management

In recognition of the significance of Communications the project produced a Communications Strategy in the first half of 2020 and have since developed a range of communications products, including e-newsletters, briefs, info graphics and an animated video shared widely through the UNDP Pacific channels on social media, which has a wide reach. A communication tool has also been developed to outline steps for mainstreaming GESI as well as the GESI values, operating principles and approach.

However, the key informant interviews revealed an element of confusion with articulating what Gov4Res does as a project, with different perspectives about what the project does, given the different activities that the Project is involved in. This contributes to the challenge of pulling out a communications thread that can link all the activities to clear messaging. While there is recognition that the Communications Strategy exists, there is also recognition that the strategy is only as good as it's use and it is not useful if it's not re-visited as the project roles out. The project could benefit from re-visiting the Communications Strategy and ensuring that what Gov4Res does is clearly understood by all and can also be integrated into corporate UNDP. Re-visiting the strategy will also provide clarity on what is being communicated and how and what knowledge products are being produced and for whose benefit. The MTE recognizes that the impact of COVID-19 on the project delivery has led to a surge in the delivery of different activities as access to countries has re-opened and this has presented a challenge in terms of ensuring consistency with communications and the development of knowledge products.

Recommendation 17: Gov4Res should re-visit the Communications Strategy and consider the key messages of gender and socially inclusive risk informed development considering the current project activities. The Communication Strategy should be re-visited consistently during review and reflection meetings to ensure relevance and to also ensure knowledge products are being developed and used by project stakeholders in the various countries. This should include a specific section on communicating GESI specific results.

Rating: Highly Satisfactory (HS)

4.7 Gender Equality and Social Inclusion

There is a strong commitment within the Gov4Res team to Gender Equality and Social Inclusion with this commitment strengthened by the team from Fiji-based Talanoa Consulting who have been hired to provide technical advisory support and strategic advice to Gov4Res. Key achievements in the first half of the project include the development of a GESI Action Plan and a communication tool that outlines steps for mainstreaming GESI as well as the values, operating principles, and approach.

Other achievements include establishing four detailed GESI pilots, which are the SGI, climate finance research, MEL and internal learning. The Talanoa Consulting team have conducted a series of training and design sessions with the Gov4Res team which included designing values and operating principles, analyzing power structures, and determining what transformation means to the project and the project team. There is a standardised GESI training that is provided to all new staff as part of their onboarding, and even more experienced staff have joined for a refresher.

The MTE team observed the value of this approach in the way the Gov4Res team worked with government stakeholders at a country level (Vanuatu/Kiribati) when seeking to embed GESI-RID in a way that will influence national government systems. In particular, the use of the 'power walk' activity provides an opportunity for government stakeholders working with

communities to consider the different levels of power within communities and the impact on marginalized groups. While this one activity is not sufficient to embed an approach, the MTE noted shifts in awareness amongst participants and recognizes this awareness and ownership as necessary to driving the integration of inclusion at a community level. It also provides an easier entry point for discussing marginalised groups and processes for inclusion.

As outlined in Output 1.3 Gov4Res is committed to strengthening technical partnerships between national ministries responsible for gender and sectors ministries, which includes embedding staff in Ministries of Women, involvement of technical ministries and CSOs in design, consultation for and delivery of risk informed systems and processes.

As outlined in the section above, the impact of COVID-19 delayed implementation in countries and prevented the Gov4Res team from engaging in country missions to drive this aspect of the work forward. The work in the 7 focus countries is at different stages, which is reflected in the level of engagement with government ministries responsible for GESI. The MTE noted the involvement of a representative of the Department of Women in national consultations facilitated by Gov4Res with the Department of Local Authority in Vanuatu, reflecting the commitment by the project to embed a strong GESI focus. However, this engagement needs to be strengthened going forward.

The Talanoa Consulting team continues to facilitate ongoing learning for the Gov4Res staff with this focus on capacity strengthening to support the integration of GESI considerations within the policy development and public financing systems. This is expected to result in inclusive language, actions and indicators within policies and plans, national budgeting processes, parliamentary scrutiny processes and project management.

At a government stakeholder level, there is an appreciation of the need to focus on GESI and human rights but the how is what needs to be guided by the Gov4Res team. While the Talanoa Consulting team are able to make key interventions at different entry points in the Gov4Res work plan to ensure an integration of inclusion, there is a need for a full time GESI Specialist to coordinate the delivery of the GESI Action Plan and to drive the strategic discussions with the government partners and to also build partnerships with other programs and projects that have a similar focus, given the fast delivery pace and the agile and opportunistic nature of the work in each country.

Given the project's focus on partnerships to support delivery and enhance the sustainability of resilience strengthening activities, the GESI Specialist will be key in driving these partnerships. For example, UN Women have a Women's Resilience to Disasters Programme in the Pacific and under this programme have funded a position within the National Disaster Management Office (NDMO) that sits under the MRMDDM in Fiji. Gov4Res funds the position of the Senior National Planner within MRMDDM with an opportunity for both positions to work strategically in the Ministry to mainstream GESI.

Some aspects of GESI could be given more attention by Gov4Res, including the vulnerability of PWD, particularly women, and remote island communities that are at greater risk of CC and natural hazard impacts.

A full time GESI Specialist can work at a regional level and country level to maximize these opportunities and to also monitor how the project is contributing to gender equality and women's empowerment at a country and community level, and share this learning with the Knowledge Management and Learning Specialist for the benefit of the project. The MTE notes that some of the SGI projects work directly to benefit marginalized groups but this knowledge and learning needs to be captured and documented to further inform the roll out of GESI in other countries.

Recommendation 18: Gov4Res should investigate partnering with Disabled Persons Organizations to ensure the risks facing PWD are acknowledged and mitigation measures are included as in GESI-RID. It is recommended Gov4Res start by contacting the Pacific Disability Forum. Gov4Res should also explore with governments how best to capture the needs of remote island communities in GESI-RID.

Recommendation 19: The Gov4Res project requires the services of a full time GESI Specialist (see **Recommendation 5**) to effectively manage, deliver and monitor the commitments in the GESI Action Plan and Implementation plan. The GESI Specialist can also drive and strengthen partnerships with government stakeholders and regional partners who focus on inclusion in DRM, CC and DRR. Gov4Res can maintain the services of Talanoa Consulting to support the GESI Specialist with the delivery across participating PIC given the commitment of the project to GESI.

Rating: Highly Satisfactory (HS)

4.8 Sustainability

Financial

Adopting a GESI-RID approach requires an increase of financial investment in development. In developing countries there may be a strong incentive to distribute the limited available financial resources over more development projects versus implementing fewer GESI-RID projects. The institution of GESI-RID policies and practices (e.g. screening toolkits) in government sectors and in government development planning and financial budgeting ministries can help to ensure limited financial resources are better invested in development, providing more resilient and sustainable outcomes. In the future, this should lead to reduced costs when responding to CC impacts and disasters caused by natural hazards (with eventual cost savings for government) and reduced risk for communities and society more broadly.

Where PIC can demonstrate to donors and lenders a GESI-RID approach is being implemented there may be a greater likelihood financial resources will be provided for what are seen as “good investments” based on the predicted long-term value (sustainability) of the investment and the enhanced long-term benefits (resilience) they bring.

Rating: Likely (L)

Socio-political

A GESI-RID approach is intended to engage communities in decision-making, identifying risks, providing local knowledge to develop solutions and participating in implementation. This kind of community engagement strongly contributes to socio-political sustainability, and greater ownership of development outcomes.

The political systems of PIC clearly understand the risks of CC and natural hazards and PIC strategies support initiatives of GESI and sustainable development.

Rating: Likely (L)

Institutional framework and governance

Gov4Res is working to institutionalization a GESI-RID approach within government. This includes GESI-RID screening tools for new development initiatives and planning and budget approvals based on GESI-RID compliance. Once in place, these practices become the norm and are thus sustainable.

Gov4Res Outcome 2 includes output activities intended to make an important contribution to sustainability through the establishment of country oversight and accountability systems for GESI-RID. Gov4Res did not achieve MTE indicator targets for three of four Outcome 2 output activities related to oversight and accountability suggesting this may negatively impact long term sustainability (see **Recommendation 1**).

Rating: Moderately Likely (ML)

Environmental

The intent of RID is to acknowledge the potential environmental threats to and impacts of development and to mitigate environmental threats and impacts when planning, budgeting and implementing new development projects.

Rating: Likely (L)

Despite the favorable ratings for sustainability Gov4Res has not defined an exit strategy. An exit strategy ensures the orderly closure of a project and the sustainability of the project's outcomes. The exit strategy informs participating stakeholders that project support will end on a specific date and outlines the roles and responsibilities of stakeholders to sustain project activities. An exit strategy also addresses sustainability by working with stakeholders to develop a strategy to replicate and scale up project activities.

As Gov4Res implementation progress varies within each of the participating PIC there will be a need to develop "country-specific" exit strategies.

Recommendation 20: Gov4Res should work with key stakeholders to develop country-specific exit strategies that identify:

- lead and supporting roles and responsibilities;
- budgets and funding mechanisms required to implement activities;
- replication and scaling needs; and
- timeline to achieve replication and scaling.

4.9 Replicability and Scalability

The introduction of the concept of and methods to implement GESI-RID can be replicated and scaled once adopted by government and CSO. This allows Gov4Res to pilot the introduction of GESI-RID within one government sector leading to the scaling within the sector and replication by other government sectors. This has been demonstrated in Fiji where MRMDDM through its Gov4Res supported the 10-year Strategic Development Plan (2021-2031) that has adopted and tested a GESI-RID approach and is currently scaling GESI-RID to all local governments. In addition, in Fiji the replication of GESI-RID to other government sectors, such as agriculture, is currently under discussion.

Where the CSO community has been introduced to GESI-RID through the SGI potential replication and scaling is likely when CSO apply a GESI-RID approach when planning, budgeting and implementing new development proposals.

Rating: Likely (L)

4.10 Future Funding for Gov4Res

Gov4Res has some funding committed by donors beyond the current project period and other current donors are considering potential future funding for Gov4Res. The MTE supports continued implementation of Gov4Res based on the project having successfully demonstrated a comprehensive, multi-faceted implementation strategy that is resulting in a paradigm shift within participating government sectors to a GESI-RID approach. This strategy can potential be applied to PIC that have not participated in the current G0v4Res project.

The MTE has noted the timing for the implementation of Outcome 2 output activities related to GESI-RID oversight (i.e., integration of GSI-RID into parliament, legislative oversight, public accountability mechanisms, audit functions) should follow the successful implementation of Outcome 1 output activities that establish a GESI-RID approach within government. The MTE would recommend therefore that some future funding, could be directed at GESI-RID oversight needs.

Regarding Outcome 3 the MTE has noted there are opportunities for continued engagement and capacity development of Pacific Regional organizations to document the ongoing learning associated with Gov4Res implementation that can be communicated back to PIC and to the global community and to strengthen the support these organizations can provide to ongoing implementation and oversight of GESI-RID.

The MTE recommendations provided in the preceding sections are directed in large measure at completing the successfully introduction of a GESI-RID approach within the current cohort of seven PIC. The resolution of some recommendations is particularly important to informing the development of a proposal or implementation strategy for future funding of Gov4Res, including recommendations 1,2,3,4,6,7,8,9,10,12,13,14,15,18,19, & 20.

Recommendation 21: Engage a consultant to work with the Gov4Res team to design a coherent and comprehensive strategy for a Phase 2 project that addresses the MTE recommendations and lessons learned. The Phase 2 strategy should consider the extension of funding to the current seven PIC, to support replication and scaling supporting the mainstreaming of GESI-RID and to support development of GESI-RID oversight. The Phase 2 strategy should initiate the introduction of GESI-RID governance into new PIC where a political economy analysis suggests they are suitable for participation in Gov4Res.

