

Report on the Evaluative Review of the Development Account Project:

**Capacity-building of Pacific Small Island Developing States to Incorporate the
Mauritius Strategy for Implementation into National Sustainable
Development Strategies (06/07AJ)**

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Abbreviations and Acronyms

AusAID	Australian Agency for International Development
CROP	Council of Regional Organizations in the Pacific
DCC	Development Coordination Committee
EPO	ESCAP Pacific Office
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
IUCN	International Union for Conservation of Nature
MDGs	Millennium Development Goals
MSG	Melanesian Spearhead Group
MSI	Mauritius Strategy for Implementation
NGOs	Non-Governmental Organizations
NSDS	National Sustainable Development Strategy
PIDF	Pacific Islands Development Forum
PIFS	Pacific Islands Forum Secretariat
SEEA	System of Environmental Economic Accounting
SIDS	Smaller Island Developing States
SOPAC	Secretariat of the Pacific Geoscience Commission
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Program
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UNFPA	United Nations Fund for Population

Executive Summary

This evaluation concerns the review of the United Nations Development Account project, which aimed at strengthening the institutional capacity of small island developing States (SIDS) to implement the Mauritius Strategy through preparation and implementation of national sustainable development strategies (NSDS). The project involved the conduct of national and regional assessments for a midterm review of the implementation of the Mauritius Strategy for Implementation (MSI+5), and national assessments to identify opportunities for green growth as preparation for the Rio+20 United Nations Conference on Sustainable Development in 2012.

The main purpose of the evaluative review is to assess the relevance, effectiveness and sustainability of the project results and to put forward related recommendations for planning future interventions and derive lessons learned from its implementation.

The evaluation involved a combination of desktop review of project documents and related materials and interviews of stakeholders. The stakeholders consulted included some regional partners the Secretariat of the Pacific Regional Environment Program (SPREP) and International Union for Conservation of Nature (IUCN), some of the consultants engaged under the project, and a few selected country representatives of national planning offices (Fiji, Samoa and Tuvalu). The evaluation was carried out between January and March 2013.

The conclusions of the evaluation are summarized below:

- The project has raised greater awareness of the sustainable development agenda for the Pacific member States and of the importance of the green growth approach in the context of sustainable development and poverty eradication.
- The ESCAP Pacific Office (EPO) has been actively engaged in developing and contributing to partnerships and initiatives at the regional and sub-regional levels aimed at promoting green growth in the context of sustainable development.
- As a result of these initiatives there is a greater level of awareness and understanding among the participating partnership countries about green growth approaches, and there already have been examples of countries implementing green economic policies.
- The Pacific NSDS Regional Support Partnership and the Pacific Green Growth Partnership could have offered further support to Pacific member States in improving their knowledge of and capacity to implement green economy policies and initiatives had such partnerships been adequately resourced.
- The project has strengthened ESCAP Pacific Office capacity to provide technical assistance and advisory services to the Pacific SIDS on the implementation of the Mauritius Strategy, and promoting green growth as a means for achieving sustainable development.
- The extent to which the project has improved the capacity for Pacific member States to assess opportunities and develop green economy policies has been mixed – the larger countries have attained a relatively higher level of capacity than the smaller states. This has been attributed to a number of factors, including the lack of participation of the government's central ministries of finance and planning in the regional and global processes (i.e. MSI+5 and Rio+20); lack of involvement of these central ministries in the national

assessment process; and absence of effective national coordination and consultation mechanisms.

- The national assessment reports have been quite general in their findings and recommendations, particularly in the national assessments for identifying opportunities for green growth.
- The recruitment and management of national and regional consultants could have been handled better by the countries which could, in part, have led to a more timely delivery of the project's outputs. At the national level the central ministries of finance and planning would need to coordinate the national assessment process, local counterparts identified, and findings and recommendations of the assessment being acted upon and followed up through the standard government review processes. ESCAP should be able to assist by ensuring that the countries' participation in the regional and global processes is linked to such actions being pursued by countries.
- The lack of delegated authority for the Head of the ESCAP Pacific Office to make decisions on the recruitment and appointment of consultants has affected the timely delivery of the project's activities.
- The dissemination of the project's products and resources has not been effectively promoted due to an absence of an information and knowledge management policy and /or system within EPO, including lack of a dedicated portal website. While there exists a single ESCAP-wide website this site is not user-friendly and makes it difficult to search and access information, and much of the information on it is dated.
- Given the increased level of awareness of the sustainable development agenda for the Pacific member States and the global commitments of moving to a green economy, it is important for the Pacific development organizations to commence early with the preparatory work leading up to the global SIDS conference in 2014 and the Sustainable Development Goals to succeed the Millennium Development Goals (MDGs) post 2015.

On the basis of the findings and conclusions, the following set of recommendations has been put forth:

- (i) In light of the potential benefits Pacific member States could derive from the Pacific NSDS Regional Support Partnership and the Pacific Green Growth Partnership in improving their knowledge of and capacity to implement green economy policies and initiatives, that ESCAP should seek opportunities to pursue resource mobilization to make these partnerships more effective;
- (ii) It is recommended that any future projects for the ESCAP Pacific Office relating to the Mauritius Strategy and /or promoting Green Growth as a means for achieving sustainable development should be targeted at strengthening EPO's capacity to focus its assistance at three different levels:
 - a. engagement with policymakers at the highest levels of government;
 - b. engagement in regional strategic partnerships; and
 - c. consolidating its technical expertise on the "economics" and institutional framework of green growth policies.

- (iii) To ensure the Pacific member States derive maximum benefits from any capacity development initiatives in relation to green growth and sustainable development, the following measures should be taken into account:
- a. key central ministries such as finance and planning need to participate consistently at the regional and global sustainable development processes;
 - b. recruitment and management of consultants engaged in any national assessments must be coordinated through the central ministry of finance and planning;
 - c. local counterparts preferably from the ministry of finance and planning must be identified and available to work closely with the consultant;
 - d. travel reports on outcomes of regional and global conferences and national and regional assessment reports prepared by external consultants must be tabled with Cabinet and /or through some existing high-level coordinating development body;
 - e. ESCAP could assist to ensure that countries pursue the measures in (a) to (d) above by incorporating such measures as “conditions” in the “funding agreements” for the engagement of the consultants and /or the countries’ participation in the regional or global conferences for which their costs of attendance are funded by ESCAP.
- (iv) To ensure the quality of national assessments on green growth and sustainable development undertaken by external consultants is maintained, the following measures are recommended for ESCAP Pacific Office to take into account:
- a. timing of the assessment should as far as possible coincide and match with the national planning process and timetable;
 - b. methodology for the assessment to include relevant “entry points” for the analysis and using the best practices in those sectors to apply to other sectors;
 - c. engage experts and advisers of regional partner organizations to undertake the assessment, where there is no suitably qualified national consultant available;
 - d. solicit feedback and comment on draft reports from a wide range of stakeholders including the CROP Sustainable Development Working Group.
- (v) In terms of the recruitment and management of national and regional consultants, the following measures will need to be considered by ESCAP Pacific Office to ensure a timely delivery of the work:
- a. a small task force comprising staff of the planning office, environment, foreign affairs and perhaps one or two other ministries is formed to manage the consultancy work, including vetting the Terms of reference (TOR), the candidate consultants, and providing feedback on drafts of the report (this could be achieved by inclusion of this measure as a “condition” in the “funding agreement” for the consultant);
 - b. a small project team within EPO is formed to manage the consultancy from their side;
 - c. formalise the designation of the ministry responsible for finance and planning as the official “operational” point of contact for ESCAP, should the official “political” point of contact reside elsewhere (this could be achieved by EPO formally communicating this request to the government); and
 - d. solicit the assistance of the United Nations Joint Presence Office in-country to assist with managing of the consultants.
- (vi) To ensure an efficient management of project consultants, it is recommended that the Head of the ESCAP Pacific Office be delegated the authority to make decisions on the recruitment and appointment of consultants.

- (vii) In order to improve the dissemination of products and resources and enhance the advocacy role of the ESCAP Pacific Office in relation to sustainable development and green growth, the information and knowledge management policy /system currently being developed must be resourced adequately by ESCAP and implemented by EPO as a matter of priority.

- (viii) It is recommended that ESCAP takes the lead role among the Pacific regional organizations and the United Nations agencies in coordinating the Pacific preparatory work and input to the Third International Conference on SIDS in 2014 and the Sustainable Development Goals to succeed the MDGs post 2015. To do this, ESCAP should first obtain agreement of the Pacific member States to this and seek opportunities to pursue resource mobilization to assist with these processes.

1. Introduction

1.1 Background of the evaluation

This evaluation concerns the review of the United Nations Development Account project “Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for Implementation into National Sustainable Development Strategies (06/07AJ)”, hereinafter referred to as the Project. The evaluative review was managed by the ESCAP Pacific Office (EPO) and conducted by an external evaluator.

The project was aimed at strengthening the institutional capacity of small island developing States (SIDS) to prepare and implement national sustainable development strategies (NSDS). The project was to initially conduct a regional midterm review of the implementation of the Mauritius Strategy for Implementation (MSI) in Asia and the Pacific. Based on the outcomes of the regional mid-term review and earlier work on NSDS evaluations, the project was to provide technical assistance, including through south-south cooperation among SIDS within the Pacific as well as in the Caribbean, to strengthen institutional capacity and facilitate knowledge sharing on NSDS preparation and implementation among SIDS. A revision of the project was approved in February 2011 to respond to priorities identified by Pacific member States at ministerial meetings held during 2010. At these meetings¹, Pacific member States requested concrete actions and additional solutions for achieving sustainable development and identified Green Growth (low-carbon growth) as a potential solution. They asked that technical assistance be targeted towards assessing the Green Growth approach as a practical means of achieving sustainable development in preparation for the Rio+20 conference and that assistance go to more of the Pacific SIDS, rather than only three, as originally envisaged in the project document. The full Terms of Reference for this evaluation is attached as Annex II.

1.2 Purpose, objectives and outputs

The main purpose of the evaluative review is to assess the relevance, effectiveness and sustainability of the project results in line with ESCAP Evaluation Guidelines and to put forward related recommendations for planning future interventions and derive lessons learned from its implementation. The recommendations should focus on how to ensure sustainability of the project’s expected accomplishments, including future activities supporting NSDS through regional action, and how the lessons learned can be used to strengthen programming for sustainable development in Pacific member States.

