



# SYNTHESIS OF MFAT EVALUATIONS

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This independent synthesis of 33 evaluations undertaken over 2020-2023 generates insights about the results and outcomes achieved by International Development Cooperation Programme activities funded by MFAT.

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## Acronyms

AML/CFT	Anti-Money Laundering/Counter Financing of Terrorism
BLP	Business Link Pacific
CCP	Climate Change Programme
CDEC	Catch Documentation and Enhancing Compliance in Pacific Tuna Fisheries
DBKS	Dipatmen Blong Koreksonal Sevis
DCI	Development Capability and Insights
DFAT	Department of Foreign Affairs and Trade
ECD/ECE	Early Childhood Development/Early Childhood Education
FAFT	Financial Action Task Force
FFA	Fisheries Forum Agency
FiT	Funding with Intent
GFA	Grant Funding Agreement
GoS	Government of Samoa
ICESD	International Cooperation for Effective Sustainable Development
ICRC	International Committee of the Red Cross
IDC	International Development Cooperation
INTOSAI	International Organisation of Supreme Audit Institutions
IPP STRONGG	Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance
LINZ	Land Information New Zealand
LSU	Labour Sending Unit

MBIE	Ministry for Business, Innovation and Employment
MEL	Monitoring, Evaluation and Learning
MERL	Monitoring, Evaluation, Research and Learning
MFAT	Ministry of Foreign Affairs and Trade
MNZ	Maritime New Zealand
MPI	Ministry for Primary Industries
MSME	Micro, Small and Medium Enterprises
NGOs	Non-Governmental Organisations
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
PACD	Pacific Capacity Development Programme
PASAI	Pacific Association of Supreme Audit Institutions
PBP	Pacific Broadcasting Programme
PCBL	Pacific Cooperation Broadcasting Limited
PCCOS	Pacific Community Centre for Ocean Science
PDG	Pacific and Development Group
PeP	Pacific e-learning for Science Programme
PP-II	Pacific Partnership II
PSD	Pacific Statistics and Data
PICTs	Pacific Island Countries and Territories
PIDSSP	Pacific Island Domestic Shipping Safety Programme
PIPSM	Pacific Islands Port State Measures
PMSP	Pacific Maritime Safety Programme

PP	Pacific Partnership
PPOA	Pacific Partnership on Ocean Acidification
PRNI	Pacific Regional Navigation Initiative
RSE	Recognised Season Employment scheme
TI	Transparency International
TVOM	Toso-Vaka-o-Manu
SAI	Supreme Audit Institutions
SDGs	Sustainable Development Goals
SIG	Solomon Islands Government
SME	Small, Medium Enterprises
SPC	The Pacific Community
SPLL	South Pacific Longline Policy and Management
STP	Story Time and Play
WCPFC	Western and Central Pacific Fisheries Commission

## 1. Introduction

The Monitoring, Evaluation, Research and Learning (MERL) Unit located within Development, Capability and Insights (DCI) Division of the Ministry of Foreign Affairs and Trade (MFAT) provides evidence-based advice and guidance to improve the strategy, design and delivery of MFAT's International Development Cooperation (IDC) Programme. As part of their remit, the MERL Unit provides leadership and oversight across the broad suite of evaluations funded by MFAT. This is the first time the MERL unit has formally commissioned an independent synthesis of all evaluations undertaken over the triennium. The purpose of this synthesis is to generate insights about the effectiveness of and outcomes achieved by New Zealand's IDC programme, to inform continuous improvement.

The Synthesis covers 33 published evaluations undertaken between 2020-2023. The 33 evaluations include a mix of Activity (26) and Strategic (7) evaluations and are geographically distributed across the Pacific, Africa, Asia, Latin America, and the Caribbean.

These evaluations refer to Activities that were designed and implemented in alignment with MFAT's strategic framework as set out in the Ministry's Strategic Intentions 2021-2025. However, for the purposes of the synthesis, MFAT's revised strategic framework and associated IDC Programme priorities (effective 1 July 2024) have been used as they reflect the future direction and vision for the Ministry and the current geostrategic environment.