5 Conclusions, Recommendations and Lessons Learned

5.1 Conclusions

Gov4Res has demonstrated through careful political economy analysis guiding stakeholder engagement a GESI-RID approach can be introduced within regional agencies (e.g., Pacific Islands Forum Secretariat, Commonwealth Local Government Forum in the Pacific) and government sectors where it is scaled and implemented nationally and locally as a value-added approach to the existing development work being undertaken (Outcome 1). The progress Gov4Res has made within two years is particularly impressive given strict COVID-19 restrictions imposed by PIC that reduced the ability of Gov4Res staff to travel and host meetings leading to forming strong relationships and providing the capacity development essential to guide stakeholders.

The introduction of SGI as a new activity in Gov4Res, while controversial has been shown to make an important contribution to GESI-RID at the community level and making important connections to engage and develop the capacity of local governments to participate in a GESI-RID approach.

The engagement of audit institutions in the development of GESI-RID accountability mechanisms and oversight of government (Outcome 2) has not yet been initiated. The MTE has recommended it is more appropriate to introduce this activity after there is greater uptake of a GESI-RID approach within government sectors and government planning and financial ministries. The MTE has also noted the activities Outcome 2 are not essential to achieving the project objective, which is for *“PIC to adapt their decision-making and governance systems towards resilient development”*.

Progress has been made engaging regional organizations in Gov4Res (Outcome 3), raising the profile of GESI-RID through Gov4Res support to conduct research, develop policy papers and participate in regional forums promoting a GESI-RID approach. Similar to Outcome 2, the MTE has noted the core activities of Outcome 3 make a limited contribution to achieving the project objective. The MTE recognizes the long-term value of promoting a Pacific Region approach to GESI-RID, and in the context of Gov4Res project planning Outcome 3 should proceed at a modest scale with Outcome 1 activities prioritized.

In the remaining two years Gov4Res is likely to establish a strong foundation for GESI-RID within participating PIC. It is recommended however that an exit strategy be developed with government stakeholders to ensure roles and responsibilities post-project are clearly established and a strategy is developed to fully achieve (mainstreaming) GESI-RID governance.

There is a need to determine Outcome 2 and 3 outputs priorities and determine what level of effort (budget, staff time) should be allotted to these over the remaining two years of the project. Evaluation of how to prioritize Outcome 2 outputs should also consider limited funding has been secured for Gov4Res beyond the current project period and the MTE observation that developing the capacity to audit government GESI-RID should follow the completion of Outcome 1 outputs.

5.2 Recommendations

The table of recommendations below consolidates recommendations provided in the body of the MTE. To better understand the rationale for the recommendations provided please refer to the appropriate report section.

MTE Recommendations	Responsible Party(s)
<p>1 Gov4Res should consider a review and refinement of the ToC. In particular:</p> <ul style="list-style-type: none"> • The priorities for Outcome 2 and 3 and what level of effort (budget, staff time) should be allotted to these over the remaining two years of the project. • The strategy for successful implementation of Outcome 2 outputs of oversight and accountability (which may not be completed in the next two years, but are considered important to ensuring the long-term sustainability of GESI-RID). • Review of output indicator targets to <ul style="list-style-type: none"> ○ identify lower targets that provide an achievable measure of success ○ include gender specific indicators to enhance and capture gender results for the project ○ permit measurement and reporting on successful stakeholder engagement. ○ assign a group of indicator targets that collectively can be used to measure Gov4Res progress at a country-level. Ensure that these include gender specific indicators. • The Gov4Res Monitoring, Evaluation and Learning (MEL) framework could benefit from the identification of outputs, indicators and targets for <ul style="list-style-type: none"> ○ effective stakeholder engagement, ○ stakeholder’s paradigm shift to GESI-RID and ○ the replication and scaling up of the GESI-RID approach within and across government and within Non-Government Organizations (NGO). 	<p>Gov4Res Team in consultation with donors and key government stakeholders</p>

MTE Recommendations	Responsible Party(s)
<p>2. Gov4Res should regularly re-visit the Communications Strategy to ensure:</p> <ul style="list-style-type: none"> • It is communicating relevant and up to messages about gender and socially inclusive risk informed development based on the current project activities. This should include a specific section on communicating GESI specific results. • It includes communication tools that demonstrate the cost benefits of investing in gender and socially inclusive risk informed development. This includes demonstrating both the dollar value in GESI-RID investments in infrastructure and the more difficult to measure but valuable benefit to sustaining communities, in particular the gender and social inclusion considerations. • That knowledge products are being developed and used by project stakeholders in the various countries. 	<p>Gov4Res Project Management Unit (PMU) in consultation with key government stakeholders</p>
<p>3. Gov4Res should review all partnerships and potential partnerships in order to:</p> <ul style="list-style-type: none"> • Have a clear strategy in place for the way forward over the next two years of the project regarding how these partnerships, including partnerships with national women's machineries and women's CSO's, can maintain and enhance the focus on GESI-RID as part of an exit strategy. • Investigate partnering with Disabled Persons Organizations (DPO) to ensure the risks facing PWD are acknowledged and mitigation measures are included as in GESI-RID. It is recommended Gov4Res start by contacting the Pacific Disability Forum. • Gov4Res should also explore with governments how best to capture the needs of remote island communities in GESI-RID. 	<p>Gov4Res Project Management Unit (PMU)</p>

MTE Recommendations	Responsible Party(s)
<p>4. In response to the ProDoc requirements for sufficient staff capacity and MTE review of efficiencies, the following staffing is recommended for the Gov4Res team:</p> <ul style="list-style-type: none"> • full-time Project Manager • full-time Project Coordinator • full-time Operations Specialist and Associate • full-time Knowledge and Learning Specialist to capture the knowledge that is being disseminated and to document the learning process for the government stakeholders as well as the learning outcomes and how this is contributing to strengthening a systems approach to GESI-RID. • full time Gender and Social Inclusion Specialist to effectively manage, deliver and monitor the commitments in the GESI Action Plan and Implementation plan. The GESI Specialist can also drive and strengthen partnerships with government stakeholders and regional partners who focus on inclusion in DRM, CC and DRR. (Gov4Res can maintain the services of Talanoa Consulting to support the GESI Specialist with the delivery across participating PIC given the commitment of the project to GESI). • full-time Communications Specialist • full-time Communications Assistant • full-time Monitoring, Evaluation and Learning (MEL) Specialist • full-time MEL Assistant • full-time Partnerships and Liaison Specialist • assign in-country focal points to support project implementation and during work-intensive implementation phases, provide an assistant to in-country focal points. 	Gov4Res PMU
<p>5. Gov4Res should continue to build on opportunities to host peer-to-peer exchanges and host more regular in-country and regional events that allow stakeholders to reflect on the successes and challenges of mainstreaming GESI-RID. Reinvigorate the regional network of government GESI representatives to share learning in this space.</p>	Gov4Res PMU in consultation with key government stakeholders
<p>6 Gov4Res should develop a clear country strategy that identifies and recruits positions to be embedded as a matter of priority over the next two years of the project for each participating PIC. This includes:</p> <ul style="list-style-type: none"> • Continuing to work with government stakeholders to identify opportunities to support embedded staff positions. • Where necessary, assist participating government stakeholders in the process of transitioning embedded staff to full-time government supported staff positions prior to project closure. 	Gov4Res PMU in consultation with key government stakeholders
<p>7 To avoid a “fly-in fly-out” model that may lead to unsustainable outcomes, Gov4Res must</p> <ul style="list-style-type: none"> • continue to use a Pacific-led approach that has adequate in-country support • continue to support government stakeholders receiving technical training using national women’s machineries and women’s CSO’s for the GESI component. • Where possible pair peer-to-peer learning with technical expert support via the Gov4Res technical experts. 	Gov4Res Country Focal Points

MTE Recommendations	Responsible Party(s)
<p>8 Well-defined SGI activities should continue to form a part of Gov4Res implementation activities. To this end:</p> <ul style="list-style-type: none"> • Effective SGI implementation should be included in Gov4Res communications. • A clear, comprehensive strategy be developed that capitalizes on all potential benefits SGI can make to mainstreaming a GESI-RID approach in local and national governments, CSO and beneficiary communities. 	Gov4Res PMU
<p>9 There is a need for Gov4Res to articulate a clear and flexible process that identifies a sequence of implementation steps that includes:</p> <ul style="list-style-type: none"> • foundational engagement steps, • overlapping implementation activities and • concluding exit strategy/sustainability steps. • The process should include a political economy analysis to evaluate the feasibility and starting points for RID and the likely or potential stakeholders and partners and the likely or potential activities and outputs. 	Gov4Res Team
<p>10 Gov4Res should work with key stakeholders to develop country-specific exit strategies that identify:</p> <ul style="list-style-type: none"> • lead and supporting roles and responsibilities; • budgets and funding mechanisms required to implement activities; • replication and scaling needs; and • timeline to achieve replication and scaling 	Gov4Res Team in consultation with key government stakeholders
<p>11 Gov4Res should engage a consultant to work with the project team to design a coherent and comprehensive strategy for a Phase 2 project that</p> <ul style="list-style-type: none"> • Addresses the MTE recommendations and lessons learned. • The Phase 2 strategy should consider the extension of funding to the current seven PIC, to support replication and scaling supporting the mainstreaming of GESI-RID and to support development of GESI-RID oversight. • The Phase 2 strategy should initiate the introduction of GESI-RID governance into new PIC where a political economy analysis suggests they are suitable for participation in Gov4Res. 	External consultant working with Gov4Res team

5.3 Lessons Learned

6. Gov4Res implementation has been significantly supported by individual government stakeholders who have embraced, have an excellent understanding of and are able to communicate the merits of GESI-RID. These so-called “champions” of GESI-RID are important advocates within their sectors and they have proved extremely valuable contributors to peer-to-peer learning supporting a Pacific-led approach that is enhanced by the presence of Pacific Island residents.
7. The SGI programme is an effective implementation approach on several levels, including: pilot demonstration of GESI-RID that can be documented and shared; capacity development of CSO that go on to advocate for GESI-RID in their role as agents of development; demonstration of community engagement in GESI-RID; and the creation of linkage between communities, CSO and local government.

8. In the Pacific Island region adopting a “Pacific-led approach” that includes: building credible relationships with stakeholders; listening to and acting on the needs of stakeholders; and encouraging reflection and sharing of experiences and knowledge among stakeholders; become important drivers of changes in ways of thinking and doing for GESI-RID.
9. Creating the foundation for a successful Pacific-led approach is dependent on the completion of a comprehensive political economy analysis. This provides the knowledge needed to select potential stakeholders and project partners and an understanding of a countries risks and needs to be supported by GESI-RID.
10. Despite the inability to make significant progress completing some project outputs Gov4Res has made good progress towards achieving the project objective within participating PIC. This provides an opportunity to prioritize and focus on those outputs that can successfully make the greatest contribution to the project objective in the remaining two years of the project.