The specific objectives of the evaluation are to:

- (i) Assess the relevance, effectiveness and efficiency of the project and the strategy used in its implementation in support of sustainable development, and
- (ii) Formulate concrete recommendations based on an overall assessment of the project and the lessons learned for future work in capacity building projects on formulating and implementing national sustainable development strategies.

¹ (a) Pacific High-level dialogue on the Mauritius Strategy held in Port Vila, Vanuatu on 8-9 February 2010; Sixty Sixth Session of the Commission for Economic and Social Development for Asia and the Pacific held in Incheon, Republic of Korea on 13-19 May 2010; and (c) Pacific Ministerial Meeting on Sustainable Development and Green Growth held in Astana Kazakhstan on 28-29 September, 2010.

The output of the evaluative review includes:

- An evaluative report including a set of recommendations for improving implementation of future capacity development work in support of sustainable development in Pacific island member States.

1.3 Scope

The scope of the evaluation is defined as:

Relevance: Appropriateness of the results of the Project in terms of regional commissions' priorities, Governments' development strategies and priorities and requirements of the target groups.

- Did the stakeholders find the results useful?
- How applicable are the resources and forums delivered through the Project to the countries concerned?
- To what extent has the project worked with regional stakeholders (e.g. CROP agencies and UN partners)?

Effectiveness: Extent to which the results of the Project have been achieved, and have resulted in changes and effects with respect to the target groups and other affected stakeholders.

- To what extent have the expected accomplishments been achieved?
- How have the project benefited the target groups?
- What is the likelihood that the project will contribute to the objectives in the long-term?

Efficiency: Extent to which human and financial resources were used in the best possible way to deliver activities and outputs, in coordination with other stakeholders

- To what extent are there administrative or operational bottlenecks in the work of EPO in fulfilling the project Expected Accomplishments?

2. Methodology

2.1 Description of methodology

The evaluation involved the following methods of data collection and analysis:

- Desk review of:
 - project document and other related documents
 - results from the Project, meeting/workshop reports and other relevant documents
 - review of comments and feedbacks received from participants as part of monitoring conducted by ESCAP
- Electronic communication with stakeholders and meeting/workshop participants as needed
- Interviews with EPO staff
- Interview of selected stakeholders over telephone
- Electronic communication (e-mail and telephonic) with concerned staff of partner organisations

- Preparation of an evaluation report including action-oriented recommendations and annexes as needed.

Work on the evaluation began in January 2013 with an introductory briefing by the ESCAP evaluation officer on the scope and expected outcomes of the evaluation. It was agreed that the evaluator should hold face discussions with relevant stakeholders resident in Fiji besides the EPO staff. The desktop review of relevant documents and reports, which are listed in Annex III, then followed. Starting from early February 2013 interviews of EPO staff were conducted and appointments with selected stakeholders were scheduled. Face meetings were held with stakeholders resident in Suva, Fiji whilst those abroad were consulted through either telephone or email discussions. The last individual stakeholder consultation (with the Fiji national planning office) was delayed until 13 March 2013 due to unavailability of relevant staff personnel. The list of people whom the evaluator consulted is attached as Annex IV.

A copy of the TOR for the evaluative review was emailed to all stakeholders prior to the conduct of discussions. Some country representatives (Kiribati and Samoa) further requested more specific questions (besides those questions listed under the TOR scope) to assist them prepare their feedback. These questions below were prepared and sent to all four country representatives:

- how much does the planning office know about the Mauritius Strategy and Rio+20?
- to what extent the MSI has been used in the planning process e.g. being mainstreamed into the NSDS?
- if there has been limited knowledge or use of MSI in the planning process, what could be the causes of it, and how would they be resolved going forward?
- if there has been sufficient knowledge and use of MSI, what could be some useful lessons that can be learnt from your experience?
- to what extent the green economy /green growth approaches are being mainstreamed or integrated into your development planning process?

The EPO staff assisted with making available to the evaluator the relevant background materials and as well as organising appointments with two stakeholders (Pacific Institute of Public Policy and the Fiji government national planning office) whom the evaluator has not previously known; whilst the meeting appointments with the rest of the stakeholders were organized by the evaluator.

2.2 Limitations

There were a few major limitations of the evaluation. First, the scope of limited interaction with the stakeholders due to very wide geographical coverage. This limitation was addressed by an evaluation of the various national and regional assessment reports prepared under the project, and by ensuring a cross-sectional of stakeholders was consulted. In this regard, consultations were conducted with key selected stakeholders from the regional agencies, project consultants and national planning offices. It was important that some direct feedback on the evaluative review was received from national planning offices since the project was aimed at enhancing the institutional capacity of national planning offices to prepare and implement NSDS as a tool for achieving sustainable development. The use of electronic communications via telephone and email has ensured that the consultation process included a wide range of stakeholders at national and regional levels without the need for the evaluator to travel to countries.

Second, is in relation to the difficulties in considering the diversified nature of activities undertaken. Again, this was addressed mainly through ensuring the various national and regional assessment reports were consulted and as well as consultations were held with a wide range of stakeholders.

Finally, is the short time-lag after completion of the project activities. Measuring capacity development outcomes can be a difficult task particularly as it relates to some long term goal of achieving sustainable development for Pacific SIDS as this is ultimately the goal of this project. As noted above, this was addressed through the project related documents and reports were consulted and consultations held with a wide a range of stakeholders. Compounding this problem is that one of the outputs (i.e. portal) under the project has yet to be completed. However, the evaluator was able to discuss with the project consultant developing the information and knowledge management system about plans on implementation of this aspect of the project.

3. Findings

3.1 General

The evaluative review revolved around assessing the extent to which the two main expected accomplishments of the project have been achieved. These expected accomplishments (EA)² are – EA1: greater awareness of the sustainable development agenda for small island developing States; and EA2: enhanced institutional capacity of small island developing states in the Pacific to prepare and implement national sustainable development strategies. We now examine each expected accomplishment in turn beginning under this section with a description of the results and achievements of the project.

EA1: greater awareness of the sustainable development agenda for small island developing States

The project has had significant impact on promoting greater awareness among member States to report on their efforts to achieve sustainable development and to identify strategies to further accelerate progress. The activities conducted have enabled the Pacific region to effectively engage in the global review of the Mauritius Strategy and to agree on possible regional strategies for achieving sustainable development at the national level.

Activities conducted included preparation of comprehensive national assessments in 12 Pacific SIDS³ and a regional mid-term review of the implementation of the Mauritius Strategy for Implementation (MSI). A regional consultant was employed to draft a comprehensive regional report⁴ on progress towards achieving sustainable development in Pacific SIDS, and to highlight regional initiatives and approaches to support national efforts. The report was prepared through a consultative process involving member States and regional development partners. A Pacific ministerial meeting⁵, organized by the ESCAP Pacific Office and co-funded with the United Nations Department of Economic and Social Affairs (UNDESA), finalized the regional report and discussed priorities, emerging issues and future areas for further addressing the vulnerabilities of Pacific SIDS. The

² As per the project document United Nations Development Account “Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for Implementation into National Sustainable Development Strategies (06/07AJ)”.

³ These were Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

⁴ Sustainable Development in the Pacific: Progress and Challenges. Pacific Regional Report for the MSI+5 Review, April 2010, ESCAP.

⁵ The Pacific High Level Dialogue on MSI+5, held in Port Vila, Vanuatu, 8-9 February 2010 produced a “Port Vila Outcome Statement: Pacific High-Level Dialogue on the MSI+5 Review” and together with the final regional report are available on the ESCAP and DESA websites.

regional report was adopted by the Commission as the regional input to the sixty-fifth session of the General Assembly⁶.

The regional report provided an important record of the situation at the mid-term milestone of the Mauritius Strategy as well as informing future activities of the project. Establishing an agreed regional position on sustainable development progress and challenges provided direction on the current gaps remaining on capacity development needs of the Pacific region. It also facilitated reporting at the Asia-Pacific and global levels, with the strong participation and contribution from the Pacific being noted at intergovernmental meetings. The project focused not only on raising the awareness of the Mauritius Strategy at the national level, but also amongst the regional development community. It resulted in a commitment and call by Pacific Leaders to integrate the Mauritius Strategy into the work on MDGs and the programs of United Nations and other partners in the Pacific. This strong result from the Pacific resulted in the call in [resolution 66/2](#) for the Secretary General to report on what the United Nations system was doing to mainstream the MSI.

Following the revision of the project in February 2011, the project altered its focus toward assessing the Green Growth approach as a practical means for achieving sustainable development in preparation for the Rio+20 conference. The project activities focused on preparing Pacific island member States for the Rio+20 United Nations Conference on Sustainable Development. This work was undertaken in two main areas: (i) a Rio+20 Preparatory Meeting which brought together finance and environment ministers from Pacific countries, and included an Open Forum to allow exchange with non-governmental organizations (NGOs), faith-based organizations, community groups, women and youth groups; and (ii) national and regional assessment of theme 1 of Rio+20, examining the green economy approach and working towards the development of tangible steps for Pacific island countries to 'green' their economies in support of sustainable development.

The Pacific preparatory meeting⁷ focused attention on the need for a green economy approach to be adopted as part of national macro-economic, structural and legal reform policies. Fiscal and budget reforms were also acknowledged as important to achieve a low carbon green economy and sustainable development. The 'special case' of the Pacific SIDS within the context of their oceanic environment was agreed by Pacific countries for highlighting at the Rio+20 Conference. This message was taken to the Pacific Islands Forum Leaders Meeting, the Asia-Pacific preparatory meeting, and was a core message of Pacific regional submission to Rio+20.

The Rio+20 outcome document⁸ ("The future we want") contains several outcomes that are particularly relevant for the Pacific region. These include, inter alia, a reaffirmation of the "special case" for SIDS; endorsement of the convening of a Third International Conference on SIDS to be hosted in the Pacific in 2014; and recognition of the importance of green economy in the context of sustainable development and poverty eradication as one of the important tools available for achieving sustainable development.