The analysis contained in this synthesis is limited to the information available in the reports. We acknowledge that current activities may address some of the crosscutting issues identified in this synthesis report. The synthesis does not cover all of the activities delivered by the Pacific and Development Group over 2020-2023. It only references those activities for which evaluation reports were available.

## 2. Contributions towards IDC Programme's outcomes – Our priorities in the Pacific

### Strategic Goal 1: A safe, secure and just future

Seven of the 33 evaluations provide insights about IDC Programme's contribution to peace and security and embedding human rights principles to ensure effective and accountable institutions and public services. Key highlights include:

- Support for the Pacific and Statistics Division =improved access to Pacific statistics and created a robust enabling environment in support of SDG reporting in the Pacific.
- NZ support for the Pacific justice sector contributed to fairer and potentially more timely justice in participating countries and strengthened justice institutions.
- Core funding to the Pacific Community enabled regional organisations to be effective and well-governed. Certainty of funding allowed the organisation to focus on harnessing innovation to achieve its mission.
- Support for the Pacific Association of Supreme Audit Institutions (PASAI) has been crucial due to the limited support available to SAI's in the Pacific. A coordinated regional approach was identified as the most effective and efficient modality to support SAI capability and capacity development.

IDC outcome 2: Pacific countries have strengthened democratic norms which reinforce shared values with NZ and effective and accountable institutions and public services

New Zealand has deep and long-standing connections to the Pacific through its shared history and its IDC Programme recognises that investing strong and collaborative Pacific partnerships enables effective shared responses to the Pacific region's challenges. There are four evaluations that provide rich insights into the IDC programme's contributions to Pacific countries to strengthen the effectiveness and accountability of Pacific institutions and public services.

#### *Formative Evaluation and Implementation Review of the Pacific Statistics and Data (PSD) Initiative*

Investment in data infrastructure and improving access to Pacific statistics and data were seen as key enablers in support of the Sustainable Development Goals. The Ten-Year Pacific Statistics Strategy for instance was developed in 2010 in recognition of the need for a comprehensive plan to drive the improvement of statistics in the Pacific Region. . The evaluation indicates that MFAT's investment in the PSD Initiative with its two interconnected pillars of work for Statistics for Development Division and Pacific Data Hub, is progressing towards achieving its intended outcomes and is well supported by the implementation arrangements and structures. Key achievements reported include:

- Continued growth in datasets available
- Continued growth in indicators, infographics, dashboards, knowledge products and published reports available
- New population grid to enable monitoring the impacts of COVID-19 on the Statistics for Development Division website
- Assistance to 5 PICTs in analysis, dissemination and use of data
- Development of quality management mechanisms
- Data sharing across organisations and ongoing collaboration within SPC and with Regional Pacific organisations

- Progress towards the development of Pacific Data champions.

Partnership with SPC has been critical to the positive developments reported in this evaluation. SPC enjoys a high level of trust with member countries through existing relationships and historical engagements and holds this trust across different divisions, individuals and networks. Expanding and strengthening these relationships were seen as central to supporting sustainability of PSD.

The evaluation concluded that more can be done to elevate the strategic governance of the Pacific Data Hub within SPC to support sustainability. The Pacific Data Hub is seen as critical for the reputation of both MFAT and SPC. the Although there was strong evidence that the Data Hub was progressing towards becoming an = enduring regional public good, the evaluation found that a focus on elements such as socialisation and coherent messaging about its function and outputs to both internal SPC stakeholders and external partners will help ensure longer-term success.

#### *Evaluation of MFAT's support to Pacific Justice Sector 2010-2020*

New Zealand's support to the justice sector in the Pacific has been directed at helping Pacific Island Countries strengthen effective governance through enhancing transparent, accountable and capable structures. Consequently, investment in judicial strengthening has been a critical component of New Zealand's support for the rule of law and justice in the Pacific. This strategic evaluation examined the ongoing relevance, key achievements, and value for money of the activities funded over the 2010-2020 period and identified key learnings and insights to inform future justice sector support to the Pacific. The evaluation found that stakeholders in the formal justice sector in Pacific courts have much respect for NZ agencies and believe NZ as well-placed to offer culturally and technically relevant support to the justice sector. Through three regional programmes, MFAT delivered capacity building and training for over 5,000 participants including judiciary, lawyers and court staff.. There is evidence of improvements in case management and a reduction in backlogs in

participating countries.<sup>1</sup> The evaluation also notes that MFAT support has contributed to fairer and potentially more timely justice in the Cook Islands and Niue. Over 30 pieces of legislation have been developed in the Cook Islands, many of which have also been enacted.