Annex 1 Gov4Res MTE Start-up Meetings September 2022

Gov4Res Mid-Term Evaluation – Start-up Meetings September 8 th to 14 th	
UNDP Pacific Office	<ol style="list-style-type: none"> 1. Country Resident Representative 2. Integrated Results Management Unit 3. Resilience and Sustainable Development Team Leader 4. Regional Innovation Specialist
PMU	<ol style="list-style-type: none"> 5. Project Manager 6. Financial Officer 7. Monitoring & Evaluation 8. CODA developer
Gov4Res Focal Points	<ol style="list-style-type: none"> 9. Tonga 10. Solomon Islands 11. Vanuatu 12. Kiribati 13. Tuvalu 14. Fiji
Gov4Res Specialists	<ol style="list-style-type: none"> 15. Sub-national governments 16. Small grant initiatives 17. Regional Pacific Island Countries 18. Communications 19. Donor Liaison 20. Planning and Financial Management
Partners	<ol style="list-style-type: none"> 21. Australia Pacific Climate Partnership (APCP) 22. Commonwealth Local Governments Forum (CLGF) 23. Pacific Islands Forum (PIF) 24. Pacific Disability Forum (PDF) 25. Live and Learn 26. Ministry of Economy – Climate Change Unit (Fiji) 27. Ministry of Maritime and Rural Development (MRDDM)
Donors	<ol style="list-style-type: none"> 28. Korea International Cooperation Agency (KOICA) 29. New Zealand Ministry of Foreign Affairs and Trade (MFAT) 30. United Kingdom Foreign, Commonwealth & Development Office (FCDO) 31. Australian Department of Foreign Affairs and Trade (DFAT)

Annex 2. Evaluation Matrix

Table 2.1 Evaluation Matrix Showing Evaluation Categories and Questions from MTE ToR

Evaluation Category and Questions from ToR	Indicators	Data Sources	Methodology
RELEVANCE			
1. How well does the project and its outcomes align with the priorities of local government and local communities in the focal PICs?	<ul style="list-style-type: none"> evidence of engagement of local government and communities is identifying development priorities 	<ul style="list-style-type: none"> documentation of Gov4Res activities working with local government and communities Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review KII
2. How well does the project and its outcomes align with PIC's National Government development priorities and with regional development priorities?	<ul style="list-style-type: none"> Gov4Res activities supporting national government and regional development plans and policies 	<ul style="list-style-type: none"> national government and regional development plans and policies Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review KII
3. How well does the project align with national and regional gender equality and other social protection commitments?	<ul style="list-style-type: none"> Gov4Res activities supporting national government and regional gender equality and social protection plans, policies and commitments 	<ul style="list-style-type: none"> national government and regional gender equality and social protection plans, policies and commitments Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review KII
4. Does the project objective fit UNDP Pacific strategic priorities?	<ul style="list-style-type: none"> alignment of Gov4Res activities with the Framework for Resilient Development in the Pacific (FRDP) and United Nations Development Assistance Framework (UNDAF) for the Pacific Region 	<ul style="list-style-type: none"> FRDP and UNDAF Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review KII
5. How well does the project align with similar interventions in the region, especially those supported by its donor partners?	<ul style="list-style-type: none"> alignment and collaboration of Gov4Res with development initiatives in the Pacific region 	<ul style="list-style-type: none"> Gov4Res Annual Reports donor partners 	<ul style="list-style-type: none"> document review KII
6. In what ways has the project responded and adapted to maintain relevance and coherence for all stakeholders?	<ul style="list-style-type: none"> Gov4Res Pacific-led approach addressing government priority needs and collaboration with other initiatives 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders 	<ul style="list-style-type: none"> document review KII
EFFECTIVENESS			
7. What have been the key results and changes achieved by the project to date?	<ul style="list-style-type: none"> ProDoc LogFrame indicators 	<ul style="list-style-type: none"> Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review
8. To what extent will the project meet its original outcomes within the current programme phase? Do these remain practical and feasible?	<ul style="list-style-type: none"> ProDoc LogFrame indicators 	<ul style="list-style-type: none"> Gov4Res Annual Reports 	<ul style="list-style-type: none"> document review
9. Do the project assumptions and project theory of change continue to address the key factors which are likely to enable or challenge the progress of this project?	<ul style="list-style-type: none"> effectiveness of project implementation validity of ToC assumptions and drivers achievement of ToC intermediates states 	<ul style="list-style-type: none"> Gov4Res Annual Reports Gov4Res ToC 	<ul style="list-style-type: none"> review of ToC

Table 2.1 Evaluation Matrix Showing Evaluation Categories and Questions from MTE ToR

Evaluation Category and Questions from ToR	Indicators	Data Sources	Methodology
<p>10. Has the project been able to respond effectively to new emerging opportunities?</p>	<ul style="list-style-type: none"> • adaptive management of project activities 	<ul style="list-style-type: none"> • Adaptive management as reported in Gov4Res Annual Reports 	<ul style="list-style-type: none"> • document review • KII
<p>11. In what ways should the project theory of change be further developed, given progress to date and changes in project context?</p>	<ul style="list-style-type: none"> • applicability of ProDoc ToC in current project context 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • Gov4Res ToC • PMU staff 	<ul style="list-style-type: none"> • document review • KII
<p>12. What implications do recommended changes to the project theory of change have for project strategies, monitoring and evaluation, and reporting?</p>	<ul style="list-style-type: none"> • new ToC assumptions and drivers define new project strategies, MEL and reporting 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • Gov4Res ToC • PMU staff 	<ul style="list-style-type: none"> • document review • KII
EFFICIENCY			
<p>13. Gov4Res operates through a range of strategies and pathways to achieve change. The MTE is an opportunity to review the efficiency of the major project strategies. That is, given the resources available, which of these strategies most efficiently contributes to project implementation? In particular the MTE will examine the value being achieved from the following strategies:</p> <ul style="list-style-type: none"> i. “From within” approach of embedding focal points within government ii. Agile/adaptive programming iii. Demonstration of risk-informed development through community infrastructure and development program iv. Regional policy support and research to achieve scale v. Portfolio approach of interventions, that integrate across difference governance levels <p>The MTE will recommend options to further develop the current project strategies and/or expand or change strategies, in order to support efficient progress towards project outcomes.</p>	<ul style="list-style-type: none"> • actual budget spending (cost) on project activities and success of project outputs • estimated value of RID implemented • contribution of embedded staff • ability of project to capitalize on partnering opportunities • achievements of regional partners • evidence of replication vertically within ministries and horizontally across ministries 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • project outputs such as policies • government stakeholders • PMU staff 	<ul style="list-style-type: none"> • document review • KII
<p>14. Has the project been efficient in leveraging resources and partnerships that are currently contributing to, or have contributed to achieving outcomes?</p>	<ul style="list-style-type: none"> • partnerships where Gov4Res is providing a value-added contribution 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • government stakeholders • PMU staff 	<ul style="list-style-type: none"> • document review • KII

Table 2.1 Evaluation Matrix Showing Evaluation Categories and Questions from MTE ToR

Evaluation Category and Questions from ToR	Indicators	Data Sources	Methodology
15. In what way have changes in the context affected project cost effectiveness?	<ul style="list-style-type: none"> evidence of adaptive management and/or establishment of strategic partnerships leading to cost savings or additional project costs 	<ul style="list-style-type: none"> Gov4Res Annual Reports PMU staff 	<ul style="list-style-type: none"> document review KII
16. What changes ought to be made in project strategies in order to ensure the most efficient approaches to project implementation?	<ul style="list-style-type: none"> evidence demonstrating adaptive management and/or strategic partnerships have resulted in value-added cost savings 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders PMU staff 	<ul style="list-style-type: none"> document review KII
SUSTAINABILITY			
17. How effectively has the project worked through PIC governments' systems and practices to introduce reform measures?	<ul style="list-style-type: none"> adoption of RID by participating government stakeholders 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders PMU staff 	<ul style="list-style-type: none"> document review KII
18. In what ways has the project partnered with key actors on the ground (including communities and local government) to ensure programme benefits are sustained?	<ul style="list-style-type: none"> project activities engaging local governments and local communities 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders local community partners PMU staff 	<ul style="list-style-type: none"> document review KII
19. What further development of work areas is required to increase the sustainability of project outcomes?	<ul style="list-style-type: none"> ability of local government partners and local communities to sustain a RID approach 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders local community partners PMU staff 	<ul style="list-style-type: none"> document review KII
20. In what ways does this project support the core principles of localisation in the Pacific? In what ways could this be further improved?	<ul style="list-style-type: none"> evidence of Pacific-led approach development priorities of stakeholders included in Gov4Res implementation 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders PMU staff 	<ul style="list-style-type: none"> document review KII
HUMAN RIGHTS			
21. To what extent does the project adhere to and further supports human rights principles?	<ul style="list-style-type: none"> human rights issues addressed by Gov4Res implementation 	<ul style="list-style-type: none"> Gov4Res Annual Reports government stakeholders human rights organizations PMU staff 	<ul style="list-style-type: none"> document review KII
22. To what extent does the project integrate or consider human rights-based approaches in the design and implementation of the project?	<ul style="list-style-type: none"> engagement of human rights organization in design and implementation of project activities 	<ul style="list-style-type: none"> Gov4Res Annual Reports human rights organizations PMU staff 	<ul style="list-style-type: none"> document review KII
GENDER EQUALITY AND SOCIAL INCLUSION			
23. How has the project contributed to gender equality, particularly in terms of women's empowerment?	<ul style="list-style-type: none"> integration of gender equality needs in project activities participation of women and girls in Gov4Res implementation activities empowerment of women participating in Gov4Res 	<ul style="list-style-type: none"> Gov4Res Annual Reports GESI Action Plan Women's organizations Women beneficiaries 	<ul style="list-style-type: none"> document review KII

Table 2.1 Evaluation Matrix Showing Evaluation Categories and Questions from MTE ToR

Evaluation Category and Questions from ToR	Indicators	Data Sources	Methodology
<p>24. How has the project contributed to equality and empowerment for other marginalised groups (e.g., people living with a disability, or people marginalised by other intersecting social identities (e.g. age, gender, ethnicity, geography etc.) through project activity planning, implementation and assessment.</p>	<ul style="list-style-type: none"> • integration of marginal groups and their needs in project activities • participation of marginal groups in Gov4Res implementation activities • benefits for marginal groups arising from Gov4Res 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • GESI Action Plan • marginalised groups organizations, such as DPOs • beneficiaries belonging to marginal groups 	<ul style="list-style-type: none"> • document review • KII
<p>25. How is this participation of men, women and vulnerable groups contributing towards achievement of the project outcomes?</p>	<ul style="list-style-type: none"> • influence of men, women and vulnerable groups on project activities, outputs and outcomes 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • GESI Action Plan • women’s and marginalised groups organizations • beneficiaries belonging to women’s and marginal groups 	<ul style="list-style-type: none"> • document review • KII
<p>26. How effectively have the measures or processes as outlined in the GESI Action Plan integrated GESI into project?</p>	<ul style="list-style-type: none"> • GESI Implementation Plan indicators 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • GESI Action Plan • Women’s organizations • Women beneficiaries 	<ul style="list-style-type: none"> • document review • KII
<p>27. How could the project further improve and assess its strategies for gender equality and social inclusion?</p>	<ul style="list-style-type: none"> • gaps in GESI Action Plan • effectiveness of GESI implementation 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • GESI Action Plan • women’s and marginalised groups organizations • beneficiaries belonging to women’s and marginal groups 	<ul style="list-style-type: none"> • document review • KII
<p>28. What additional strategic partnerships should be cultivated to advance GESI in risk-informed development?</p>	<ul style="list-style-type: none"> • women’s groups and/or marginal groups not currently participating in Gov4Res 	<ul style="list-style-type: none"> • Gov4Res Annual Reports • women’s and marginalised groups organizations • beneficiaries belonging to women’s and marginal groups 	<ul style="list-style-type: none"> • document review • KII