In September 2012 the ESCAP Pacific Office published its blueprint publication on green growth, "Green Economy in a Blue World"⁹, which explores the concept of a green economy in the Pacific and helping to inform and advise Pacific member States in formulating and implementing policy initiatives and measures for a more inclusive, sustainable and resilient Pacific. This was another

⁶ As per [resolution 66/2](#) at the ESCAP 66th Commission Session in May 2010 and the Secretary General's report to the General Assembly ([A/65/115](#)).

⁷ The outcome document for the Rio+20 Pacific preparatory meeting is available at <http://www.unescap.org/EPOC/pdf/Outcomes-Documents-Final-Rio+20-Pacific-Prep-Meeting.pdf>

⁸ <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N11/476/10/PDF/N1147610.pdf?OpenElement>

⁹ <http://www.unescap.org/EPOC/pdf/Pacific-Perspectives-2012.pdf>

significant milestone towards raising greater awareness of the sustainable development needs of the Pacific SIDS.

Complementing these activities the ESCAP Pacific Office has been actively engaged in developing and contributing to partnerships and initiatives at the regional and sub-regional levels aimed at promoting green growth in the context of sustainable development. EPO has remained an active participant in the CROP Sustainable Development Working Group¹⁰ which was instrumental in facilitating regional input to the MSI mid-term review and the Rio+20 processes. Through this working group, two other partnerships have been established, the Pacific NSDS Regional Support Partnership and the Pacific Green Growth Partnership. The Melanesian Spearhead Group (MSG)¹¹, now increasingly becoming a major player in the Pacific region, has endorsed adoption of a MSG Green Growth Framework¹² to guide their countries development efforts. The MSG has also adopted an environment and climate change declaration¹³ further signifying the importance placed on environment and climate change in the context of sustainable development. The Third Engaging with the Pacific Leaders Meeting hosted by Fiji in August 2012 endorsed the convening of the Pacific Islands Development Forum (PIDF) for the purpose of engaging leaders from key sectors in implementing green economic policies in Pacific SIDS¹⁴.

Another major regional project spearheaded by IUCN Oceania and supported by Australian Agency for International Development (AusAID) under its Pacific Leadership Program, namely the Green Growth Leaders Coalition Project¹⁵, which aims to create a strong and effective coalition of Pacific Island leaders in key development sectors who can drive the introduction and implementation of green growth and sustainability principles in policy and decision making in their countries. With the active support of the leaders coalition, there already have been national high level dialogue or roundtable meetings on green growth recently convened in Papua New Guinea and the Solomon Islands, and similar national forums are planned for Fiji and Vanuatu this year. EPO has continued to be engaged in these high level dialogues with the MSG, the leaders coalition project and the PIDF, and contributing to the discourse on development of practical approaches and strategies relating to green growth and sustainable development.

EA2: enhanced institutional capacity of small island developing states in Asia and the Pacific to prepare and implement national sustainable development strategies

In terms of enhancing the Pacific SIDS institutional capacity to prepare and implement NSDS as per the second expected accomplishment for the project (EA2), this has been highlighted by governments primarily through the national assessment process and the regional/global reviews noted above.

In terms of preparing the national assessment reports for the MSI midterm review, national consultants were engaged by ESCAP in Fiji, Federated States of Micronesia, Kiribati, Nauru, Palau,

¹⁰ The CROP Sustainable Development Working Group, comprising representatives of CROP agencies and other regional partners including EPO, provides support and advice to Pacific island countries on coordinated and integrated approaches to sustainable development.

¹¹ MSG is an intergovernmental organization, composed of the four Melanesian states of Fiji, Papua New Guinea, Solomon Islands and Vanuatu as well as the FLNKS of New Caledonia.

¹² <http://msggreengrowth.wordpress.com/>

¹³ <http://www.msgsec.info/index.php/economic/social/late-developments/134-declaration-on-environment-and-climate-change>

¹⁴ http://www.fiji.gov.fj/index.php?option=com_content&view=article&id=6722:engaging-with-the-pacific-leaders-meeting-nadi-communicate&catid=71:press-releases&Itemid=155

¹⁵ <http://www.iucn.org/about/union/secretariat/offices/oceania/projects/?10423/greengrowth>

Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu to assist in the preparation of [national assessment reports](#). ESCAP staff assisted in the preparation of a national assessment report for the Republic of Marshall Islands. Furthermore, comprehensive national assessments of how the Rio+20 theme of 'Green economy in the context of sustainable development and poverty alleviation' were conducted in 12 Pacific island countries. Again, national consultants were engaged to assist in the preparation of national assessment reports. Two assessments (Papua New Guinea and Solomon Islands) were undertaken jointly with UNDP and UNDESA.

The national assessments of opportunities to green the economies of Pacific island countries identified the key features of a national enabling environment as well as constraints and challenges that countries may face in integrating green economy approaches into national planning and budgetary processes. The assessments also identified key sectors of a green economy in Pacific island countries. These included agriculture, fisheries, tourism, infrastructure, transport and energy. The findings of the national assessments have fed into: (a) national and regional preparations for Rio+20; (b) the work of regional organizations through the CROP Sustainable Development Working Group; and (c) the development of a regional green economy roadmap.

The national assessments found that in many ways, Pacific island countries are already 'green' given their relatively pristine environments, limited economic opportunity, low growth rates, small populations, isolation, etc. As such, the focus of green economy approaches in the Pacific would be in those areas that support sustainable development outcomes. Indeed many countries saw little need to distinguish between 'green economy' approaches or 'green growth' pathways from established sustainable development approaches (such as the MSI and NSDS).

In terms of knowledge sharing on preparation and implementation of NSDS, whilst there has been no policy manual developed for this specific purpose, the EPO publication "Green Economy in a Blue World" can be viewed as a policy guide offering a range of green economy tools and policy options for decision-makers in the Pacific. At the time of the evaluation, work was being undertaken on establishing improved information and knowledge management systems and communications for EPO. This would result in, inter alia, facilitating better access to and dissemination of information products and best practices on green growth and sustainable development.

The evaluation of the preparation and implementation of NSDS was not undertaken as originally envisaged. However, the national assessment reports prepared for MSI+5 and Rio+20 have included a review of the country's institutional planning process and provided relevant information about the NSDS process and progress of its implementation. Because of the revision to the project in 2011, the technical assistance originally envisaged for this activity was refocused on assessing green growth approach through the national assessments process. Additionally, the original plan to recruit and place three experts in the least developed Pacific SIDS to provide assistance and advice on strengthening the NSDS process was also altered to focus instead on providing training and implementing pilot projects relating to green growth. While there were no pilot projects implemented the national assessments conducted on green growth opportunities were undertaken in partnership with government counterparts in order to facilitate transfer of knowledge and training.

Overall, the project has strengthened EPO's capacity to provide technical assistance and advisory services to the Pacific SIDS on the implementation of the Mauritius Strategy through the review of national sustainable development strategies, and promoting green growth as a means for achieving sustainable development. EPO has targeted the delivery of its capacity development efforts to Pacific SIDS at three different levels. First, it has engaged with policymakers at the highest levels of

governments through participation at various regional and international conferences¹⁶ and thereby enabling Pacific island governments to establish key commitments on adoption of policies and approaches for achieving sustainable development. Second, EPO has expanded its engagement with and support of regional and sub-regional partnerships on green growth. The active participation of EPO in the CROP Sustainable Development Working Group, the Pacific NSDS Regional Support Partnership, the Green Growth Leaders Coalition and the MSG Green Growth initiatives, are some of the partnerships and mechanisms that all aimed at supporting the implementation of green economy policies for achieving sustainable development in the Pacific. The third level at which EPO has focused its assistance on has been on providing expertise and advice on developing effective and coordinated policy, institutional, regulatory and legal frameworks which are critical to enable a transition to a green economy. Green economy policies require reflection of the real cost of production into pricing (or correcting market failure), which is addressed mainly through implementation of fiscal policy instruments such as green taxes, subsidies and budget reform. The EPO publication on "Green Economy in a Blue World" provides a guide on these policy instruments. Developing evidence-based green economy policies require indicators that can capture not only the economic value of natural capital but also its social and environmental value. EPO has a proposed project focusing on the economic valuation of natural capital and gender inequality. The project will pilot the compilation of economic valuation statistics for at least one major natural resource category (e.g. water, energy, aquatic resources, etc.) using the System of Environmental Economic Accounting (SEEA) in a few Pacific countries. The project will include training and technical assistance on implementing the SEEA. EPO has therefore begun to concentrate its expertise on the "economics" and institutional framework of green economy policies as these are the enabling conditions necessary for transitioning to a green economy.

3.2 Performance assessment

The two expected accomplishments and the results of the project are now both assessed together in accordance with the three main criteria of relevance, effectiveness and efficiency.

EA1: greater awareness of the sustainable development agenda for small island developing States; and

EA2: enhanced institutional capacity of small island developing states in the Pacific to prepare and implement national sustainable development strategies

(i) Relevance

The sustainable development agenda for SIDS as encapsulated in the Mauritius Strategy and the adoption of green growth as a means for achieving sustainable development are most relevant and appropriate to the Pacific SIDS. Awareness of the MSI has increased following the 2010 regional and global reviews; in particular, its role as a key global commitment for the Pacific region has been recognized. The national assessment reports and regional report prepared for the MSI+5 review and Rio+20 have reaffirmed the challenges, constraints and opportunities facing the Pacific SIDS in their quest for achieving sustainable development and a better livelihoods for their peoples. The feedback received from all of the stakeholders interviewed reaffirmed the appropriateness of the project in raising greater awareness of the sustainable development concerns of the Pacific member States.

The assessments have identified opportunities for the Pacific member States to move towards a green economy. In discussions with the Fiji national planning staff, for example, they have indicated

¹⁶ Including the Pacific High Level Dialogue on MSI+5 in Feb 2010, ESCAP 66th Commission Session in May 2010, Pacific Ministerial Meeting on Sustainable Development & Green Growth in Sept 2010, and Pacific Preparatory Meeting for Rio+20 in July 2011.

that the principles and objectives of green growth in the context of sustainable development were not new as those have already been reflected in the government plans and policies. This has resulted, for example, in the inclusion of a green fuel tax in the Fiji government's budget for 2013. However, given the focus of the national assessments on 'greening' economies, a potential conflict emerges with some economic activities that could offer opportunities for growth in some Pacific island countries. Generally these are extractive industries in the more resource rich countries, but include the logging, deep sea-bed mining and unregulated tourism. This may have contributed to the luke-warm interest of some countries to the national assessment process, due to a perception of the green economy approach as being fundamentally environmental, without adequately considering the need for economic outcomes.