The modalities used for these activities have had variable results. Activities focused on capacity supplementation, capacity building and legislative drafting were found to be effective. In contrast, activities such as Train the Trainer, support to formal court systems, and face-to-face training had mixed results due to numerous factors including: trainers not sharing new learnings; lack of Access to courts and legal representation; low English language capability; and high travel costs. A key conclusion from this evaluation was that MFAT's investment in the justice sector needs a more strategic approach and a broadened reach to include support to the informal justice system.

#### ***Evaluation of Pacific Association of Supreme Audit Institutions (PASAI) delivery against its 2014-2024 Strategy***

PASAI, the official association of supreme audit institutions in the Pacific region, acts as a vital intermediary that brings services from the International Organizations of Supreme Audit Institutions (SAIs), particularly the International Organisation of Supreme Audit Institutions (INTOSAI) Development Initiative to the Pacific region. PASAI's mission is to promote transparent, accountable, effective and efficient use of public sector resources across the region. An evaluation commissioned by PASAI found that all five Strategic Priorities within the 2014-2024 Strategy remains relevant for both PASAI and its stakeholders, with many member SAI having the same overarching priorities as PASAI. The evaluation noted that PASAI's role is crucial given the unique role of SAI Heads and the limited support available to SAI's in their own countries. The coordinated regional approach adopted by PASAI also emerged as an effective and efficient modality to support SAI capability and capacity development.

Overall, the evaluation found that member SAI have made steady progress towards achieving their strategic priorities with evidence of enhanced capacities and capabilities to conduct high-quality audits across the region. While members are at very different stages of their journey towards independence (one of the key priority noted in the 2014-2024 strategy), PASAI's continued support through legal and technical advice was highly valued. The evaluation also found that more can be done to strengthen PASAI's approach to inclusion and gender within its programming. The evaluation concluded that the delivery of a regional programme that meets the differing needs of SAI's will continue to require systematic training and dedicated efforts to enhance gender equality across the governance board.

#### ***Mid-Term Evaluation of Transparency International Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance (IPP STRONGG)***

TI IPP STRONGG is a four-year programme funded by the Australian Department of Foreign Affairs (DFAT) and New Zealand Ministry of Foreign Affairs and Trade (MFAT) with a budget of Euro 7,485 million. Its aim is to contribute to reduced corruption in the Indo-Pacific region by empowering a strong, independent civil society voice and network that can mobilise action in support of increased accountability of public and private sectors nationally and regionally. The Mid-Term evaluation concluded that the Programme is making good progress and is on track to achieve its objectives. The flexibility of the Programme has been a key enabler of success, particularly as it adapted to the changing context brought upon by COVID-19. From an operational perspective, the evaluation noted that the programme is well managed with robust systems in place to track resource allocations, implementation and results. There is a strong sense of collegiality amongst staff which strengthens commitment. Budget utilisation and expenditure patterns reflect a responsive and pragmatic approach and is well balanced across the years.

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<sup>1</sup> 2018 Court Trend Report from Pacific Judicial Strengthening Initiative.

In terms of key achievements, the evaluation provided numerous examples of impact. Some of these are summarised below:

- The introduction of TI Global Corruption Barometer – Pacific 2021 to track and monitor anti-corruption efforts in the region over time. This is a powerful new tool to combat corruption in the region.
- Leading the opposition to the Traditional Governance Facilitation Bill in the Solomon Islands. This Bill sought to establish an overarching traditional governance structure for the country’s many unique tribal communities without adequate consultation and acknowledgement of diverse traditional governance systems. This Bill was withdrawn as a result of the advocacy efforts pursued within the framework of the Programme.
- Integrity Fiji’s successful advocacy against a recent draft Police Bill, which has since been withdrawn. The Proposed Bill presented serious concerns around the restriction of rights to access information, as well as extended police and government powers to employ force and violate citizens’ privacy in order to obtain information.