Annex 3. MTE Documents for Review

Gov4Res List of Documents to be Reviewed	Received Y/N
• Gov4Res Project Document (ProDoc)	Y
• Gov4Res Project Implementation Plan (PIP)	Y
• GOV4Res PIP Workplan	Y
• Gov4Res Social and Environmental Screening (undated)	Y
• Gov4Res Regional Dialogue in the Pacific Dialogue Report 20 November 2019 – Suva, Fiji	Y
• Gov4Res Project Brief	Y
• Donor Cost Sharing Agreements (DFAT, FCDO, KOICA, MFAT, Sida)	Y
• Pacific Risk Resilience Programme (PRRP) Project Briefs for Fiji, Solomon Islands, Tonga, Vanuatu	Y
• Gov4Res Country Pathways (Fiji, Kiribati, RMI, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu) and Overall Pathway and Regional Pathway	Y
• Gov4Res Multi-Year budget 2019-2024 (excel spreadsheet)	Y
• Strengthening of Public Finance Management and Governance in the Pacific – Project Brochure	Y
• Annual Reports (2019-2020; 2020-2021)	Y
• Annual Work Plan (2019-2020; 2020-2021)	Y
• Local Project Appraisal Committee Meeting Minutes 20 Nov 2020	Y
• Project Board Meeting Summary Note 19 Nov 2020	Y
• Project Board Meeting Summary Note 19 Oct 2021	Y
• Donor Reports (DFAT 2020, 2021, 2022; KOICA 2020, 2021, 2022; MFAT 2021, 2022; Sida 2020, 2021, 2022)	Y
• PRRP II Partner Briefing November 2019	Y
• Gov4Res Donor Roundtable Meeting Summary Note (20 July 2020; 28 July 2021;	Y
• Gov4Res MEL Framework Update version 2 September 2021	Y
• Gov4Res Theory of Change Update July 2022	Y
• Gov4 Res Implementation Stage Quality Assurance Report 23 May 2022	Y
• Gov4Res Strategic and Foresight Planning Meeting Summary Note 14-18 February 2022	Y
• MRMDDM Risk Informed Workshop 21-22 February 2022 workshop notes	Y
• Bottom-up Resilience CFN Knowledge Exchange PowerPoint presentation by MRMDDM 2022	Y
• Letters of Agreement (LoA) Commonwealth Local Government Forum Pacific (CLGF) 24 January 2022	Y
• LOA MRMDDM Fiji 27 August 2020	Y
• LOA Ministry of Industry and Sustainable Energy (MISE) Kiribati 29 Nov 2021	Y
• LOA Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDMM) Solomon Islands 24 May 2022	Y
• LOA Ministry of National Planning and Development Coordination (MNPDC) Solomon Islands 18 Nov 2021	Y
• LOA Ministry of Finance and Treasury (MFT) Solomon Islands 16 Nov 2021	Y
• LOA Ministry of Finance (MoF) Tonga undated	Y
• LOA Ministry of Finance (MoF) Tuvalu 16 Dec 2021	Y
• LOA United Nations Capital Development Fund (UNCDF) 1 Dec 2021	Y
• UNDP Field Mission Back To Office Reports (BTOR) multiple	Y
• Gov4Res Implementation of Gender Equality and Social Inclusion Action Plan	Y
• GESI Implementation Plan Traffic Light Spreadsheet May 2022	Y

Annex 4. MTE List of Stakeholders

General Gov4Res MTE Stakeholder List		
Organization / Position	Contact Person	Contact Details
UNDP Gov4Res Project Management Unit		
○ Project Manager	Nicola Glendining	nicola.glendining@undp.org (679) 978 6205
○ Financial Officer	Elimi Tawake	elimiTawake@undp.org
○ Project Associate	Karalaini Savu	karalaini.savu@undp.org (679) 950 0632
○ Senior MEL Strategic Adviser	Linda Kelly	linda.kelly@praxisconsultants.com.au +61 422 233 955
○ MEL Officer	Mary Raori	mraori1974@gmail.com (679) 702 1861
○ Risk-informed Development Specialist (RMI/ & Tonga focal point), Small Grants Initiative and Regional	Lisa Buggy	lisa.buggy@undp.org (679) 783 9909
○ Resilience Focal Point, Small Grants Initiative and Regional	Andrea Montu	andrea.montu@undp.org
○ Sub-National Government Specialist (Kiribati & Vanuatu focal point)	Eva Tuuholoaki	eva.tuuholoaki@undp.org
○ Communications for Development Specialist	Duarte Branco	duarte.branco@undp.org
○ Public Financial Management Specialist	Finau Soqo	finausoqo2019@gmail.com (679) 801 0500
○ Gender and Social Inclusion Specialist (SGI), Talanoa Consulting	Mereoni Chung	mereoni.c@gmail.com
○ Gender and Social Inclusion Specialist, Talanoa Consulting	Sangeeta Mangubhai	sangeeta@talanoa-consulting-fiji.com
○ Gender and Social Inclusion Specialist, Talanoa Consulting	Marita Manley	marita@talanoa-consulting-fiji.com
○ Risk-informed Development Financing Specialist (Fiji & Vanuatu focal point)	Aminisitai Delaisainiai	aminisitai.delaisainiai@undp.org (679) 802 4813
○ Resilient Development Technical Adviser (Solomon Islands focal point)	Lynelle Popot	Lynelle.popot@undp.org
○ Risk-informed Development Specialist (Tuvalu focal point)	Aaron Buncle	aaron.buncle@gmail.com
○ Public Financial Management Adviser	Asif Shah	asif.shah@undp.org
○ Risk Finance Specialist	Sasha Alexander Wiese	alexander.wiese@undp.org
UNDP Senior Management		
○ UNDP Resident Representative, UNDP-Fiji Multi-country Office	Levan Bouadze	levan.bouadze@undp.org
○ M&E Analyst, UNDP Integrated Results Management Unit (IRMU)	Merewalesi Laveti	merewalesi.laveti@undp.org

General Gov4Res MTE Stakeholder List		
Organization / Position	Contact Person	Contact Details
		(679) 298 3447
○ Resilience and Sustainable Development Team Leader, UNDP	Justin Shone	justin.shone@undp.org
○ Chief of Programme, Finance Sector Hub, UNDP (New York)	Tom Beloe	tom.beloe@undp.org
○ Deputy Resident Representative, UNDP-Fiji Multi-country Office	Yemesrach Workie	yemesrach.workie@undp.org
Other UNDP staff		
○ CARA Climate Finance Network UNDP, Bangkok	Azad Maken	Asad.maken@undp.org
○ UNDP - Former PPRP Project Manager, Nairobi	Mootarza Jiwani	moortaza.jiwani@undp.org
○ Former Local Government Specialist, PRRP, Australia (eastern time)	Rebecca McNaught	rebecca.mcnaught2@giffithunigriffithuni.edu.au
○ UNDP Global Chief of Programme, Finance Sector	Thomas Beloe	Thomas.beloe@undp.org
PIC Regional Organizations		
○ Pacific Islands Forum (PIF)	Exsley Taloiburi	exsleyt@forumsec.org
○ Commonwealth Local Government Forum (CLGF)	Karibaiti Taoaba	clgfsuva@connect.com.fj
○ Australia Pacific Climate Partnership (APCP)	Jeong Park	Jeong.Park@apclimatepartnership.com.au
○ Pacific Disability Forum (PDF)	Katabwena Tawaka	katabwena.tawaka@pacificdisability.org
○ Programs Director-Pacific, Live and Learn Office (Gov4Res Small Grants Initiative Grant Recipient)	Doris Susau	doris.susau@livelearn.org (679) 331 5868
○ Secretariat of the Pacific Community (The Pacific Community)	Peter Foster	peterf@spc.int
Donor Community Members		
○ Korea International Cooperation Agency (KOICA)	Seoyeun Bang	sybang1@koica.go.kr
○ New Zealand Ministry of Foreign Affairs and Trade (MFAT)	John Clemo	John.Clemo@mfat.govt.nz
○ United Kingdom Foreign, Commonwealth & Development Office (FCDO)	Jean-Paul Penrose	Jpip.penrose@fcdo.gov.uk
○ Programme Adviser, Resilient Development Finance, Pacific Islands Forum (PIF) Resilience Team	Karlos Lee Moresi	karlosm@forumsec.org
○ First Secretary, Australian Department of Foreign Affairs and Trade (DFAT)	Kirstin Donaldson	Kirstin.Donaldson@dfat.gov.au
○ Programme Manager Climate Change & Resilience, Australian Department of Foreign Affairs and Trade (DFAT)	Natasha Verma	Natasha.Verma@dfat.gov.au (679) 338 8233

General Gov4Res MTE Stakeholder List		
Organization / Position	Contact Person	Contact Details
○ Australian Department of Foreign Affairs and Trade (DFAT)	Mona Balram	Mona.Balram@dfat.gov.au
Regional Partners		
○ Regional Director, Commonwealth Local Government Forum (CLGF)	Karibaiti Taoaba	taoaba@clgfpacific.org.fj
○ Regional Innovation Specialist, UNDP Pacific Innovation	Zainab Kakal	zainab.kakal@undp.org
○ Manager Humanitarian Development Unit, Pacific Disability Forum	Katabwena Tawaka	katabwena.tawaka@pacificdisability.org (679) 899 0136
○ Climate Change Adviser and Deputy Team Leader, APCP	Clare White	clare.white@apclimatepartnership.com.au
○ Disaster Risk Reduction Adviser Australia Pacific Climate Partnership (APCP) Team	Jeong Park	jeong.park@apclimatepartnership.com.au

STAKEHOLDER INTERVIEW TABLE – SOLOMON ISLANDS

Organization	Contact person(s)	Position	Contact Details
Central Government Ministries/Departments			
Ministry of Finance and Treasury (Solomon Islands)	<ul style="list-style-type: none"> • Barnabas Vote • Nelmah Joseph • Chris Wagatora • Kayleen Fanega • Silas Vau 	<ul style="list-style-type: none"> • Director FEDU • Economic Analyst, CFRU • Chief Resilience Officer, CFRU • Principle Resilience Officer, CFRU • Deputy Director M&E Budget Division 	<ul style="list-style-type: none"> • bvote@mof.gov.sb • njoseph@mof.gov.sb • CWagatora@mof.gov.sb • KFanega@mof.gov.sb • svau@mof.gov.sb
Ministry of National Planning and Development Coordination (Solomon Islands)	<ul style="list-style-type: none"> • Susan Sulu • 	<ul style="list-style-type: none"> • Permanent Secretary • 	<ul style="list-style-type: none"> • SSulu@mnpdc.gov.sb
Ministry of Agriculture and Livestock (Solomon Islands)	<ul style="list-style-type: none"> • MacDonell Hiva 	<ul style="list-style-type: none"> • Director Programmes and Projects 	<ul style="list-style-type: none"> • MHiva@mal.gov.sb
Ministry of Environment, Climate Change, Disaster Management and Meteorology (Solomon Islands)	<ul style="list-style-type: none"> • Dr. Melchior Mataki • • 	<ul style="list-style-type: none"> • Permanent Secretary • Deputy Secretary Technical • PMCU Coordinator 	<ul style="list-style-type: none"> • MMataki@mecdm.gov.sb • matakimel@gmail.com • ciori@mecdm.gov.sb • bbago@mecdm.gov.sb
Ministry of Women, Youth, Children and Family Affairs (Solomon Islands)	<ul style="list-style-type: none"> • Dr. Cedrick Alependava • Mr. Aaron Pitaqae 	<ul style="list-style-type: none"> • Permanent Secretary • Deputy Secretary 	<ul style="list-style-type: none"> • CAlependava@mwyfca.gov.sb • APitaqae@mwyfca.gov.sb
Local Governments			

STAKEHOLDER INTERVIEW TABLE – SOLOMON ISLANDS			
Organization	Contact person(s)	Position	Contact Details
Ministry of Provincial Government and Institutional Strengthening (Solomon Islands)	<ul style="list-style-type: none"> • John M • Momodou Sawande 	<ul style="list-style-type: none"> • Deputy Secretary • Chief Technical Advisor 	<ul style="list-style-type: none"> • JMisitee@mpgis.gov.sb • sawanehl@gmail.com
CSOs/DPOs			
Coalition of Youths for Environmental Sustainability (COYES)	<ul style="list-style-type: none"> • Ms.Kristina Fidali 	<ul style="list-style-type: none"> • Founder of COYES 	<ul style="list-style-type: none"> • fhkristina@gmail.com
Gizo Women in Business Development Incorporated Trust Board (GWIBDI) -SGI project on enhancing food production through agroforestry which targets women from Kolombangara, Gizo and Simbo islands in the western part of Solomon Islands.	<ul style="list-style-type: none"> • Mr.Stephen Suti 	<ul style="list-style-type: none"> • Co-founder 	<ul style="list-style-type: none"> • stephensutiagalo@gmail.com
People with Disability Solomon Islands (PWDSI) (Only project interaction with PWDSI was during the roadmap Validation workshop)	<ul style="list-style-type: none"> • Casper Joseph Fa'asala 		<ul style="list-style-type: none"> • genderalert@gmail.com
UNDP Gov4Res Country Staff			
Gov4Res in-country staff	<ul style="list-style-type: none"> • Lynelle Popot 	<ul style="list-style-type: none"> • Solomon Islands Focal Point 	<ul style="list-style-type: none"> • lynelle.popot@undp.org