The regional reports and the outcomes of the MSI+5 review and Rio+20 conferences have captured the Pacific island governments' development situation and presented focal areas of priority attention that are aligned with the countries' development strategies and priorities. The regional partnerships that have been established to further the green growth approach as a means for achieving sustainable development and to which EPO has been an active partner have all contributed to raising greater awareness of the sustainable development agenda for the Pacific SIDS and, thus, have been most useful.

Focusing its expertise and support to Pacific SIDS on developing evidence-based green economy policies and green fiscal policy instruments would also be appropriate and relevant for EPO. To enable Pacific SIDS to transition to a green economy requires developing effective and well-coordinated policy, institutional, regulatory and legal frameworks. Consolidating EPO capacity and expertise on these enabling conditions at the national level would go a long way towards helping Pacific SIDS to transition to a green economy. The upcoming work by EPO on the economic valuation of natural capital, for example, would be relevant to the implementation of evidence-based green economy policies. This area of focus by EPO has been reaffirmed, for example, by the feedback received from IUCN which indicated that this work by EPO would further complement the efforts by the Green Growth Leaders Coalition.

The project has enabled EPO to work closely with regional stakeholders such as the CROP Sustainable Development Working Group, Green Growth Leaders Coalition and the MSG. Through the work of these regional partnerships the Pacific SIDS have not only furthered their knowledge and understanding of the green growth concept but have made commitments for adoption of green economy policies as a means for achieving sustainable development. Feedback received from SPREP indicated that EPO has played a significant role in facilitating the regional input to the MSI+5 and Rio+20 processes. Furthermore, as a result of the project the "special case" of SIDS and priority accorded to green growth have been embedded in the work of key United Nations partners (e.g. UNDP and UNDESA) in preparation for the Rio+20 process, and also beyond this through the United Nations Development Assistance Framework (UNDAF) 2013-17.

One of the outcomes of the Rio+20 conference is the convening of a global SIDS conference in 2014, which has subsequently been agreed to be hosted by Samoa. Additionally, a process has been initiated by the United Nations on developing the Sustainable Development Goals to succeed the Millennium Development Goals (MDGs) post 2015. It is important that there is clarity established early among the Pacific regional organizations including the United Nations agencies as to which organization will lead the coordination of preparing the Pacific SIDS input to these global processes. Given the extensive and relevant experience ESCAP has gained in relation to the MSI+5 and Rio+20 processes, it is appropriate that ESCAP takes a lead role in coordinating the Pacific preparatory work and input to these global processes.

(ii) Effectiveness

The extent to which the results of the project have been achieved, and have resulted in changes and effects with respect the target groups have been mixed. The project has generated greater awareness of the sustainable development agenda for SIDS among the national country representatives and government agencies who have directly been involved in the project. These country representatives or agencies have usually been officials or ministers drawn from foreign affairs and environment ministries. These two ministries have naturally been involved in the project because the official focal point of contact of ESCAP within government is usually the foreign affairs ministry, and since the Mauritius Strategy and Rio+20 agenda have traditionally been viewed by SIDS as an environmental initiative the ministry responsible for environment has thus been involved in the project.

The central ministries of finance, treasury, economic planning and aid coordination have, on the other hand, often not been consistently participating in these processes. While ESCAP has extended invitations to the ministries of finance and planning to participate in these global and regional processes, some Pacific member states were unable to include representatives of finance ministries in their delegations consistently. The involvement of these central ministries of finance and planning is critical since they are responsible for preparing and monitoring the NSDS implementation and as well as coordinating the integration of regional and internationally agreed sustainable development goals such as the MDGs, Mauritius Strategy and Pacific Plan into national plans, policies and budgets. If these central ministries involvement or understanding of the Mauritius Strategy and green growth is limited, the chances of these internationally agreed sustainable development goals and initiatives being mainstreamed into national plans, policies and budgets are diminished.

The engagement of national or regional consultants to prepare the national assessment reports have in some cases been undertaken without the full participation of the central ministries of finance and planning. The national assessments should logically be undertaken by the national planning office in collaboration with the environment and line ministries. However, national planning offices are often already overwhelmed with other work commitments such as reviewing and monitoring the NSDS, assisting with budget preparation, and preparing macroeconomic overviews and economic policy briefs and, as a result, do not have staff available to undertake additional tasks. Thus the option of recruiting national or regional consultants to prepare national assessment reports for monitoring progress of internationally agreed sustainable development goals such as the Mauritius Strategy has been the preferred modality among SIDS. ESCAP has attempted to engage the ministries of finance and planning in coordinating the national assessments, which has been the case, for example, for Fiji and Nauru.

In discussing with Tuvalu national planning staff on their feedback to this evaluative review exercise, for example, they have indicated that apart from one of their staff recent attendance in the Pacific Preparatory Meeting for Rio+20 in July 2011, their involvement in the Mauritius Strategy up until that time had been limited. They were also not closely involved or consulted by the national consultants engaged by ESCAP to prepare national assessment reports for MSI+5 and Rio+20. As a result there has been little follow up work undertaken by their office following the MSI+5 review and Rio+20 conferences on implementing the national commitments made in those respective conference outcome documents. Notwithstanding, the principles and objectives of the Mauritius Strategy have already been reflected in Tuvalu's national development strategy – only that it is not specifically referred to in the plan as the Mauritius Strategy. This is also the case for many other Pacific countries including Samoa where the guiding principles and objectives of the Mauritius Strategy have already been integrated into their NSDS.

For Tuvalu's national sustainable development strategy, known as Te Kakeega II, and its subsequent reviews, while the Mauritius Strategy has not been specifically mentioned in it as such, the MDGs on the other hand have been specifically mainstreamed into the national plan and policies and budgets. The integration of the MDGs into national plans, policies and budgets has been made possible largely due to the level of awareness among key central government ministries and national stakeholders. Such increased level of awareness of the MDGs has been facilitated to a large degree by the fact that the national focal point of UNDP (being the United Nations agency leading the work on MDGs) within government is the Ministry of Finance and Planning. As a result, there exists a high level of awareness and commitment among the national planning staff to integrate MDGs into the national development planning process, as compared to other internationally agreed sustainable development goals initiatives including the MSI.

Similarly, the feedback received from one of the regional consultants the Pacific Institute of Public Policy indicated that the consultation process for the national assessments was rather adhoc as they (i.e. the consultants) were more or less left on their own to organize the national consultation meetings. This apparent lack of active involvement of the central ministries of finance and planning in the national assessments does not augur well for cultivating country ownership of the process. Moreover, in their (consultants') view, it would be interesting to determine the extent to which the findings and recommendations of the national assessments have been implemented (if any). In Tuvalu's case, as noted above, it was obvious there has been limited awareness of the national assessment process which has meant that there has been little follow up on the findings and recommendations of such assessments.

This problem with the lack of participation of central ministries in these global processes has also revealed the absence of an effective coordination and consultation mechanism at the national level among relevant government ministries and key agencies. Even if the government is represented by its foreign ministry at these international fora where internationally agreed sustainable development goals are canvassed, it is often standard government procedure that a report on the outcomes of such meetings is prepared, discussed and disseminated to relevant government ministries and agencies with follow up activities clearly highlighted and the lead ministry to implement the agreed action identified. Such reports are usually tabled with Cabinet and a development coordinating committee comprising executive heads of key ministries and agencies. In the case of Tuvalu, for example, while there exists a Development Coordination Committee (DCC) it is not being effectively utilised as national assessment and travel reports relating to these internationally agreed sustainable development goals do not get tabled with DCC and /or Cabinet.

In addressing this issue, ESCAP has encouraged the participation of government representatives from central ministries of finance and planning in government delegations attending the regional and international conferences, as was the case with the Pacific High Level Dialogue on MSI+5 in February 2010, Pacific Ministerial Meeting on Sustainable Development and Green Growth in September 2010, and the Pacific Preparatory Meeting for Rio+20 in July 2011. While the bigger Pacific SIDS could afford to send larger delegations it is often the case that the smaller countries with limited staff personnel are not able to have representatives from ministries of finance and planning available to be included in their delegations all of the time. Under these circumstances, countries should strictly adhere to their travel procedures (for example, travel reports outlining key outcomes of the conference and actions to be implemented are produced) and submitted to Cabinet and DCC (or some similar high level coordinating body) for discussion and agreement on the necessary follow up actions.

For the bigger Pacific SIDS which have higher levels of staff capacity available to engage more fully in these regional and international sustainable development processes, their level of awareness of the

importance of the Mauritius Strategy and green growth approaches in the context of sustainable development has been far greater than in the smaller SIDS. Feedback received from the national planning office staff of two of the larger Pacific SIDS Fiji and Samoa, for example, indicated that these internationally agreed sustainable development goals and initiatives had been incorporated into their respective national development strategies and sector plans. The regional and sub-regional mechanisms and partnerships such as the MSG green economy initiative and Green Growth Leaders Coalition have resulted in the participating countries establishing commitments on adoption of green economy policy measures. For example, Fiji has recently introduced an environmental fuel tax and is considering extending this environmental tax to other goods or services that have a detrimental effect on the environment. In its efforts to promote renewable energy in Vanuatu, the government has removed all import duty on solar panels which can be viewed as an indication of its commitment to introducing green economy policies.

The sustainability of the project results has been enhanced globally by the call in [resolution 66/2](#) for mainstreaming the MSI in the work of the United Nations. In the Pacific, the Leaders themselves have called for the integration of the MSI in the work on MDGs and of the United Nations and other partners. The mid-term review of the UNDAF in the Pacific, as a direct result of the project, has resulted in the integration of the MSI in the UNDAF (2013-17) and in the work programmes for UN agencies operating in the region.