Perhaps most importantly, the Programme demonstrated significant commitment to and investment in MEL systems and processes and the evaluation found that the MEL performance has been high in terms of outcomes information generated. The Programme’s commitment to the annual self-assessment process was seen as critical to delivering strong ongoing evidence of progress and impact.

### *Evaluation of Pacific Capacity Development Programme*

The Pacific Capacity Development (PACD) Programme is a six-year technical assistance and training programme, funded by MFAT, to improve implementation of Anti-Money Laundering/Countering Financing of Terrorism standards across 11 Pacific jurisdictions. The Activity is implemented by Asia/Pacific Group on Money Laundering. A mid-term review was undertaken to consider the impacts of COVID-19 on the delivery of the activities under the Programme. The evaluation found that the Programme is well aligned to the

priorities of both MFAT and Pacific Members in meeting their Anti-Money laundering requirements. The evaluation also noted that the PACD programme delivered a substantial number of activities and outputs, however, the COVID-19 pandemic led to activities being postponed or cancelled due to the travel restrictions. These postponements and cancellations meant subject matter consultants and other providers of technical assistance could not deliver in-country assistance. Key achievements reported included improvements in:

- Understanding of Financial Action Task Force (FAFT) Standards
- Capability and capacity to regulate and supervise financial institutions and DNFBPs for AML purposes
- Capability and capacity to investigate and prosecute financial crime
- AML regulatory and legislative frameworks.

Other examples of enhanced capabilities as a result of the training and technical assistance include:

- Establishment of a casino supervisory framework for Vanuatu.
- The “Case and Courier Project” and workshops aimed at targeting cash-smuggling in the Pacific
- Enhancement of legislative frameworks including financial assistance amendments to Fiji’s Public Order Act
- Development of a standard operating procedure for conducting terrorism financing investigations in Tonga
- Assistance provided to National Reserve Bank of Tonga to develop an AML/CFT supervision manual for financial institutions and DNFBPs, a risk-based AML/CFT supervision strategy, and a risk profiling tool.

Perhaps most importantly, the evaluation reported an increase in compliance to FAFT requirements with 27% of Pacific members compliant with at least 10 of the 13 key FAFT requirements (up from 9% when the programme started).

### *Mid-Term Review of the Pacific Community Core Funding (2020-2024)*

MFAT has been a member of and donor to SPC since it was first established. The latest core funding agreement between MFAT and SPC is of NZ \$45 million

over five years (January 2020 to December 2024). This includes NZ's SPC membership fees and a voluntary contribution to programmatic support to seven SPC Divisions and one sub-programme. As the current GFA is a significant increase in terms of level and duration of financial support from previous agreements, MFAT commissioned a mid-term review of the core funding to SPC. The purpose of the review was to assess the impact of the funding and identify whether improvements can be made to inform the final 24 months of funding.

The Mid-Term review concluded that the core funding GFA was highly relevant and effective as it intentionally aligns its service delivery objectives and performance framework with those articulated in SPC's Strategic Plans and Strategic Results Framework. The flexibility of the funding and the fact that it was not tagged to specific inputs and outputs allowed SPC to make decisions on how the funding was to be allocated. This high trust, genuine partnership approach enhanced the value of the work of the partnership and was seen as an important lesson for MFAT and other donor partners. The Funding with Intent (FiT) programme was identified as a key success factor as it enabled SPC's focus on harnessing innovation to achieve its goals.

*Case study #1: Core funding as an enabler of innovation & deepening relationships*

The flexible nature of the funding arrangements was a key factor that enabled SPC to be innovative and responsive to achieve regional objectives and deliver better outcomes for its members. The funding was not tagged to specific inputs and outputs and it gave SPC the freedom to make decisions about how the funding should be allocated. These features contributed to deepening relationships underpinned by mutual trust and high levels of communication. The partnership was further strengthened by the long partnership history between MFAT and SPC, a deep understanding of each other, and shared values.