STAKEHOLDER INTERVIEW TABLE – SOLOMON ISLANDS			
Organization	Contact person(s)	Position	Contact Details
Gov4Res in-country staff	<ul style="list-style-type: none"> • Gaylyn Puairana 	<ul style="list-style-type: none"> • SGI focal point (Oct 2021-June 2022) 	<ul style="list-style-type: none"> • gaylyn.puairana@apclimatepartnership.com.au
Other Stakeholders			
UNDP	<ul style="list-style-type: none"> • Joanne Aihunu • Vini Talai 	<ul style="list-style-type: none"> • Resilience and Sustainable Development Programme Team Leader • IDRM Project Manager 	<ul style="list-style-type: none"> • joanne.aihunu@undp.org • Vini.talai@undp.org
GEF/UNDP	<ul style="list-style-type: none"> • Teiba Mamu 	<ul style="list-style-type: none"> • SGP National Coordinator 	<ul style="list-style-type: none"> • teiba.mamu@undp.org teiba.mamu@undp.org

STAKEHOLDER INTERVIEW TABLE - FIJI			
Organization	Contact Person(s)	Position	Contact Details
Central Government Ministries/Departments			
Ministry of Economy (Fiji Islands)	<ul style="list-style-type: none"> ● Prelish Lal ● Prashant Chandra 	<ul style="list-style-type: none"> ● Climate Finance Specialist ● Climate Change Adaptation Specialist 	<ul style="list-style-type: none"> ● prelish.lal@economy.gov.fj ● prashant.chandra@economy.gov.fj
Ministry of Rural Development and Maritime Development and Disaster Management (MRDDM)	<ul style="list-style-type: none"> ● David Kolutagane ● Soko Tuima ● Jerry Buakula ● Aqela Susu 	<ul style="list-style-type: none"> ● Permanent Secretary ● Principal Policy & Research Office ● Senior Economic Planning Officer Western Division ● Senior Communications Officer 	<ul style="list-style-type: none"> ● david.kolutagane@govnet.gov.fj ● stuima@govnet.gov.fj ● jeremaia.buakula@govnet.gov.fj ● agele.susu@govnet.gov.fj
Ministry of Women, Children and Poverty Alleviation		<ul style="list-style-type: none"> ● 	
CSOs/DPOs			
Live & Learn	Doris Susau	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● doris.susau@livelearn.org
UNDP Gov4Res Country Staff			
Gov4Res PMU based in Suva	Aminisitai Delaisainiai	<ul style="list-style-type: none"> ● Country focal point 	<ul style="list-style-type: none"> ● aminisitai.delaisainiai@undp.org ● (679) 802 4813

STAKEHOLDER INTERVIEW TABLE KIRIBATI			
Organization	Contact Person(s)	Position	Contact Details
Central Government Ministries/Departments			
Ministry of Internal Affairs (Kiribati)	<ul style="list-style-type: none"> • Tebantaake Keariki • Bwebwe Tuare • Mere Teemaia • Boutu Bateriki • Tieni Tooki • Teewa Tonaeka • Marii Marae • Kieera Tekaa • Itaaka Tiaon • Ruube Barekia • Roobite Teaete • Kaotitaake Kokoria • Regina Rootitaake 	<ul style="list-style-type: none"> • Deputy Secretary • Director for Rural Planning & Development • Senior Local Government Officer • Hon Minister • Secretary • Director for LGD • Director of CMD • Senior Election Officer • IT Specialist • Senior Rural Planning Officer • Cultural Promotion Officer • Senior Assistant Secretary • Senior Urban Management Officer 	<ul style="list-style-type: none"> • ds@internalaffairs.gov.ki • drpd@interanlaffairs.gov.ki • sigo@interanlaffairs.gov.ki
Ministry of Infrastructure and Sustainable Energy (Kiribati)	<ul style="list-style-type: none"> • Saltofi Mika • Tibwe Taraua 	<ul style="list-style-type: none"> • Secretary • WSED, Lead Person 	<ul style="list-style-type: none"> • secretary@mise.gov.ki • ttaraua@mise.gov.ki
Local Governments			
CSOs/DPOs			
UNDP Gov4Res Country Staff			
Other Stakeholders			

STAKEHOLDER INTERVIEW TABLE - VANUATU			
Organization	Contact Person(s)	Position	Contact Details
Central Government Ministries/Departments			
Ministry of Internal Affairs (Vanuatu)	• Leith Veremaito	• Director	• lveremaito@vanuatu.gov.vu
	• Devo Wari	• Senior Decentralisation Officer	• dwari@vanuatu.gov.vu
	• Sebastien Bule	• Senior Development Planning Officer	• bsebastian@vanuatu.gov.vu
	• Geormy Takau	• Principal Finance Officer	• takaug@vanuatu.gov.vu

STAKEHOLDER INTERVIEW TABLE - TUVALU			
Organization	Contact person(s)	Position	Contact Details
• Central Government Ministries/Departments			
Planning and Budgets Division	• Talake Teo	• Officer	• Jalake.t@gmail.com
Planning and Budgets	• Nuasala Nuasala	• Director	• nuausala@gmail.com
UNDP Gov4Res Country Staff			
Gov4Res	• Aaron Buncle	• Country Focal Point and Risk-informed Development Specialist	• aaron.buncle@gmail.com

STAKEHOLDER INTERVIEW TABLE – REPUBLIC OF MARSHALL ISLANDS			
Organization	Contact person(s)	Position	Contact Details
UNDP Gov4Res Country Staff			
Gov4Res	• Lisa Buggy	• Country Focal Point and Risk-informed Development Specialist, Small Grants Initiative and Regional	• lisa.buggy@undp.org • (679) 783 9909

Annex 5. UNEG Code of Conduct

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

Gov4Res Evaluation Consultant Agreement Form

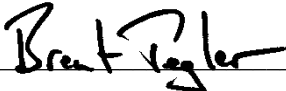
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **Brent Tegler**

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Fergus, Canada (Place) on 28th August, 2022 (Date)

Signature: 

Annex 6. Gov4Res Mid-term Evaluation Workshop Agenda

Date/Time: December 5th and 6th, 2022/ 9:00 am to 4:30 pm

Location: Suva

Attendees: UNDP Gov4Res Team

MTE Evaluators Ana Laqeretabua and Brent Tegler

Timing	Agenda Items
Monday December 5 th 2022	
9:00 → 9:45	Introductions – workshop format, intended outcomes and MTE initial reflections
9:45 → 10:30	Breakout Groups – World Café three tables to answer two questions: <ul style="list-style-type: none"> • What implementation methods and strategies have worked well to move Gov4Res work forward so far? • What have the main challenges been and what lessons have been learned to overcome these?
10:30 → 11:00	Health break
11:00 → 12:00	Plenary – country focal point presentations with group learning and validation
12:00 → 1:00	Lunch
1:00 → 1:30	Plenary – should SGI be a part of Gov4Res and if so, what is/are their role(s) and how should they be structured to achieve this role in Gov4Res?
1:30 → 2:30	Breakout Groups – World Café three tables to answer two questions: <ul style="list-style-type: none"> • What progress has been made so far in regard to the three Outcomes and their associated Outputs for Gov4Res? • What do you see as the priority tasks over the next two years to build on and sustain the work completed so far and what is/are the proposed implementation strategy(ies)?
2:30 → 3:00	Health break
3:00 → 4:00	Plenary – country focal point presentations with group learning and validation
Tuesday December 6 th 2022	
9:00 → 9:30	Plenary – Discussion on Gov4Res involvement in pre-budget (ex ante) and post-budget (ex post) climate budget tagging. Where does it fit in the Gov4Res implementation strategy and what are the benefits, such as links to climate financing?
9:30 → 10:30	Breakout Groups – World Café three tables to answer two questions: <ul style="list-style-type: none"> • Review Gov4Res Outcomes and Outputs and identify areas that will be incomplete and/or will require additional support for sustainability at the project end date in 2025? • If additional funding is secured (some funding is secured and other donors have shown interest), what would you propose to focus on and what implementation strategy(ies) would you recommend to address each country's needs?
10:30 → 11:00	Health break
11:00 → 12:00	Plenary – country focal point presentations with group learning and validation
12:00 → 1:00	Lunch
1:00 → 1:45	Plenary – Progress on GESI in Gov4Res and recommendations for the path forward in general and in different country settings?
1:45 → 2:30	Breakout Groups – What is recommended to enhance the implementation capacity of Gov4Res?
2:30 → 3:00	Health break
3:00 → 3:30	Plenary – report back from each table
3:30 → 4:00	Wrap comments and discussion

Annex 7. Gov4Res Theory of Change Analysis Tables

Table 7-1: Gov4Res Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

Objective/ Outcomes Impacts	Impact Drivers & Assumptions	Intermediate States	Impact
<p>OBJECTIVE: Pacific countries adapt their decision-making and governance systems towards resilient development</p>	ID: The introduction of GESI-RID policies and practices into government planning and finance systems	<p>IS: Some PIC begin the process of mainstreaming a GESI-RID approach</p>	<p>Long Term Goal: <i>Pacific people, especially women and marginalised groups are more resilient to the impacts of climate change and natural hazards</i></p>
	ID: The introduction of auditing protocols that assess GESI-RID implementation		
	ID: Creation of a knowledgeable CSO community that advocates for GESI-RID		
	ID: Capacity development of Pacific region organizations that promote and support GESI-RID implementation		
	A: PIC governments will adopt GESI-RID		
<p>OUTCOME 1 Government planning and financing systems enable gender and socially inclusive risk-informed development</p>	ID: Identify government stakeholders to develop a gender sensitive and inclusive, RID approach	<p>IS: Some government sectors adopt a gender sensitive and inclusive, RID approach and planning and financial policies support it.</p>	
	ID: Place embedded staff to enhance government participation in Gov4Res		
	ID: Develop and implement risk screening tools for RID development planning		
	ID: Develop and implement financial policies and practices that support and track RID budgets		
	A: Government stakeholders value and support the introduction of a gender sensitive and inclusive risk-informed approach to development		
	A: A gender sensitive and inclusive, RID approach can be mainstreamed across government		
<p>OUTCOME 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development</p>	ID: Develop the capacity of audit institutions to include GESI-RID in government audits	<p>IS: Government audits begin to include GESI-RID, parliamentary oversight understands and supports GESI-RID and CSOs advocate for GESI-RID</p>	
	ID: Enhance the capacity of parliamentary bodies to understand, support and apply a GESI-RID approach		
	ID: Develop the capacity of CSO to understand and advocate for GESI-RID		
	A: GESI-RID will be seen as important additions to existing auditing systems		
	A: CSOs that are given the capacity to advocate for RID have opportunities to influence governance		

Table 7-1: Gov4Res Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

Objective/ Outcomes Impacts	Impact Drivers & Assumptions	Intermediate States	Impact
<p>OUTCOME 3 <i>Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development</i></p>	<p>ID: Support regional organizations to develop GESI-RID policies and tools</p>	<p>IS: Regional organizations play an important role facilitating and supporting a change to GESI-RID in PIC</p>	
	<p>ID: Engage regional organizations to support the implementation of Gov4Res activities</p>		
	<p>ID: Host regional forums to share GESI-RID work</p>		
	<p>A: Regional organizations are important agents of change influencing PIC</p>		
	<p>A: Regional organizations can engage relevant stakeholders implementing Gov4Res activities</p>		