In addition, Pacific regional organizations and the United Nations system in the Pacific have formed a “Pacific NSDS Regional Support Partnership” to provide ongoing support to SIDS to improve the formulation and implementation of their national sustainable development strategies. The work on reviewing Nauru’s NSDS in 2009 was coordinated through this partnership, whereby a number of experts and advisers from partner organizations including EPO, UNDP, United Nations Children’s Fund (UNICEF), United Nations Fund for Population (UNFPA) and SPREP had jointly undertaken the review work which resulted in a revised NSDS approved by the Nauru government. This joint work among partner agencies in planning and reviewing NSDS has been found to be useful, as in the case of Nauru, and would need to be supported. A “Pacific Green Growth Partnership” has also been endorsed to provide ongoing support to SIDS to improve their knowledge of and capacity to implement green growth policies and initiatives. This partnership however has yet to be operational as it does not yet have funding support. These partnerships have been coordinated through the CROP Sustainable Development Working Group, which could ensure these partnerships would be sustained over the long run. Similarly, the green growth initiatives established under the MSG ambit and the Leaders Coalition project would ensure the advocacy and support work for moving to a green economy would be maintained.

(iii) Efficiency

The extent to which human and financial resources have been used in the most efficient manner to deliver activities and outputs under the project has largely suffered owing to a range of administrative or operational bottlenecks in the work of ESCAP and within governments.

Interviews held with EPO staff revealed that there were considerable delays involved with the recruitment and fielding of national and regional consultants to undertake the national assessments. Delays were a product of both internal and external factors. The external factors included the slow response by governments to communications and turnover of relevant staff and /or focal points of contact. The internal factors included the limited staff available within EPO to manage the project activities for an extended period of time following an organizational restructuring and the slow process for the recruitment and placement of new or replacement staff. This in turn created

difficulties in completing the regional report for MSI+5, as few national assessments were complete before this report was required.

Recruiting and managing national consultants proved challenging in some cases. Finding adequately qualified and experienced candidates that were available within the required timeframe was difficult. This is likely to remain a challenge in the Pacific region given the relatively small pool of experts upon which to draw from. Furthermore, managing the consultants from a distance was problematic, particularly when the initial quality of work did not meet expectations. In some instances, it was time consuming to keep following up to ensure that work was completed as required.

The fact that the final authority for contracting and appointment of consultants reside with ESCAP Bangkok as opposed to EPO has contributed to further inefficiency and delays. This was the feedback received from discussions with EPO staff and the project consultants. Work on preparing the policy handbook, for example, had to be cancelled because the nominated consultant's proposed fee level was in breach of ESCAP contractual rules even though the proposed fee level was commensurate with the required work and qualifications of the nominated consultant. In some cases there have been protracted delays due to ESCAP contractual procedures that would result in several weeks or even months before obtaining ESCAP approval for finalising employment contracts of national consultants. This was especially the case for an institutional contract (as opposed to an individual consultant contracting) where it took almost a year to get the contract sorted out.

Besides the contractual issues associated with the recruitment of consultants, the national assessment process could have been managed better. It was obvious from the feedback received from the Tuvalu national planning staff that the consultant would need to work more closely with the national planning office staff to ensure the findings of the assessment are consistent with the government priorities and the recommendations are more specific and feasible. The views tendered by SPREP indicated that in some of the national assessment reports for green growth, the recommendations are quite general. In their view the timing of the national assessments should ideally need to fit in with the country's national development planning process and timeline in order to maintain consistency with national requirements and priorities. The approach to the assessments would have benefited from identifying relevant "entry points" for the analysis to ensure there is more specificity in the recommendations for the application of green growth approaches. For example, the assessment could have begun with a demonstration of how green economy policies could be applied to say in the case of Fiji the tourism sector, or for Vanuatu the meat industry, and then use the best practices in those sectors to apply to the other sectors.

The Pacific Green Growth Partnership has remained dormant since its inception and needs to be activated and appropriately resourced. Since the composition of the partnership includes the major Pacific development organizations including the CROP and United Nations agencies, the partnership could potentially offer the full range of expertise needed for green growth policy development. If resourced appropriately, the partnership could be able to provide expertise from within its members to assist countries with their national assessments or with the development of green economy policies, thus, avoiding the need to engage consultants. The use of regional and international staff associated with the partnership to undertake national assessment work has the added advantage of their specialist knowledge in their own respective fields as opposed to national consultants who in some cases have had no or little knowledge of or exposure to the green growth concept. These views are also shared by SPREP.

The project has produced a number of important and relevant products and resources pertaining to the sustainable development agenda for the Pacific SIDS, the Mauritius Strategy review, the green

economy and Rio+20 outcomes. These resources come in a range of forms such as reports (national assessments, MSI+5 midterm review, Pacific regional meeting outcomes, Rio+20 outcomes) and publications such as the "Green Economy in a Blue World". These resources have not been utilized to their full potential by the Pacific SIDS in moving to a green economy partly due to the absence of a functioning portal website that readily makes available those resources. These resources were supposed to have been made readily available to Pacific member States mainly through a dedicated portal website. This portal has not been developed. To compound the problem the EPO does not have a separate website of its own that it could manage by itself. There is only a single ESCAP website of which there is a webpage link for EPO. But even then that website is not user-friendly and makes it difficult to search and access information, and much of the information on it is dated. EPO has acknowledged this problem and work is currently underway to design and install an information and knowledge management system within EPO that would, inter alia, improve the accessibility and thus the dissemination of information products and resources more effectively.

In terms of financial resource utilization, the project would have fully expended the project budget of \$631,000 had it not for a decision by ESCAP to reduce the duration of the information knowledge management consultancy from 6 to 3 person months. This decision has the unintended effect of approximately \$40,000 or just over 6% of the total budget being returned to ESCAP/UNDESA. Had it not for the delays incurred in carrying out various activities envisaged under the project, EPO would have been able to make use of this leftover funds for the project.

4. Conclusions

The project has raised greater awareness of the sustainable development agenda for the Pacific member States, and had significant impact on promoting greater awareness among member States to report on their efforts to achieve sustainable development and to identify strategies to further accelerate progress. This has resulted in a commitment and call by the Pacific Leaders to integrate the Mauritius Strategy not only into the national planning and policy frameworks but also into the work on MDGs and the programs of the United Nations and other partners. The United Nations has acknowledged this commitment through its [resolution 66/2](#).

The project has facilitated an increased level of awareness of the importance of the green growth approach in the context of sustainable development and poverty eradication, which has resulted in a commitment and call by the Pacific Leaders to focus attention on the need for a green economy approach to be integrated as part of the national development policy framework. This commitment has been acknowledged globally through the outcomes of the Rio+20 United Nations Conference on Sustainable Development "The future we want" which accords recognition to the importance of green economy in the context of sustainable development and poverty eradication as one of the important tools available for achieving sustainable development.

The ESCAP Pacific Office has been actively engaged in developing and contributing to partnerships and initiatives at the regional and sub-regional levels aimed at promoting green growth in the context of sustainable development. These partnerships have included the Pacific NSDS Regional Support Partnership, MSG Green Growth Framework initiative, and the Green Growth Leaders Coalition to name a few. As a result of these initiatives there is a greater level of awareness and understanding among the participating partnership countries about green growth approaches, and there already have been examples of countries implementing green economic policies.

The Pacific NSDS Regional Support Partnership and the Pacific Green Growth Partnership could have offered further useful assistance and support to Pacific member States in improving their knowledge of and capacity to implement green economy policies and initiatives had it been resourced appropriately.

The project has strengthened ESCAP Pacific Office capacity to provide technical assistance and advisory services to the Pacific SIDS on the implementation of the Mauritius Strategy, and promoting green growth as a means for achieving sustainable development. EPO has targeted the delivery of its capacity development efforts to Pacific SIDS at three different levels: (i) engagement with policymakers at the highest levels of government to establish key commitments on adoption of policies and approaches for achieving sustainable development; (ii) establishing new or contributing to existing regional and sub-regional strategic partnerships on green growth; and (iii) consolidating its technical expertise on the “economics” and institutional framework of green growth policies. In view of the size and capacity of EPO, this level of focus and modality of delivery is considered appropriate.

The extent to which the project has improved the capacity for Pacific member States to assess opportunities and develop green economy policies has been mixed – the larger countries have attained a relatively higher level of capacity than the smaller states. This has been attributed to a number of factors, including the lack of participation of the government’s central ministries of finance and planning in the regional and global processes (i.e. MSI+5 and Rio+20); lack of involvement of these central ministries in the national assessment process; and absence of effective national coordination and consultation mechanisms.

The national assessment reports have been quite general in their findings and recommendations, particularly in the second round of assessments for identifying opportunities for green growth. The quality of the national assessment reports could have been improved had the timing of the assessments coincide and match with the country’s national planning process and timetable, and had the methodology included identifying relevant “entry points” for the analysis and using the best practices in those sectors to apply to other sectors.

The recruitment and management of national and regional consultants could have been handled better by the countries which could, in part, have led to a more timely delivery of the project’s outputs. At the national level the central ministries of finance and planning would need to coordinate the national assessment process, local counterparts identified, and findings and recommendations of the assessment being acted upon and followed up through the standard government review processes. ESCAP should be able to assist by ensuring that the countries’ participation in the regional and global processes is linked to such actions being pursued by countries.

The lack of delegated authority for the Head of the ESCAP Pacific Office to make decisions on the recruitment and appointment of consultants has affected the timely delivery of the project’s activities.

The dissemination of the project’s products and resources has not been effectively promoted due to an absence of an information and knowledge management policy and /or system within EPO, including lack of a dedicated portal website. While there exists a single ESCAP-wide website this site is not user-friendly and makes it difficult to search and access information, and much of the information on it is dated.

Given the increased level of awareness of the sustainable development agenda for the Pacific member States and the global commitments of moving to a green economy, it is important for the Pacific member States to keep up with the momentum following the Rio+20 conference in 2012 and to commence early with the preparatory work leading up to the global SIDS conference in 2014 and the Sustainable Development Goals to succeed the MDGs post 2015. It is important that there is clarity established early among the Pacific regional organizations including the United Nations agencies as to which organization will lead the coordination of preparing the Pacific SIDS input to these global processes. Given the extensive and relevant experience ESCAP has gained in relation to the MSI+5 and Rio+20 processes, it is appropriate that ESCAP takes this lead role in coordinating the Pacific preparatory work to these global processes.