The evaluation concluded that the funding partnership is working well and there is no immediate need for adjustment. It recommends that adjustments to the length and amount of funding be considered at the end of the core funding partnership, provided the relationship is strong and continues to align with NZ's engagement principles in the Pacific.

IDC 3: Pacific national security sectors are able to manage internal security challenges in a manner that is consistent with human rights

*Evaluation of Vanuatu Correctional Services Partnership 2014-2019*

The Vanuatu Correctional Services Partnership involves the New Zealand Ministry of Foreign Affairs and Trade, the Vanuatu Dipatmen Blong Koreksional Sevis (DBKS) and the New Zealand Department of Corrections all working together to strengthen correctional services in Vanuatu. The partnership has effectively pursued a multi-modal approach, including an investment in infrastructure, budget support for operational expenses, and provision of technical advice and training for custodial, probation and corporate office staff. As a result, the Offender Census report is now prepared by the Department whereas in the past it was prepared by an external advisor.

The evaluation reports that modest progress has been made with respect to the medium-term outcomes:

- Correctional facilities align with UN minimum standards. For instance, the UN Office of the High Commissioner for Human Rights visited Vanuatu in 2018 and noted that the new facility in Luganville has solidly improved the human rights situation of detainees and the environment for staff. The same cannot be said about the facility at Port Villa, however.
- Safe and secure and humane containment of detainees and rehabilitation of offenders. For instance, there were no reports of escapes from custody for three years although some human rights challenges remain.
- The Department is an effective and efficient public agency. For instance, DBKS has implemented its Capacity Development Plan.



The evaluation also notes that the partnership has been implemented in a way that is effective and efficient. Additional funds were mobilised in response to good design of the Luganville facility, external resources were leveraged from the Australian-funded Stretem Rod Blong Jstis mo Sefti Programme and relationships have been nurtured with international bodies such as SPC, OHCHR and ICRC who have then provided training, resources, audits and site assessments. More importantly, DBKS staff reported high level of satisfaction with their job (increased from 33% in 2015 to 46% in 2019) due to improvements in workplace conditions, training, and a shift towards a focus on rehabilitation.

## Strategic goal 2: A prosperous and resilient future

There are 15 evaluations that demonstrate IDC Programme's contribution to promoting a prosperous and resilient Pacific including support for creating an enduring pathway to economic and social wellbeing post COVID, inclusive development, improving access to learning, and labour mobility. Key highlights identified through this Synthesis include:

- Addressing challenges posed by non-communicable diseases to Pacific Island countries through the Pacific Sporting Partnership Programme that saw an increase in the number of children and young people participating in sports, changes in the behaviour of sports organisers with fizzy drinks no longer being allowed at events, contribution to gender empowerment and enhanced social cohesion and Pacific pride.
- Improving access to timely, relevant, appropriate, high quality and locally produced media content in the Pacific through building capability of media partners, teachers and investing in appropriate equipment and e-learning resources.
- Supporting economic growth and livelihoods through investments that improve maritime and aviation safety, SME's access to capital and business advisory services, Samoa's private sector performance including upgrading the Apia Waterfront to promote it as a tourist destination.
- Strengthening economic and social benefits from remittances and skills by building labour mobility capacity in nine Pacific Island countries.

- The maturing of MFAT's financial support for the Cook Islands Government to be consistent with the move to higher order modalities and growing confidence in the Cook Islands Government financial systems. MFAT's engagement, increased use of budget support modalities and the use of Cook Islands' financial systems has contributed to effective self-governance for a sustainable economy and improved wellbeing.
- New Zealand's approach in Tuvalu involved building on activities from previous years which built synergies across activities, delivered efficiencies through regional projects, and focused on a relatively small number of sectors. A mix of modalities balanced the relative cost, local ownership and impact trade-offs of each modality across the programme of work.