Table 7-2: Impact Assessment of the Gov4ResTheory of Change

Theory of Change Component	MTE Qualitative Analysis	Rating ⁹
Objective: Pacific countries adapt their decision-making and governance systems towards resilient development		
ID: The introduction of GESI-RID policies and practices into government planning and finance systems	<ul style="list-style-type: none"> Gov4Res has been successful at initiating the introduction of RID in some government sectors and in government planning and finance systems 	2
ID: The introduction of auditing protocols that assess GESI-RID implementation	<ul style="list-style-type: none"> Gov4Res has not yet worked with stakeholders to introduce GESI-RID into auditing systems 	0
ID: Creation of a knowledgeable CSO community that advocates for GESI-RID	<ul style="list-style-type: none"> Gov4Res has enhanced the GESI-RID capacity of some CSO through their engagement in SGI Gov4REs has not engaged CSO in a targeted strategy of advocacy for GESI-RID 	1
ID: Capacity development of Pacific region organizations that promote and support GESI-RID implementation	<ul style="list-style-type: none"> Gov4Res has worked with some Pacific region organizations to promote GESI-RID and they have provided some support to GESI-RID implementation in PIC 	1
A: PIC governments will adopt GESI-RID	<ul style="list-style-type: none"> PIC participating in Gov4Res are showing an interest and willingness to adopt GESI-RID 	2
IS: Some PIC begin the process of mainstreaming a GESI-RID approach	<ul style="list-style-type: none"> Gov4Res is successfully working with government partners to introduce GESI-RID and there is some evidence of replication across government sectors. There remains much work to be done if Gov4Res is to introduce GESI-RID auditing and advocacy. While some Pacific region organizations have participated in Gov4Res they are not making a significant contribution to the work Gov4Res has achieved in PIC 	1
Outcome 1: Pacific countries adapt their decision-making and governance systems towards resilient development		
ID: Identify government stakeholders to develop a gender sensitive and inclusive, RID approach	<ul style="list-style-type: none"> Gov4Res has completed a political economy analysis and has established good working relationships with most participating PIC government stakeholders 	2
ID: Place embedded staff to enhance government participation in Gov4Res	<ul style="list-style-type: none"> Gov4Res has embedded staff who are making an important contribution to moving the RID agenda forward 	3
ID: Develop and implement risk screening tools for RID development planning	<ul style="list-style-type: none"> Government partners are developing, testing and implementing risk screening tools for RID 	2
ID: Develop and implement financial policies and practices that support and track RID budgets	<ul style="list-style-type: none"> Engagement of government financial sectors is leading to the development of RID policies and practices that will facilitate RID across all sectors 	1

⁹ see description of rating scale provided at the end of **Table 5-2**

Table 7-2: Impact Assessment of the Gov4ResTheory of Change

Theory of Change Component	MTE Qualitative Analysis	Rating ⁹
A: Government stakeholders value and support the introduction of a gender sensitive and inclusive risk-informed approach to development	<ul style="list-style-type: none"> GESI-RID capacity development of the Gov4Res team has led to GESI capacity development sessions with government stakeholders who clearly expressed greater understanding and appreciation of GESI needs 	3
A: A gender sensitive and inclusive, RID approach can be mainstreamed across government	<ul style="list-style-type: none"> . There remains a need to fully integrate GESI into a RID approach 	1
IS: Some government sectors adopt a gender sensitive and inclusive, RID approach and planning and financial policies support it.	<ul style="list-style-type: none"> Gov4Res has demonstrated significant MTE progress working with government stakeholders to introduce a GESI-RID approach and there appears good opportunity for replication and mainstreaming within government finance and planning ministries and sector ministries The rate of Gov4Res progress is particularly impressive in the context of COVID-19 restrictions 	3
Outcome 2: Country oversight and accountability systems require gender sensitive and inclusive risk-informed development		
ID: Develop the capacity of audit institutions to include GESI-RID in government audits	<ul style="list-style-type: none"> While Gov4Res has been successful at developing internal government GESI-RID policies and practices it has not yet engaged audit institutions that provide external oversight. 	1
ID: Enhance the capacity of parliamentary bodies to understand, support and apply a GESI-RID approach	<ul style="list-style-type: none"> There has been some progress enhancing capacity for parliamentary oversight 	2
ID: Develop the capacity of CSO to understand and advocate for GESI-RID	<ul style="list-style-type: none"> Largely through the SGI Gov4Res has enhanced capacity of some CSO to understand GESI-RID and to advocate for this approach going forward 	2
A: GESI-RID will be seen as important additions to existing auditing systems	<ul style="list-style-type: none"> Audit institutions are generally weak in the Pacific region and with the available capacity there is a strong focus on auditing financial performance because this is linked to the financial support provided to PIC. GESI-RID are likely seen as a lesser priority 	1
A: CSOs that are given the capacity to advocate for RID have opportunities to influence governance	<ul style="list-style-type: none"> CSO mainstream GESI-RID knowledge gained from Gov4Res and utilize this knowledge when developing new proposals for development funding 	2
IS: Government audits begin to include GESI-RID, parliamentary oversight understands and supports GESI-RID and CSOs advocate for GESI-RID	<ul style="list-style-type: none"> No progress has been made to include GESI-RID in external government audits, some capacity development of parliamentary bodies and while CSO have not been targeted more broadly, those CSO that participated in the SGI are now advocating for a GESI-RID approach 	1
Outcome 3: Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development		

Table 7-2: Impact Assessment of the Gov4ResTheory of Change

Theory of Change Component	MTE Qualitative Analysis	Rating ⁹
ID: Support regional organizations to develop GESI-RID policies and tools	<ul style="list-style-type: none"> Gov4Res has effectively engaged at the regional level and supported regional organizations in the development of policies and tools 	2
ID: Engage regional organizations to support the implementation of Gov4Res activities	<ul style="list-style-type: none"> There has been limited engagement of regional organizations assisting with implementation of Gov4Res activities leading to development of long-term support of GESI-RID in the region 	1
ID: Host regional forums to share GESI-RID work	<ul style="list-style-type: none"> Peer-to-peer sharing learning exchanges facilitated by Gov4Res is a very effective part of a Pacific-led approach contributing to project success 	3
A: Regional organizations are important agents of change influencing PIC	<ul style="list-style-type: none"> Gov4Res success of introducing GESI-RID governance in PIC is largely dependent on in-country work with government stakeholders. Regional organizations play a limited role in changing governance systems Peer-to-peer exchanges among PIC does make an important contribution to changing governance systems 	1
A: Regional organizations can engage relevant stakeholders implementing Gov4Res activities	<ul style="list-style-type: none"> Regional organizations with a presence in participating PIC and with GESI-RID capacity (provided by Gov4Res if necessary) can make an important contribution to stakeholder engagement and activity implementation Greater capacity development and utilization of regional organizations could be undertaken by Gov4Res 	1
IS: Regional organizations play an important role facilitating and supporting a change to GESI-RID in PIC	<ul style="list-style-type: none"> There is mixed success working with regional organizations with the potential for increased engagement and contribution to Gov4Res 	2
<p>Overall project summary findings:</p> <p><u>Outcome 1</u> Gov4Res is demonstrating successful integration of RID into existing government development planning, budgeting and implementation confirming the ToC is relevant, effective and logical. Continued support of existing government stakeholders is leading to a paradigm shift to a RID approach. While there has been GESI capacity development the integration of GESI with RID is less evident in project outcomes.</p> <p><u>Outcome 2</u> A lack of progress on Outcome 2 activities suggests the timing to implement Outcome 2 activities is better suited to follow the implementation of Outcome 1 activities. It also brings into question the validity or importance of Outcome 2 within the ToC to achieve the long-term goal. PIC are moving to adopt a GESI-RID without auditing oversight.</p> <p><u>Outcome 3</u> The most important contribution of Outcome 3 to achieving the project goal has been the peer-to-peer exchanges. This activity could reasonably be included under Outcome 1. Engagement of regional organizations in research and policy development and their participation in regional forums has been successful, but the long-term goal of the ToC could reasonably be achieved without the inclusion of these activities. Capacity development and engagement of regional organizations in the implementation of Gov4Res activities in participating PIC is underutilized as an implementation approach and if used the capacity development of regional organizations could make an important contribution to sustaining GESI-RID following project closure.</p>		2

ROtl rating scale used in Table-5-2

Not achieved (0) - the ToC component was not explicitly or implicitly identified by the project, and/or very little progress has been made towards achieving the interim target of the ToC component, and the conditions for future progress are not in place.

Poorly achieved (1) very little progress has been made towards achieving the interim target of ToC component, but the conditions are in place for future progress should support be provided to complete this component.

Partially achieved (2) the ToC component is explicitly recognized and the mechanisms set out to achieve it are appropriate but insufficient to ensure successful completion and sustainability upon project closure and meaningful progress towards achievement of the long-term goal.

Fully achieved (3) the ToC component is explicitly recognized and appropriate activities are underway with interim targets achieved. Mechanisms are in place that show progress towards achievement of the ToC component and there is assurance of substantial contribution towards achievement of the long-term goal.

Annex 8. Gov4Res Logical Framework Indicator Evaluability Analysis

Table 8.1 SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) Review of Gov4Res Project Indicators

SMART REVIEW of Gov4Res PROJECT INDICATORS					
Outcomes, Outputs & Indicators	Review			Evaluation Review Comments	
	S	M	A		R
Outcome 1. Government planning and financing systems enable gender and socially inclusive risk-informed development					
Increase in (adapted) Climate Change Budget Integration Index (CCBII) score					<ul style="list-style-type: none"> a complex, comprehensive index measuring system change. Significant effort required to acquire and grade information needed for scoring. no specific amount of increase (target) specified baseline has been established
Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting and M&E					
1.1.1 Numbers of nationally endorsed tools, guidelines and checklists that integrate or support GS&I CC&D risk management					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
1.1.2 Number of Investment appraisal guidelines and budget circulars which include clear reference to GS&I CC&D risk					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
1.1.3 Number of national level M&E assessments, tools and guidelines which include attention to GS&I CC&D risk					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems.					
1.2.1 Number of budget submissions which have explicit reference to GS&I CC&D risk					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
1.2.2 Number of sector measures which reference GS&I CC&D risk					<ul style="list-style-type: none"> measure not specific; CODA has reported a programme in Solomon Islands to develop model farms in six provinces as being equivalent to “six sector measures”, whereas this could also be interpreted as “one sector measure” ambitious annual targets may not be achievable
1.2.3 Number of targeted implementation projects able to demonstrate: <ul style="list-style-type: none"> increased cost efficiencies and savings, leveraging of additional resources, increased wellbeing for people. 					<ul style="list-style-type: none"> complex indicator composed of three different measures measuring “increased wellbeing” is challenging, requires establishment of baseline ambitious annual targets may not be achievable
Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems					
1.3.1 Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions					<ul style="list-style-type: none"> ambitious annual targets may not be achievable

SMART REVIEW of Gov4Res PROJECT INDICATORS					
Outcomes, Outputs & Indicators	Review			Evaluation Review Comments	
	S	M	A		R
1.3.2 Number of sectors in which a national Ministry responsible for gender supports to develop planning and budget submissions					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
Outcome 2. Country oversight and accountability systems require gender sensitive and inclusive risk-informed development					
Increase in (adapted) CCBII score					<ul style="list-style-type: none"> a complex, comprehensive index measuring system change. Significant effort required to acquire and grade information needed for scoring. no specific amount of increase (i.e. target) specified baseline has been established
Output 2.1 There is risk informed, independent scrutiny of government					
2.1.1 Number of Audit reports which give increased attention to GS&I CC&D risk					<ul style="list-style-type: none"> indicator would benefit by being more specific given the fact that audits may be performed at a variety of levels of government and they may target specific sectors or topics ambitious annual targets may not be achievable
2.1.2 Number of Budget analyses and briefs which include mature analysis of GS&I CC&D risk					<ul style="list-style-type: none"> unclear what “mature analysis” specifies for measurement ambitious annual targets may not be achievable
Output 2.2 There is risk informed engagement and scrutiny by civil society					
2.2.1 Number of times there is public scrutiny of the GS&I CC&D risk inclusion in development investments					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
2.2.2 Number of times CSO are engaged, particularly women’s organisations, in scrutiny of development investments					<ul style="list-style-type: none"> indicator does not provide a specific target for engagement of women’s organizations
Outcome 3. Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development					
The narrative between regional agents and PIC reflects GS&I RID. There is increased attention to RID in non-focus countries.					<ul style="list-style-type: none"> measurement and reporting require good understanding and tracking of regional agents’ current activities with PIC indicator not specific as it is composed of two measures, “narrative between regional agents and PIC” and “increased attention to RID in non-focus countries” no specific target set for indicator
Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government					
3.1.1 Number of actions and statements related to RID, not initiated by the project, emerge from PIC					<ul style="list-style-type: none"> indicator does not provide a specific measure for Output 3.1 in the context of “countries working collectively” ambitious annual targets may not be achievable it may be difficult to measure the “influence” of actions and statements on other countries, regional actors and their own country systems