5. Recommendations

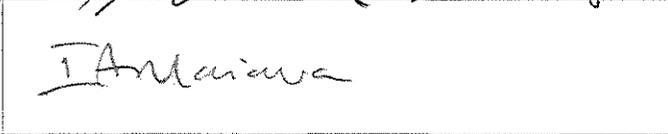
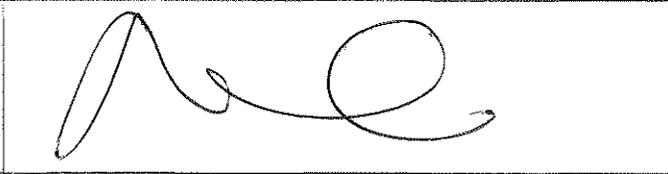
Based on the foregoing findings and conclusions, the following set of recommendations is put forth for consideration by ESCAP and other relevant Pacific development organizations:

- (i) In light of the potential benefits Pacific member States could derive from the Pacific NSDS Regional Support Partnership and the Pacific Green Growth Partnership in improving their knowledge of and capacity to implement green economy policies and initiatives, that ESCAP should seek opportunities to pursue resource mobilization to make these partnerships more effective;
- (ii) It is recommended that any future projects for the ESCAP Pacific Office relating to the Mauritius Strategy and /or promoting Green Growth as a means for achieving sustainable development should be targeted at strengthening EPO's capacity to focus its assistance at three different levels:
 - a. engagement with policymakers at the highest levels of government to establish key commitments on adoption of policies and approaches for achieving sustainable development;
 - b. establishing new or contributing to existing regional and sub-regional strategic partnerships on green growth; and
 - c. consolidating its technical expertise on the "economics" and institutional framework of green growth policies;
- (iii) To ensure the Pacific member States cultivate greater national ownership and derive maximum benefits from any capacity development initiatives in relation to green growth and sustainable development, the following measures should be taken into account:
 - a. key central ministries such as finance and planning need to participate consistently at the regional and global sustainable development processes;
 - b. recruitment and management of consultants engaged in any national assessments must be coordinated through the central ministry of finance and planning;
 - c. local counterparts preferably from the ministry of finance and planning must be identified and available to work closely with the consultant;
 - d. travel reports on outcomes of regional and global conferences and national and regional assessment reports prepared by external consultants must be tabled with Cabinet and /or through some existing high-level coordinating development body;
 - e. ESCAP could assist to ensure that countries pursue the measures in (a) to (d) above by incorporating such measures as "conditions" in the "funding agreements" for the engagement of the consultants and /or the countries' participation in the regional or global conferences for which their costs of attendance are funded by ESCAP.

- (iv) To ensure the quality of national assessments on green growth and sustainable development undertaken by external consultants is maintained, the following measures are recommended for EPO to take into account:
- a. timing of the assessment should as far as possible coincide and match with the national planning process and timetable;
 - b. methodology for the assessment to include relevant “entry points” for the analysis and using the best practices in those sectors to apply to other sectors;
 - c. engage experts and advisers of regional partner organizations to undertake the assessment, where there is no suitably qualified national consultant available;
 - d. solicit feedback and comment on draft reports from a wide range of stakeholders including the CROP Sustainable Development Working Group.
- (v) In terms of the recruitment and management of national and regional consultants, the following measures will need to be considered by EPO to ensure a timely delivery of the work:
- a. a small task force comprising staff of the planning office, environment, foreign affairs and perhaps one or two other ministries is formed to manage the consultancy work, including vetting the TOR, the candidate consultants, and providing feedback on drafts of the report (this could be achieved by inclusion of this measure as a “condition” in the “funding agreement” for the consultant) ;
 - b. a small project team within EPO is formed to manage the consultancy from their side;
 - c. formalise the designation of the ministry responsible for finance and planning as the official “operational” point of contact for ESCAP, should the official “political” point of contact reside elsewhere (this could be achieved by EPO formally communicating this request to the government); and
 - d. solicit the assistance of the United Nations Joint Presence Office in-country to assist with managing of the consultants.
- (vi) To ensure an efficient management of project consultants, it is recommended that the Head of the ESCAP Pacific Office be delegated the authority to make decisions on the recruitment and appointment of consultants.
- (vii) In order to improve the dissemination of products and resources and enhance the advocacy role of the ESCAP Pacific Office in relation to sustainable development and green growth, the information and knowledge management policy /system currently being developed must be resourced adequately by ESCAP and implemented by EPO as a matter of priority.
- (viii) It is recommended that ESCAP takes the lead role among the Pacific regional organizations and the United Nations agencies in coordinating the Pacific preparatory work and input to the Third International Conference on SIDS in 2014 and the Sustainable Development Goals to succeed the MDGs post 2015. To do this, ESCAP should first obtain agreement of the Pacific member States to this and seek opportunities to pursue resource mobilization to assist with these processes.

Annex 1

6.1 MANAGEMENT RESPONSE AND FOLLOW-UP ACTION PLAN

Title of Evaluation	Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for Implementation into National Sustainable Development Strategies (06/07AJ)	
	Signature	Date
Dr. Shamshad Akhtar Executive Secretary		12 6 MAR 2014
Mr. Iosefa Maiava Head of ESCAP Pacific Office		12 / 3 / 14
Mr. Donald Clarke Director, Programme Planning and Partnerships Division		21/3/2014
General Remarks by Management		
This evaluative review provides useful input into EPO's overall capacity development efforts in support of sustainable development, practically in supporting national planning entities through the National Sustainable Development Strategy (NSDS) process. The majority of the findings and recommendations of the consultant are clear, practical and relevant. Some of the recommendations are beyond the manageable interest of EPO and ESCAP but provide useful principles to follow for the work of ESCAP in the Pacific. These are elaborated below. A number of the recommendations are clearly actionable, and timelines have been proposed accordingly.		
Report Overall Recommendation	Report Specific Recommendations	Management Response and Follow-up Action
(i) In light of the potential benefits Pacific member States could derive from the Pacific NSDS Regional Support Partnership and the Pacific Green Growth	The need to ensure that such partnerships are adequately resourced in order to make them	EPO to raise the role and function of both partnerships with the CROP Sustainable Development Working Group (SDWG), and use this as a platform to discuss resource mobilisation.

<p>Partnership in improving their knowledge of and capacity to implement green economy policies and initiatives, that ESCAP should seek opportunities to pursue resource mobilization to make these partnerships more effective;</p>	<p>more effective is agreed. The need to have both partnerships in place could be questioned. The role and function of each could be merged given the distinct overlaps between green growth and NSDS. Having both partnerships could potential undermine the efficacy of the partnerships.</p>	<p>Following an EPO proposal to the SDWG, it agreed at its meeting of October 2013 to merge the 2 partnerships. The NSDS partnership will be launched at the SIDS 2014 International Conference in Samoa in September 2014 as an initial step toward resource mobilisation.</p>
<p>(ii) It is recommended that any future projects for the ESCAP Pacific Office relating to the Mauritius Strategy and /or promoting Green Growth as a means for achieving sustainable development should be targeted at strengthening EPO's capacity to focus its assistance at three different levels:</p> <ul style="list-style-type: none"> a. engagement with policymakers at the highest levels of government to establish key commitments on adoption of policies and approaches for achieving sustainable development; b. establishing new or contributing to existing regional and sub-regional strategic partnerships on green growth; and c. consolidating its technical expertise on the "economics" and institutional framework of green growth policies; 	<p>Agreed.</p>	<p>This recommendation has been particularly useful for EPO in planning for an EU project and another DA project that EPO is implementing. Both of these projects have included detailed activities related to all three of the levels recommended. EPO to unpack sustainable development and/or green growth capacity constraints in programme and project design to (a) ensure that capacity development approaches address the needs of policy makers (rather than generic approaches to individual capacity building); (b) consolidate partnerships on green growth; and (c) focus on analysing and advocating for the economic incentives for GG and the IFSD, which are EPO comparative advantages.</p> <p>EPO will publish on Policy Brief in 2014 on Fiscal Policy and Green growth.</p> <p>EPO, in partnership with ILO and UNDP and through EU funding, is working with Governments, particularly in Tuvalu, Kiribati and Nauru, to establish approaches for building resilience to climate change displacement. For these countries, successful climate change adaptation strategies are a required foundation for sustainable development.</p> <p>EPO is working to strengthen the evidence-base for improving green decision making through supporting implementation of the System of Environmental Economic Accounts (this is part of a DA project that EPO will implement starting this year).</p>