IDC 5: Strengthened social resilience and inclusion supports achievement of the SDGs in the Pacific

### *Review of Pacific Sporting Partnership Programme – Sports for Health*

Non-communicable diseases pose significant health and development challenges to Pacific Island countries and account for over 80% of all deaths in Fiji, Samoa and Tonga and over two-thirds of all deaths in the Federated States of Micronesia, the Solomon Islands and Vanuatu. PICs are also amongst those experiencing the most rapid increases in childhood obesity worldwide. In response to these challenges, MFAT designed and invested in the five-year (2017-2022) Pacific Sporting Partnerships Programme – Sports for Health to encourage children and young people's participation in well-coached sports to stimulate physical activity and promote the adoption of active and healthy lifestyles from an early age. The Programme is a partnership between MFAT, Netball NZ and NZ Rugby who work collaboratively with Oceania Rugby and Netball, National Sporting Organisations of participating countries and other stakeholders including government and NGOs. The delivery modalities used within the scope of this activity included capacity building, provision of equipment, and the delivery of sports participation programmes in participating countries.

An evaluation of this activity found the Programme is making notable progress and delivering good results. There has been an increase in the number of children and young people playing rugby and netball; reports of behaviour change among sport organisers with fizzy drinks no longer being allowed at games; and more children opting to drink water at games and eating healthier snacks prior to participating in games. In addition to these results, the evaluation also reported a contribution by the activity to gender empowerment of girls and young women (e.g. proactively identifying women as coordinators and/or ambassadors; being alert to including female players in the Programme) and enhancing social cohesion and community/Pacific pride (e.g. engagement from the wider community; sense of collectivism; growing skill base of the community). Sport was also seen as a diplomacy lever and the Activity supported achievement of NZ's foreign policy objectives as well. The Activity contributed to building strong, enduring relationships between NZ and the Pacific due to their strong and shared sporting history and culture.

The evaluation also found strong results relating to sustainability. Delivering some components of the Programme through schools, adapting the Programme to in-country context, embedding the capacity building activities to existing training programmes and delivering equipment and facilities were identified as some of the features that helped build sustainability. The evaluation concluded that the delivery modalities adopted within this Programme were entirely appropriate and well suited to meet the needs of the participating countries. However, lack of budget for sport and/or challenges with reaching rural areas and outer islands will require attention in any future iteration of the programme.

### ***Evaluation of Pacific Broadcasting Programme Phase 2.0***

The Pacific broadcasting sector faces a number of challenges in ensuring access to timely, relevant, high quality, and locally produced media to its citizens. These challenges include limited access to high volumes of quality Pacific-led broadcast content, lack of appropriate technology or equipment and low capacity with some broadcasters. Responding to these challenges is critical given the importance of a strong, independent media in achieving all of the SDGs particularly in addressing gender equality, climate change, reducing

inequalities and elimination of poverty. MFAT has supported the broadcasting sector since 2015 commencing with a five-year purchase agreement (PBP 1.0 from 2016-2020) which overlapped with the three-year GFA (PBP 2.0 from 2019-2022) with an investment of nearly NZD 15 million over the six-year period. In 2020, Pacific Cooperation Broadcasting Limited *adapted* its strategic response to meet the challenges posed by COVID-19 to support prevention, health and public health messages; economic rebuilding of the industry and resilience through building capacity and capabilities of the sector.

An evaluation of the activity undertaken in 2022 concluded that PBP 2.0 delivered expected outputs, contributed to intended outcomes and adapted well to COVID-19. These achievements were enabled by moving to online training modules, designing Strengthening Media Resilient Training programme to support business viability and strategy development, focusing on increasing and improving local content production and building new capacity and capability. Results achieved include switch to High Definition feed by Pasifika TV which allowed ease of access and improved quality of broadcasts, capacity development of broadcasters through training, and access to funds to produce and share local content. The provision of equipment, for example decoder equipment to receive the broadcast free-to-air content, has enabled Pasifika TV to increase its reach to all participating countries. Strong partnerships between countries and with PCBL and between PCBL and MFAT have been important developments that is likely to pay rich dividends in the future.

However, the evaluation reported that smaller broadcasters and less-developed markets were not able to benefit from PBP 2.0 for a range of reasons including language, culture, connectivity, level of training and experience.