SMART REVIEW of Gov4Res PROJECT INDICATORS					
Outcomes, Outputs & Indicators	Review			Evaluation Review Comments	
	S	M	A		R
Output 3.2 Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID					
3.2.1 Regional agents report that they are promoting GS&I RID					<ul style="list-style-type: none"> ambitious annual targets may not be achievable
3.2.2 Number of regional resilience initiatives and policies supporting country led GS&I RID					<ul style="list-style-type: none"> ambitious annual targets may not be achievable

Annex 9. MTE Analysis of Gov4Res Risk Ratings

Table 9-1 MTE Analysis of Gov4Res Risk Ratings and Risk Treatment and Management Measures (Risk numbering and Likelihood and Impact ratings recorded in table column 1 are the most recent risk evaluation information available in CODA; blue-highlighted risks are from the ProDoc and orange-highlighted risks have been added to the risk log by the PMU; colour coded ratings of High, Substantial, Moderate or Low have been determined using the ERM Risk Evaluation Matrix)

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk Category: Operational				
Risk 1: COVID-19 pandemic reduces project staff ability to travel, pre-occupies partner governments and reduces ability of project to form new relationships which has immediate impact on ability to achieve activities proposed in annual work plan Likelihood – 5 Impact - 5	High	Moderate	<ul style="list-style-type: none"> • Undertake scenario planning for potential impacts on project considering different impacts on countries, and management responses • Maintain open lines of communication regarding impacts with all donors, and facilitate donor forum/working session to adjust plans • Increase programming focus on countries team has existing relationship with (e.g. SOI, TON, FIJ, VAN, TUV) • Adjust work plan and manage expectation with impacted country partners, including giving consideration to support immediate response needs of governments 	<p>Likelihood: (2) Low Likelihood Globally there has not been the emergence of COVID-19 variants leading to a return to severe restrictions on travel and groups</p> <p>Impact: (4) Extensive Impact As was experienced by Gov4Res restrictions on travel and group meetings has a significant negative impact on project implementation</p> <p>Mitigation Measures: The experience Gov4Res gained from the severe COVID-19 restrictions should be used to inform the project’s response should new restrictions be imposed.</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
<p>Risk 5: Project is misunderstood as the approach to climate change is unusual Likelihood – 3 Impact – 2</p>	Low	Moderate	<ul style="list-style-type: none"> • Communication is regular, stakeholders are given clear understanding of project strategy 	<p>Likelihood: (3) Moderately Likely Communicating the concept of mainstreaming RID has proven to be more difficult than anticipated and there has been a lack of effective communication tools. Gov4Res better understands the challenge of communicating RID to stakeholders</p> <p>Impact (3) Intermediate Impact Gov4Res is working to create a paradigm shift to RID which is dependent upon stakeholders first understanding and then embracing the concept. As such understanding the project is important.</p> <p>Mitigation Measures: Increase Gov4Res communication staff (see report Section 5.6.1) Increased emphasis on developing RID communication tools (see report Section 5.6.8)</p>
<p>Risk 6: Government partners do not prioritise or see the value of the project Likelihood – 3 Impact – 2</p>	Low	Moderate	<ul style="list-style-type: none"> • Maintain close relationships with government partners and work with existing (converted) partners • Early research and communications • Ongoing communications and advocacy 	<p>Likelihood: (3) Moderately Likely Communicating the concept of mainstreaming RID has proven to be more difficult than anticipated and there has been a lack of development of effective communication tools. Gov4Res now has a better understanding of the challenge of communicating RID to stakeholders and the MTE has made recommendations for enhanced communication.</p> <p>Impact (3) Intermediate Impact Gov4Res is working to create a paradigm shift to RID which is dependent upon stakeholders first understanding and then embracing the concept. As such understanding the project is important.</p> <p>Mitigation Measures: Increase Gov4Res communication staff (see report Section 5.6.1) Increased emphasis on developing RID communication tools (see report Section 5.6.8) may be used to demonstrate the value of adopting a RID approach Gov4Res can support pilot projects with government stakeholders and/or SGI to demonstrate the value of adopting an RID approach.</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
<p>Risk 7: The project won't get traction as it does not have extensive experience in PFM and oversight Likelihood – 2 Impact – 2</p>	Low	Substantial	<ul style="list-style-type: none"> • Work closely with and through existing UNDP governance and parliamentary teams in Pacific Office and Bangkok, who have relationships with key stakeholders 	<p>Likelihood: (2) Low Likelihood While PFM is a challenging area to work, Gov4Res technical specialists have demonstrated their capability working with PIC finance ministries</p> <p>Impact: (5) Extreme Impact The ability to engage PFM and to facilitate budgetary changes to RID PFM is fundamental to Gov4Res ToC</p> <p>Mitigation Measures: Ensure Gov4Res has the staff resources needed to engage in PFM Train and mentor select members of the Gov4Res on PFM so they have the knowledge of, and gain experience in, supporting engagement in PFM as needed by the project</p>
<p>Risk 8: Government systems aren't able to influence development Likelihood – 1 Impact – 4</p>	Low	Low	<ul style="list-style-type: none"> • Risk has been included as a key assumption which the project team will monitor on a 6-monthly basis 	<p>Likelihood: (1) Not Likely The role of government at all levels and across ministries is directly related to development</p> <p>Impact: (4) Extensive Impact Governance systems are key to planning, budgeting and implementing development</p> <p>Mitigation Measures: Increased emphasis on developing RID communication tools (see report Section 5.6.8) may be used to demonstrate the value of adopting a RID approach Gov4Res can support pilot projects with government stakeholders and/or SGI to demonstrate the value of adopting an RID approach.</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
<p>Risk 11: Existing budget, planning, policy and oversight systems and process are difficult to modify Likelihood – 2 Impact – 2</p>	Low	Substantial	<ul style="list-style-type: none"> • Project will select entry points where partners are open to change, and systems can absorb change • Align interventions with ongoing PFM and Planning reforms • Partner with existing reform projects 	<p>Likelihood: (2) Low Likelihood Gov4Res has demonstrated an ability to modify existing budget, planning, and policy systems through their engagement with government stakeholders. Work remains to be done on modifying government oversight systems.</p> <p>Impact (5) Extreme Risk informing existing budget, planning, policy and oversight systems is fundamental to the success of Gov4Res. As such, an inability to modify systems would have an extreme impact.</p> <p>Mitigation Measures: Continue to engage government partners in line ministries and relevant planning and finance ministries on mainstreaming RID Gov4Res must make a greater effort to engage government auditing stakeholders to introduce RID into oversight systems</p>
<p>Risk 13: Broader systems reform delayed or poor quality Likelihood – 4 Impact – 2</p>	Moderate	Low	<ul style="list-style-type: none"> • Project will adopt and agile approach to work planning and budgeting to be responsive to reform timing 	<p>Likelihood: (3) Moderately Likely Gov4Res progress within one line ministry and within relevant planning and finance ministries is a lengthy process. Once established there is a good probability of broader systems reform</p> <p>Impact (2) Minor Impact Based on Gov4Res progress with one or more line ministries and with relevant planning and finance ministries provides a good foundation for broader systems reform. This may not occur during the five year project period</p> <p>Mitigation Measures: Gov4Res should continue to focus on engaged stakeholders to introduce RID. Communication tools should be developed to inform a broader audience for systems reform</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
<p>Risk 14: Counterparts cannot sustain reforms that have been introduced Likelihood – 2 Impact – 3</p>	Moderate	Substantial	<ul style="list-style-type: none"> • This is a project intent, and therefore there will be constant monitoring of risk • Undertake ongoing training and coaching with counterparts 	<p>Likelihood: (2) Low Likelihood The embedded changes in government policies and procedures introduced by Gov4Res and needed to support RID enhance sustainability</p> <p>Impact: (5) Extreme Impact The ability of government counterparts to sustain a RID approach after project closure is an critical measure of project success</p> <p>Mitigation Measures: Use a Pacifi-led approach to all work to fully engage government stakeholders and make the RID reforms relevant to their development needs</p>
<p>Risk 15: Advocacy stakeholder's or oversight functions activities cause repercussions which have reputational risks for UNDP and donors Likelihood – 2 Impact – 4</p>	Moderate	Low	<ul style="list-style-type: none"> • Undertake regular monitoring of potential repercussions • Liaise and work closely with advocacy groups • Undertake political economy analysis on an ongoing basis as part of regular programming 	<p>Likelihood: (2) Low Likelihood Gov4Res advocacy for RID with CSOs is very similar to the RID work being undertaken with government stakeholders.</p> <p>Impact: (2) Minor Impact Discussion and advocacy for RID is occurring both within and outside government. RID is not an inflammatory topic of discussion.</p> <p>Mitigation Measures: Continue to develop Gov4Res RID communication tools to educate a broad range of government and non-government audiences</p>
<p>Risk 19: Regional agents don't have the capacity to influence PICs policies and practices Likelihood – 2 Impact – 4</p>	Moderate	Low	<ul style="list-style-type: none"> • Identified as a core assumption in the project which will be regularly monitored and programming will be adapted • Select regional agents according to the influence 	<p>Likelihood: (3) Moderately Likely While regional agents may provide some influence, embracing and implementing RID is driven internally within PIC. Peer-to-peer exchanges among PIC likely has greater capacity to facilitate change</p> <p>Impact: (2) Minor Impact Regional do not have a major role in driving PIC adoption of RID</p> <p>Mitigation Measures: Gov4Res should continue to work with regional agents on RID research and communication tools. Some regional agents with presence within participating Gov4Res PIC may be engaged in the implementation of project activities (e.g. CLGF)</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk Category: Social and Environmental				
<p>Risk 3: Pacific countries suffer from economic recession leading to longer term social implications as a result of ongoing COVID-19 crisis (e.g., global travel restrictions reducing tourism) Likelihood – 3 Impact – 4</p>	Substantial	Low	<ul style="list-style-type: none"> • Re-programme to support countries to undertake risk informed livelihood recovery activities to use as demonstration • Assess potential for extending project duration beyond 2024 • Re-write annual work plans • Contribute to broader UNDP preparedness and response efforts through provision of health supplies, contribution to public outreach and awareness, etc. 	<p>Likelihood: (3) Moderately Likely Globally COVID-19 has resulted in an economic downturn</p> <p>Impact: (2) Minor Impact The state of the economy is not directly linked to Gov4Res activities working government stakeholders. In fact, good communication can demonstrate the value of investing in RID</p> <p>Mitigation Measures: Look for opportunities of RID value-added approach when livelihood recovery activities are proposed.</p>
<p>Risk 4: Governments are consumed with other developmental/ political challenges (e.g., coup, disaster) further compounding impact of COVID-19 Likelihood – 3 Impact – 3</p>	Moderate	Low	<ul style="list-style-type: none"> • Maintain strong partnerships with government, donors and regional agents to ensure all needs and expectations are clarified and met • Re-programme to support countries with new immediate needs • Emphasise Outcome 2 on oversight as a mitigation measure for countries 	<p>Likelihood: (3) Moderately Likely The possibility of natural hazards or political upheaval is ever present. Currently the situation in the Pacific region is stable with governments returning to pre-pandemic issues and priorities</p> <p>Impact: (3) Intermediate Impact Significant natural hazard disasters would preoccupy government stakeholders and political upheaval can prevent meaningful engagement with government stakeholders.</p> <p>Mitigation Measures: Should a natural disaster occur there may be opportunities for Gov4Res to facilitate a RID value-added approach to recovery. Should political upheaval occur continue to engage government stakeholders and identify opportunities for remote learning and travel of stakeholders to other PIC participating in Gov4Res for peer-to-peer learning.</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk Category: Strategic				
Risk 9: Risk of duplication as a result of operating in a crowded climate change space Likelihood – ? Impact – ?	?	Moderate	<ul style="list-style-type: none"> • Highlight niche role the Governance for Resilience project and APCP can play in connecting projects and partners • Joint missions coordinated with/through CROP agencies • Regular communications with wide range government and partner of partners 	<p>Likelihood: (4) Highly Likely The Pacific region is at high risk of CC and there are many initiatives to address these risks</p> <p>Impact (2) Minor Impact While there can be competition for the attention of government stakeholders it other initiatives are much more likely to provide opportunities for Gov4Res</p> <p>Mitigation Measures: It is recommended Gov4Res engage a full-time Partnerships and Liaison Specialist to remain up-to-date on other initiatives and to share and facilitate potential Gov4Res value-added partnerships</p>
Risk 21: Country representatives do not value lessons from other Pacific countries Likelihood – 2 Impact – 4	Moderate	Low	<ul style="list-style-type: none"> • Team will work sub-regionally (Micronesia, Melanesia and Polynesia) as well as regionally • Bring in global, regional and national expertise, to diversify potential inputs 	<p>Likelihood: (2) Low Likelihood Gov4Res peer-to-peer training has proved very effective.</p> <p>Impact: (2) Minor Impact the Gov4Res Pacific-led approach encourages each participating PIC to adopt a RID approach best suited to their own needs. As such, they are forced to follow the same approach used by other PIC</p> <p>Mitigation Measures: Continue to engage in peer-to-peer learning and sharing opportunities given the success shown Host Regional reflection workshops to promote the sharing of RID approaches implemented by participating PIC</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk Category: Political				
Risk 15: Advocacy stakeholders will not (or cannot) engage constructively with government Likelihood – 2 Impact – 4	Moderate	Low	<ul style="list-style-type: none"> • Maintain as a core programming assumption which will be revised six-monthly • Partner with internal UNDP CSO expertise 	<p>Likelihood: (2) Low Likelihood Freedom of speech is supported and forums that permit engagement of CSOs in review of government activities currently exist in PIC CSOs may also advocate through the inclusion of a RID approach in development proposals they submit to government for funding.</p> <p>Impact: (2) Minor Impact Gov4Res is focusing on working with government stakeholders to introduce a RID approach. The success of the work with government stakeholders is not dependent on advocacy from CSOs</p> <p>Mitigation Measures: Continue to develop Gov4Res RID communication tools to educate a broad range of government and non-government audiences</p>
Risk 20: Regional agents have motivations and interests that do not align with or shift from the project Likelihood – 2 Impact – 4	Moderate	Low	<ul style="list-style-type: none"> • Identifying agents that have common interests • Undertake ongoing Political Economy Analysis • Ongoing monitoring of regional agents and their relative influence in the RID space • Team to undertake PEA training 	<p>Likelihood: (2) Low Likelihood Regional agents do have a broad range of interests and activities. Nonetheless Gov4Res has been able to engage regional agents aligned with the work of RID</p> <p>Impact (2) Minor Impact It is not necessary for Gov4Res to engage all regional agents</p> <p>Mitigation Measures: It is recommended Gov4Res engage a full-time Partnerships and Liaison Specialist to remain up-to-date on other initiatives and to share and facilitate potential Gov4Res value-added partnerships</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk Category: Safety and Security				
Risk 2: Project staff and families are personally impacted by COVID-19 Likelihood – 3 Impact – 4	Substantial	Low	<ul style="list-style-type: none"> • Support all project staff to transition to working remotely to minimise risk of exposure to virus (with equipment, virtual login, etc.) • Maintain open and regular lines of communication with all project staff to ensure well-being, including weekly team meetings and daily check-ins in the form of short messages or calls • Maintain open and regular lines of communication with UNDP Resilience and Sustainable Development Team, Pacific office and Regional Bureau to access psychosocial and re-programming support, and updates on evolving COVID-19 situation • Undertake internal assessment of insurance status and allowances, and communicate with project team 	<p>Likelihood: (2) Low Likelihood Globally there has not been the emergence of COVID-19 variants leading to high, serious infections or a return to severe restrictions on travel and groups</p> <p>Impact: (4) Extensive Impact COVID-19 has shown a global pandemic can result in significant restrictions on travel and group meetings this has a significant negative impact on project implementation</p> <p>Mitigation Measures: The experience Gov4Res gained from the severe COVID-19 restrictions should be used to inform the project’s response to address any new outbreaks and new restrictions should they be imposed.</p>
Risk 12: Resettlement and relocation Likelihood – 2 Impact – 3	Moderate	Low	<ul style="list-style-type: none"> • Project will not be involved directly in any displacement or resettlement activities but will engage the respective Government and/or affected communities to manage CCDRM risks • Should resettlement or relocation arise, project will ensure any activity complies with the principles or donor's relevant policies and ensure engagement is at a policy level rather than any direct planning 	<p>Likelihood: (2) Low Likelihood Gov4Res has not been involved in resettlement and relocation</p> <p>Impact: (2) Minor Impact Government resettlement and relocation initiatives are not likely to impact the implementation of Gov4Res project activities</p> <p>Mitigation Measures: Gov4Res may be engaged in providing value-added RID for government stakeholders engaged in resettlement and relocation activities</p>