<p>(iii) To ensure the Pacific member States cultivate greater national ownership and derive maximum benefits from any capacity development initiatives in relation to green growth and sustainable development, the following measures should be taken into account:</p> <p>a. key central ministries such as finance and planning need to participate consistently at the regional and global sustainable development processes;</p> <p>b. recruitment and management of consultants engaged in any national assessments must be coordinated through the central ministry of finance and planning;</p> <p>c. local counterparts preferably from the ministry of finance and planning must be identified and available to work closely with the consultant;</p> <p>d. travel reports on outcomes of regional and global conferences and national and regional assessment reports prepared by external consultants must be tabled with Cabinet and /or through some existing high-level coordinating development body;</p> <p>e. ESCAP could assist to ensure that countries pursue the measures in (a) to (d) above by incorporating such measures as “conditions” in the “funding agreements” for the engagement of the consultants and /or the countries’ participation in the regional or global conferences for which their costs of attendance are funded by ESCAP.</p>	<p>(a) Agreed</p> <p>(b) Coordination with counterparts on the recruitment of consultants should be pursued to the maximum extent possible to ensure ownership and buy-in. EPO recognises that in some cases this may compromise the efficiency of implementation. Actual management of consultants with planning and finance entities may be less practical and place an undue burden on counterparts.</p> <p>(c) EPO can endeavour to do this but it is the counterparts who ultimately must prioritise this action.</p> <p>(d) As above, EPO can promote this practice but it is governments themselves who determine what should be done with inputs from development partners.</p> <p>(e) EPO agrees with this recommendation in principle but further consideration must be given to the use of such conditions in funding agreements.</p>	<p>As a direct result of this evaluation and of our experience in implementing the DA project, EPO has aimed the EU project and another DA project at combining national action with regional activities. The national action targets a wide variety of national stakeholders to ensure Government ownership.</p> <p>The national capacity work that EPO is engaging in on the climate change induced migration project has resulted in a formalised structure for national implementation. This structure includes: (1) a national focal point in the Ministry responsible for Climate Change in each of the target countries (Kiribati, Nauru and Tuvalu); (2) a national programme officer in each of the target countries, employed by ESCAP to work directly with Government to drive national implementation of the Project; and (3) a national project advisory committee (which include Government officials and other stakeholders). This structure is being established to guide national level implementation. This will ensure action is coordinated with Government, suitable to the national context and aligned with national priorities.</p> <p>Additionally, for the new DA project, EPO has included an assessment of Government priorities as a first step towards implementation of the System of Environmental Economic Accounts. This assessment will involve a wide variety of Government and other stakeholders (including finance and planning) in order to ensure the project is nationally owned.</p> <p>In general, EPO promotes an inclusive approach to capacity building which involves Finance and Planning agencies. However, imposing conditions on central agencies of Finance and Planning may not be the best approach to ensure ownership and effectiveness. Ultimately governments must</p>
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		decide how they engage with development partners, including EPO. The principles of aid effectiveness are well established, and institutionalised in the Pacific through the Cairns Compact.
<p>(iv) To ensure the quality of national assessments on green growth and sustainable development undertaken by external consultants is maintained, the following measures are recommended for EPO to take into account:</p> <p>a. timing of the assessment should as far as possible coincide and match with the national planning process and timetable;</p> <p>b. methodology for the assessment to include relevant “entry points” for the analysis and using the best practices in those sectors to apply to other sectors;</p> <p>c. engage experts and advisers of regional partner organizations to undertake the assessment, where there is no suitably qualified national consultant available;</p> <p>d. solicit feedback and comment on draft reports from a wide range of stakeholders including the CROP Sustainable Development Working Group.</p>	<p>(a) Agreed (b) Agreed (c) Agreed (d) Agreed, noting that EPO has worked through the SDWG in national assessment processes for the MSI+5 reviews and Rio+20 national assessments.</p>	<p>EPO will reactivate the NSDS partnership through the SDWG and use this mechanism to promote quality assurance in its analytical work on sustainable development. A proposal to revive the partnership, incorporating green economy as an important tool to achieve sustainable development, was accepted by the SDWG in its meeting of October 2013. It is planned to launch the partnership at the SIDS 2014 international conference in Samoa in September.</p> <p>For the EU project, a Steering Committee consisting of representatives of ESCAP, UNDP and ILO as members, and relevant EU, SPC, GIZ and USP as observers has been established to not only guide consultancies but to guide all issues related to project implementation. This Steering Committee will be responsible for providing guidance to consultants that are working on regional level activities.</p> <p>For national level activities, the National Project Advisory Committee (which will include high-level Government officials and other stakeholders) is responsible for providing guidance related to all national implementation activities (including TORs for national consultants; approving the inception note/approach developed by consultants; engaging with the consultant throughout the process and approving all final reports).</p> <p>Other partners, including the UN CDM, in each country are</p>

		being informed of all project related activities, including missions and consultancies.
<p>(v) In terms of the recruitment and management of national and regional consultants, the following measures will need to be considered by EPO to ensure a timely delivery of the work:</p> <p>a. a small task force comprising staff of the planning office, environment, foreign affairs and perhaps one or two other ministries is formed to manage the consultancy work, including vetting the TOR, the candidate consultants, and providing feedback on drafts of the report (this could be achieved by inclusion of this measure as a “condition” in the “funding agreement” for the consultant) ;</p> <p>b. a small project team within EPO is formed to manage the consultancy from their side;</p> <p>c. formalise the designation of the ministry responsible for finance and planning as the official “operational” point of contact for ESCAP, should the official “political” point of contact reside elsewhere (this could be achieved by EPO formally communicating this request to the government); and</p> <p>d. solicit the assistance of the United Nations Joint Presence Office in-country to assist with managing of the consultants.</p>	<p>(a) EPO agrees in principle but it may be difficult to pursue this in practice in some countries where securing the time and commitment of counterparts to this process may be difficult.</p> <p>(b) Agreed. This approach is adopted in most cases in EPO but clearly there is scope for continual improvement.</p> <p>(c) EPO maintains that the seat of government must remain as the operational and ‘political’ focal point for ESCAP. This recommendation is beyond the scope of this evaluative review.</p> <p>(d) Agreed.</p>	<p>EPO to continue to utilise team based approaches to the management of consultants which will include engagement of counterparts where practicable and use of UN Joint Presence Offices where feasible.</p> <p>As a direct result of this evaluation, EPO is to convene a meeting of the small project team every quarter to review progress, when necessary.</p> <p>In addition, EPO to contact UNJPO for logistical support, advice on the availability of local consultancy pool, and any other relevant information pertinent to the successful completion of the project, when necessary.</p>
<p>(vi) To ensure an efficient management of project consultants, it is recommended that the Head of the ESCAP Pacific Office be delegated the authority to make decisions on the recruitment and appointment of consultants.</p>	<p>The Head of EPO already has the authority to make decisions on the selection of consultants, within the overall HR and financial policies and administrative rules of the UN.</p>	<p>None.</p>
<p>(vii) In order to improve the dissemination of products and resources and enhance the advocacy</p>	<p>Agreed.</p>	<p>Implementation of the KM approach into the job description of its P2 post. To fully resource this requirement, and</p>

<p>role of the ESCAP Pacific Office in relation to sustainable development and green growth, the information and knowledge management policy /system currently being developed must be resourced adequately by ESCAP and implemented by EPO as a matter of priority.</p>		<p>implement and monitor the development of the KM report recommendations, an additional full-time GS position would be required. EPO will continue to seek opportunities to continue resourcing this work through other XB channels.</p>
<p>(viii) It is recommended that ESCAP takes the lead role among the Pacific regional organizations and the United Nations agencies in coordinating the Pacific preparatory work and input to the Third International Conference on SIDS in 2014 and the Sustainable Development Goals to succeed the MDGs post 2015. To do this, ESCAP should first obtain agreement of the Pacific member States to this and seek opportunities to pursue resource mobilization to assist with these processes.</p>	<p>Agreed.</p>	<p>This is subject to agreement of SDWG members and consistent with the mandates concerning regional preparations for the Apia conference.</p>

6.2 Terms of reference

Terms of Reference for the Evaluative Review of the Development Account Project:
Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for
Implementation into National Sustainable Development Strategies (06/07AJ)

December 2012

Prepared by:
ESCAP Pacific Office (EPO)

1. INTRODUCTION

1.1 Background of the evaluative review

This is the terms of reference for the evaluative review of the United Nations Development Account project "Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for Implementation into National Sustainable Development Strategies (06/07AJ)", hereinafter referred to as the Project. The evaluative review will be managed by the ESCAP Pacific Office (EPO) and conducted by an external evaluator. The ESCAP Evaluation Unit, Programme Planning and Partnerships Division (PPD) will provide support and quality assurance to the evaluative review.

The project aims to strengthen institutional capacity of small island developing States to prepare and implement national sustainable development strategies. The project will initially conduct a regional midterm review of the implementation of the Mauritius Strategy for Implementation in Asia and the Pacific in line with Resolution (A/62/191) Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (para. 12). A revision of the project was approved in February 2011 to respond to priorities identified by Pacific member States at ministerial meetings held during 2010. At these meetings¹⁷, Pacific member States requested concrete actions and additional solutions for achieving sustainable development and identified Green Growth (low-carbon growth) as a potential solution. They asked that technical assistance be targeted towards assessing the Green Growth approach as a practical means of achieving sustainable development in preparation for the Rio+20 conference and that assistance go to more of the Pacific SIDS, rather than only three, as originally envisaged in the project document.

1.2 Purpose, objectives and deliverables

The main purpose of the evaluative review is to assess the relevance, effectiveness and sustainability of the project results in line with ESCAP Evaluation Guidelines and to put forward related recommendations for planning future interventions and derive lessons learned from its implementation. The recommendations should focus on how to ensure sustainability of the Project's expected accomplishments, including future activities supporting national sustainable development

¹⁷ (a) Pacific High-level dialogue on the Mauritius Strategy held in Port Vila, Vanuatu on 8-9 February 2010; Sixty Sixth Session of the Commission for Economic and Social Development for Asia and the Pacific held in Incheon, Republic of Korea on 13-19 May 2010; and (c) Pacific Ministerial Meeting on Sustainable Development and Green Growth held in Astana Kazakhstan on 28-29 September, 2010.

strategies through regional action, and how the lessons learned can be used to strengthen programming for sustainable development in Pacific member States.

The specific objectives of the evaluation are to:

- (iii) Assess the relevance, effectiveness and efficiency of the project and the strategy used in its implementation in support of sustainable development, and
- (iv) Formulate concrete recommendations based on an overall assessment of the project and the lessons learned for future work in capacity building projects on formulating and implementing national sustainable development strategies.

The output of the evaluative review includes:

- An evaluative report including a set of recommendations for improving implementation of future capacity development work in support of sustainable development in Pacific island member States.

The evaluative review report will be submitted to the United Nations Department of Economic and Social Affairs (DESA). Soft copies of the report will be made available by ESCAP, including through the UN secretariat intranet site.

1.3 Scope

The scope of the evaluation is defined as:

Relevance: Appropriateness of the results of the Project in terms of regional commissions' priorities, Governments' development strategies and priorities and requirements of the target groups.

- Did the stakeholders find the results useful?
- How applicable are the resources and forums delivered through the Project to the countries concerned?
- To what extent has the project worked with regional stakeholders (e.g CROP agencies and UN partners)?

Effectiveness: Extent to which the results of the Project have been achieved, and have resulted in changes and effects with respect to the target groups and other affected stakeholders.

- To what extent have the expected accomplishments been achieved?
- How have the project benefited the target groups?
- What is the likelihood that the project will contribute to the objectives in the long-term?

Efficiency: Extent to which human and financial resources were used in the best possible way to deliver activities and outputs, in coordination with other stakeholders

- To what extent are there administrative or operational bottlenecks in the work of EPO in fulfilling the project Expected Accomplishments?