#### ***Case study #2: Impact of PBP in Kiribati***

*During PBP 2.0 KiriOne TV, Kiribati's first local television station, received a decoder to receive and rebroadcast Pasifika TV. The NZ High Commissioner later presented a camera, laptop, two sets of lights and a recorder. Until the arrival of the production equipment there was no live coverage of events, but since PBP 2.0, one of three 2-person production teams (cameraman and*

*reporter) go to events and film and record footage with live commentary. Upon returning to the TV station, the team edits the footage and the reporter provides a voice-over translate into i-Kiribati of any events that are broadcast in English.*

### **Story time and play pilot final evaluation**

Story Time and Play: Children’s Media Project (STP) was created to develop an integrated media and early childhood development programme combining children’s radio and early childhood programming targeting pre-school and early grade school children across three pilot countries<sup>2</sup> in the Pacific. Led by Plan International Australia and funded by MFAT, the Pilot was intended to create local, co-created children’s media (radio episodes and podcasts) delivered through the Play Hubs at the community level to support children’s learning through play. The Pilots developed context-specific radio episodes and Play Hubs in the Community. The evaluation found that:

- The Activity was highly relevant and responsive to addressing gaps in each pilot country as well as in demonstrating alignment with MFAT and partner needs and priorities, and international ECD and ECE frameworks.
- The Pilots were unique and innovative with no similar investments in each of the pilot countries identified.
- The Pilot demonstrated excellent value for money by leveraging existing resources for sufficient quality of delivery. It utilised implementing partners who already have existing knowledge and networks in the media/ECD space and have deep understanding of the local context. It also leveraged existing infrastructure including physical spaces to host the Play Hubs, as well as media equipment. This meant the Pilot did not use funds to buy new equipment or build new spaces.
- The use of media mentors and masterclass helped the media partners in pilot countries to build their skills in developing children-specific content,

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<sup>2</sup> The three pilot countries were Niue, Solomon Islands and Samoa.

production management, as well as building their relationships with one another and other key children’s media supports in the region. The use of Train the Trainer approach contributed to sustainability, with Play Hubs Advisors creating the content and training the Play Hub Trainers in country.

- Most importantly, the evaluation provided useful insights for scaling and identified adjustments that would be needed including integrating play hubs and media components of the programme, establishing clear roles and responsibilities, expanding to media beyond radio and continuing to train play hub facilitators.

### **Evaluation of the MFAT Pacific E-Learning for Science Programme**

The Pacific E-learning for Science Programme (PeP) is a two and a half year *proof of concept* targeted at Year 10 science teaching and learning for four Pacific countries<sup>3</sup>. It was designed to address the issue of low science outcomes in the Pacific through e-learning. One of the main reasons for low science outcomes was the lack of qualified science teachers in the Pacific. The Activity aimed at building confidence of Year 10 science teachers to deliver lessons in the classroom by providing them with e-learning teaching resources and professional development course, as well as enhancing e-learning infrastructure and systems.

The evaluation found that:

- The Activity was highly relevant for partner countries, MFAT’s own priorities for its International Development Cooperation Programme, and for supporting Pacific Island countries to achieve SDG 4.
- Digital Inclusion remained high on the agenda in all participating countries, given many schools are remote. This Activity was felt to address an important gap through its efforts in providing online materials, offline options and solar panels where electricity was limited.

<sup>3</sup> The participating countries were Samoa, Cook Islands, Solomon Islands & Vanuatu.

### *Case study # 3: PeP in Samoa*

Through the partnership with the Ministry of Education, Sports and Culture, the PeP has been well received in schools, including teachers and students. Samoan PeP teachers have the highest completion rate, making up 45.32% of all teaching tips completed across the four countries. The PeP also addressed Samoa's needs through provision of resources that facilitate practical application of lessons that are interactive and enjoyable. A key success factor identified in the evaluation is the local PeP team within the Ministry. This helped to ensure PeP implementation continued through COVID-19. The contextually sensitive content is another factor that helped in the success of the programme. The online survey results showed that 90% of PeP teachers and principals believed that PeP was 'very important' for improving science learning outcomes in Samoa. 93% of students reported that they enjoyed learning science last year.