Risks Identified in ProDoc/CODA	CODA	MTE	ProDoc Risk Treatment and Management Measures	Mid-term Evaluation Comments
Risk 16: Advocacy stakeholders engage with government or parliament and there are repercussions Likelihood – 2 Impact – 4	Moderate	Low	<ul style="list-style-type: none"> Undertake regular monitoring of potential repercussions Liaise and work closely with advocacy groups Undertake political economy analysis on an ongoing basis as part of regular programming 	<p>Likelihood: (2) Low Likelihood Freedom of speech is supported and forums that permit engagement of CSOs in review of government activities currently exist in PIC</p> <p>Impact: (2) Minor Impact CSO advocacy for RID is unlikely to have negative repercussions</p> <p>Mitigation Measures: Continue to develop Gov4Res RID communication tools to educate a broad range of government and non-government audiences</p>
Risk Category: Financial				
Risk 10: Fiduciary risk of fraud Likelihood – 1 Impact – 4	Low	Low	<ul style="list-style-type: none"> UNDP have strong and appropriate HACT guidelines (all cash transfers are direct to government and implementing partners) UNDP will directly fund most activities 	<p>Likelihood: (2) Low Likelihood UNDP employs strong fiscal management policies and procedures</p> <p>Impact: (2) Minor Impact Gov4Res is working with numerous partners in the Pacific region. If fraud did occur it is likely to only be associated with one project partner.</p> <p>Mitigation Measures: Continue to implement UNDP fiscal management policies and practices</p>
Risk 18: The rapid decline in the exchange rate has implications for the amount of USD available for programming implementation Likelihood – 2 Impact – 3	Moderate	Low	<ul style="list-style-type: none"> All activities, budget and expenditure will be analysed more tightly in terms of 'Value for money' Contingency budget will be established Closer alignment of anticipated spending needs to tranches of funding are reflected in future disbursement schedule 	<p>Likelihood: (3) Moderately Likely COVID-19 has resulted in severe travel restrictions that have resulted in an economic downturn for PIC reliant on tourism revenues, leading to devaluation of local currencies. COVID-19 has also had a negative impact on the value of the US dollar, thereby reducing exchange rate impacts in PIC</p> <p>Impact: (2) Minor Impact The relatively low change of exchange rates will result in a minor impact on project financing</p> <p>Mitigation Measures: Continue to follow risk treatment and management measures originally outlined</p>

Annex 10. MTE of Gov4Res Logframe Output Indicator Target Achievement

Table 10.1 Mid-term evaluation of Gov4Res Logframe Output Indicator Target Achievement (MTE target based on ProDoc targets for 2020+2021; Final target is total of annual ProDoc targets 2020 to 2023; MTE Target assessment based on CODA data combined achievement 2020/2021 and 2021/2022)

Outcomes/ Outputs	Gov4Res Indicators	Baseline	Target		MTE Target Assessment	Achievement Rating
			MTE	Final		
OUTCOME 1. Government planning and financing systems enable gender and socially inclusive risk-informed development						
Output 1.1 GS&I RID is integrated into government systems of policy, planning, budgeting, and M&E	1.1.1 Numbers of nationally endorsed tools, guidelines and checklists that integrate or support GS&I CC&D risk management	0	8	19	3	MTE target not achieved
	1.1.2 Number of Investment appraisal guidelines and budget circulars which include clear reference to GS&I CC&D risk	0	8	19	1	MTE target not achieved
	1.1.3 Number of national level M&E assessments, tools and guidelines which include attention to GS&I CC&D risk	0	8	19	1	MTE target not achieved
Output 1.2 GS&I RID is embedded into community and sector development in a way that will influence national government systems	1.2.1 Number of budget submissions which have explicit reference to GS&I CC&D risk	0	25	60	7	MTE target not achieved
	1.2.2 Number of sector measures which reference GS&I CC&D risk	0	5	12	9	MTE target achieved
	1.2.3 Number of targeted implementation projects able to demonstrate: • increased cost efficiencies and savings, • leveraging of additional resources, • increased wellbeing for people.	0	9	21	34	MTE target achieved

Outcomes/ Outputs	Gov4Res Indicators	Baseline	Target		MTE Target Assessment	Achievement Rating
			MTE	Final		
Output 1.3 Gender and social inclusion representatives actively participating in shaping RID for government systems	1.3.1 Number of national Ministries responsible for gender who participate in assessment and appraisal of planning and budget submissions	0	5	11	3	MTE target not achieved
	1.3.2 Number of sectors in which a national Ministry responsible for gender supports to develop planning and budget submissions	0	8	19	2	MTE target not achieved
OUTCOME 2 Country oversight and accountability systems require gender sensitive and inclusive risk-informed development						
Output 2.1 There is risk informed, independent scrutiny of government	2.1.1 Number of Audit reports which give increased attention to GS&I CC&D risk	0	7	17	1	MTE target not achieved
	2.1.2 Number of Budget analyses and briefs which include mature analysis of GS&I CC&D risk	0	7	17	2	MTE target not achieved
Output 2.2 There is risk informed engagement and scrutiny by civil society	2.2.1 Number of times there is public scrutiny of the GS&I CC&D risk inclusion in development investments	0	5	12	1	MTE target not achieved
	2.2.2 Number of times CSO are engaged, particularly women's organisations, in scrutiny of development investments	0	5	10	6	MTE target achieved
OUTCOME 3 Regional organisations, policies and practices are actively supporting gender and socially inclusive risk-informed development						
Output 3.1 Countries are working collectively to influence other countries, regional actors and their own country systems and government	3.1.1 Number of actions and statements related to RID, not initiated by the project, emerge from PI countries	0	7	20	4	MTE target not achieved
Output 3.2	3.2.1 Regional agents report that they are promoting GS&I RID	0	8	20	5	MTE target not achieved

Outcomes/ Outputs	Gov4Res Indicators	Baseline	Target		MTE Target Assessment	Achievement Rating
			MTE	Final		
Regional agents (CROP, donors, regional programmes) are cognizant of, equipped to and in some situations are leading on GS&I RID	3.2.2 Number of regional resilience initiatives and policies supporting country led GS&I RID	0	6	16	2	MTE target not achieved