2. METHODOLOGY

2.1 Methodology

The evaluation may involve the following methods of data collection and analysis:

- Desk review of:

- project document and other related documents
- results from the Project, meeting/workshop reports and other relevant documents
- Review of comments and feedbacks received from participants as part of monitoring conducted by ESCAP
- Electronic communication with stakeholders and meeting/workshop participants as needed
- Interviews with EPO staff
- Interview of selected stakeholders over telephone
- Electronic communication (e-mail and telephonic) with concerned staff of partner organisations
- Preparation of an evaluation report including action-oriented recommendations and annexes as need.

The report should contain qualitative and quantitative, as appropriate, analysis of available information, as well as narrative description of findings. More details are provided in Annex I.

The project team will make hard/soft copies (as applicable) of all outputs, reports, documents and relevant materials available to the evaluator, and available contact information of all stakeholders and meeting/workshop/course participants.

In order ensure the active involvement of stakeholders in the evaluation process, a reference group shall be established to provide the evaluator with feedback from a technical and methodological perspective. Reference group members can include stakeholders and peers, both internal and external to the project and to ESCAP. The composition of the reference group will be decided by the project team in consultation with the evaluation officer.

2.2 Limitations

The major limitations of the evaluation include:

- Scope of limited interaction with the stakeholders due to very wide geographical coverage;
- Difficulties in considering the diversified nature of activities undertaken; and
- The short time-lag after completion of the project activities.

3. TIME REQUIREMENTS AND TIMELINES

3.1 Time Requirements

The table below includes a breakdown of the estimated number of days that the evaluator will need to complete each evaluation task.

TASK	ESTIMATED TIME REQUIREMENT
Desk review of outputs and other relevant documents	5 days
Discussion with the project team, reference group and evaluation officer at ESCAP	1 day
Data gathering (meetings and interviews) in Suva	6 days
Debrief with EPO staff	1 days
Draft report	5 days
Final report	2 days
TOTAL	20 days

3.2 Timelines

The evaluative review will be initiated in December 2012 and finalised in the first quarter of 2013.

ANNEXES

Annex I. Contents of the Evaluation Report

The review report should use the structure as outlined in the table below as a guide.

CONTENT	PAGES (estimate)	COMMENTS
Title page	1	<ul style="list-style-type: none"> Title, date of publication Names of the evaluators Name of ESCAP division that commissioned the evaluation, web page address where report may be found electronically
Acknowledgments	1	
Table of contents	1	List of chapters, sections and annexes
List of acronyms	1	In alphabetical order; these are written out in full the first time they are used in the report
Executive summary	1-3	<ul style="list-style-type: none"> Background of the evaluation (one paragraph) Purpose and scope (one paragraph) Methodology (one paragraph) Main conclusions (one-sentence conclusions with brief explanation if needed) Recommendations (one-sentence recommendations with brief explanation if needed) Other comments or concluding sentence
1. Introduction	1-2	<ul style="list-style-type: none"> 1.1 Background of the evaluation and the topic being evaluated 1.2 Purpose, objectives and outputs 1.3 Scope (including evaluation questions)
2. Methodology	1	<ul style="list-style-type: none"> 2.1 Description of methodology: activities, timeframe, changes compared to TOR, and reasons for selecting sample reports, countries, case studies, and interviewees as a representation of the topic being evaluated 2.2 Limitations: limitations of the methodology and scope and problems encountered
3. Findings	Varying length	<ul style="list-style-type: none"> 3.1 General: supporting information for the performance assessment and other assessment, if required 3.2 Performance assessment: assessment against relevant evaluation criteria (relevance, effectiveness and sustainability) 3.3 Other assessment: assessment against relevant additional criteria
4. Conclusions	1-4	<ul style="list-style-type: none"> Main conclusions, both positive and negative, of the evaluation that follow logically from the findings Ratings table with ratings for standard evaluation and additional criteria and a brief justification (optional)
5. Recommendations	1-4	<ul style="list-style-type: none"> Recommendations based on the conclusions, which can be addressed to management, staff members of the secretariats, donors and other relevant stakeholders
Annexes		<ul style="list-style-type: none"> I. Management response (to be completed by ESCAP management) II. Terms of reference

CONTENT	PAGES (estimate)	COMMENTS
		<ul style="list-style-type: none"> • III. List of documents reviewed • IV. List of interviewees • Other annexes as required (e.g. schedule of work undertaken by the evaluators, reports of meetings, interview summaries, questionnaires)

Annex II. Quality criteria used to review Evaluation Reports

The draft and final draft evaluation report will be assessed against the quality criteria listed below.

	Quality Check	Description
<input checked="" type="checkbox"/>	The report meets the scope, purpose and objectives of the evaluation as stated in the TOR	<ul style="list-style-type: none"> • The report is tailored to the information needs of ESCAP • The report does not deviate from the scope outlined in the TOR • The report can be used by ESCAP and other regional commissions for the intended purpose as stated in the TOR • The objectives, as outlined in the TOR have been met, including: the assessment against relevant performance criteria (relevance, effectiveness, sustainability) is complete, i.e. evaluation questions under each criterion have been answered
<input checked="" type="checkbox"/>	The report is structured logically	<ul style="list-style-type: none"> • The report follows the table of contents outlined in the TOR and includes the relevant annexes
<input checked="" type="checkbox"/>	The evaluation methodology and its application are explained transparently and clearly	<ul style="list-style-type: none"> • The evaluation methodology is clearly explained and has been applied throughout the evaluation process • Amendments to the methodology compared to what was proposed in the TOR have been clearly explained • The limitations of the evaluation methodology, including problems encountered during the conduct of the evaluation, and their implications for the validity of the findings and conclusions have been clearly explained
<input checked="" type="checkbox"/>	The findings and conclusions are credible	<ul style="list-style-type: none"> • Relevant qualitative and/or quantitative sources of information have been considered • Analysis is done rigorously: triangulation is employed (cross-checking of findings against other relevant sources); cause-and-effect relationships are explained • Findings are adequately substantiated, balanced and reliable • The relative contributions of stakeholders to the results are explained • Limitations are explained • The conclusions derive from the findings and are clear
<input checked="" type="checkbox"/>	The recommendations are useful	<ul style="list-style-type: none"> • The recommendations are clear and follow logically from the conclusions • The recommendations are impartial • Recommendations are realistic, concrete and actionable within a reasonable timeframe • Recommendations for ESCAP should be clearly within their mandates
<input checked="" type="checkbox"/>	The report is well written	<ul style="list-style-type: none"> • The executive summary is brief but highlights the key findings, conclusions and recommendations • The report uses consistent grammar and spelling (in accordance with UN rules) • Main messages are clearly distinguished from the text • The report is written in good English and is easy to read • The subject of evaluation (the Project is clearly described including its logic model or results chain • The stakeholders of the Project are clearly identified

Annex III. Professional profile of the evaluator

The evaluator should hold a postgraduate degree (Masters or higher) in the area of economics, infrastructure development or another relevant social sciences. He/she should have proven expertise with respect to issues related to public-private partnerships in infrastructure development. Moreover, the evaluator should have experience in conducting evaluations of technical cooperation projects of bilateral or multilateral development agencies, covering analytical and advocacy work relating to the establishment of enabling environments, including capacity-building. In this regard, experience and skills in reviewing and analyzing capacity-building efforts would be important. Prior exposure to the work of the United Nations/ UNESCAP would be ideal. The evaluator should have an excellent command of the English language, both written and oral, and should have a proven ability to communicate results.

Annex III

6.3 List of documents reviewed

ESCAP: Project document for “Capacity-building of Pacific Small Island Developing States to Incorporate the Mauritius Strategy for Implementation into National Sustainable Development Strategies (06/07AJ)”

ESCAP: Annual Development Account Project (06/07AJ), First and Second Progress Reports

ESCAP: Green Economy in a Blue World, Pacific Perspectives 2012

ESCAP: Sustainable Development in the Pacific: Progress and Challenges. Pacific Regional Report for the MSI+5 Review, April 2010

ESCAP: Port Vila Outcome Statement: Pacific High-Level Dialogue on the MSI+5 Review, Feb 2010

ESCAP: Rio+20 Pacific Preparatory Meeting outcome document, July 2011

ESCAP: 66th Session of the Commission outcome document, Resolution 66/2

ESCAP: National Assessment Reports for MSI+5 and Rio+20 (various)

United Nations: Rio+20 outcome document “The future we want”, UNGA Resolution 66/288

United Nations: Secretary General’s report to the 65th General Assembly (A/65/115)

Annex IV

6.4 List of interviewees

ESCAP Pacific Office, Suva, Fiji

Mr Iosefa Maiava, Head
Mr David Smith, Senior Economic Affairs Officer
Mr Tim Westbury, Economic Affairs Officer
Ms Helen Tavola, Regional Adviser Social Development and Planning
Ms Jillian Campbell, Statistician
Ms Sarah Fernandes, Knowledge Management Consultant
Ms Leba Petersen, Administrative Assistant

IUCN Oceania Regional Office, Suva, Fiji

Mr Taholo Kami, Regional Director

SPREP, Apia, Samoa

Mr Sefanaia Nawadra, Director Environmental Monitoring and Governance

Fiji Government, Ministry of Finance and Planning

Mr Krishna Prasad, Deputy Secretary
Ms Nanise Vosayaco, Chief Economic Planning Officer, Project Planning and Evaluation Unit
Mr Paula Cirikiyasawa, Acting Chief Economic Planning Officer, Macro Planning Policy Unit

Samoa Government, Ministry of Finance and Planning

Ms Abigail Lee Hang, Principal Planning and Programming Officer, Economic Planning and Policy Division

Tuvalu Government, Ministry of Finance and Planning

Mr Letasi Iulai, Director, Planning and Budget Department
Ms Simalua Enele, Senior Economic Adviser
Ms Puara Tanei, Economic Adviser

Project Consultants

Mr Russell Howorth, formerly SOPAC Director and at the time was the SPC Director-General's Special Envoy
Mr Ben Sims, Research Associate, Pacific Institute of Public Policy, Port Vila, Vanuatu