- With respect to effectiveness, the Activity achieved good progress with teachers and school leaders engaging with e-learning resources, development of PeP's e-learning tools, job-embedded professional development content, access to micro-courses and training offered to teachers and leaders. As a result, teachers grew their confidence in teaching science and use of the materials and equipment.
- While Communities of Practice were forming, more could be done to increase participation. Similarly, while interest in e-learning is high, it needs to be further communicated, promoted and integrated into national education policies, strategies and plans.
- The Programme was well managed and responsive and demonstrated the contribution of digital learning initiatives to strengthen education results in the Pacific.

The evaluation concluded that this activity demonstrated the importance of investing in tools, capabilities, platforms and equipment to ensure that

students and teachers have access to ICT-enabled education. It was innovative and surfaced important lessons for the growing interest in e-learning in the Pacific, integrating e-learning into national education policies, strategies and plans, co-designing materials with teachers, connecting regional and national levels to sustain the success of this activity.

**IDC 6: Functioning Pacific economies with strong and stable institutions support livelihoods and benefit from trade, labour mobility and other safe people movement**

### *Review of Maritime activities*

Maritime activities such as domestic cargo shipping; passenger shipping; and artisan and subsistence fishing are key parts of life for Pacific people be it for trade, economic, social, educational, health care and/or cultural purposes. Consequently, supporting and investing in safe, reliable shipping in the Pacific has been an ongoing priority for MFAT as part of its IDC programme. MFAT's portfolio of activities in the maritime sector over the past ten years totals NZD 40 million and target improving safety and reducing risks of accidents. The three key activities: Pacific Maritime Safety programme, Pacific Regional Navigation Initiative and Pacific Islands Domestic Shipping Safety Programme (PIDSSP), are delivered by Maritime New Zealand (MNZ), Land and Information NZ (LINZ), SPC and other NZ and local providers.

The Review found that:

- MFAT's maritime portfolio is broadly aligned at regional and international level with the Framework for Action of Transport Services and the SDGs and with partner countries' priorities.
- However, coherence and alignment internally within MFAT was not consistent and it was not always clear how each Activity within the portfolio aligned with MFAT 4-year plans at the bilateral level. There were also issues of coherence and alignment with other NZ government initiatives in the Pacific impacting maritime sector.

- The development of stronger maritime governance legislation in some PICTs and the delivery of modern nautical charts to the PICTs in which NZ is the Primary Charting Authority were step changes in maritime safety. The evaluation also reported improved maritime safety awareness and behaviour with more people wearing lifejackets.
- The delivery models used were effective but more can be done to enhance efficiency and sustainability. While LINZ delivered effectively, the lack of senior manager buy-in created frustrations and a disconnect within the organisation; by contrast MNZ had a dedicated team and as a result was able to adapt to COVID-19 constraints and respond more strategically to needs of partner countries.
- In the context of PIDSSP, philosophical differences to vessel safety between MNZ and SPC led to some tensions in the relationship.

The evaluation concluded that the maritime sector underpins Pacific transport connectivity and that given resource constraints, safety aspects must be the priority. Community wellbeing and connectivity are key to ensuring remote islands have access to goods and services and can thrive economically.

### *Evaluation of Pacific SME Finance Facility Pilot Programme*

The Pacific SME Finance Facility (the Facility) is a 14-month pilot to ensure SME's access to capital for adaptation, recovery and growth in response to COVID-19 crisis. It is implemented through a Management Service Contractor through the existing development activity, Business Link Pacific and is co-funded by MFAT and DFAT. A formative evaluation was undertaken to ascertain whether the Facility's design is relevant, whether progress was being made towards expected outcomes and whether any adjustments needed to be made to deliver timely support to SME's.

The Facility's two outputs examined within the evaluation included distribution of adaptation grants to SME's and wholesale capital provided to partner Financial Institutions for on-lending to SME's under concessional terms. The evaluation findings indicate that from early on, significant investment was made to create a robust management and programmatic infrastructure to implement the services of the Facility. More importantly, the Facility developed

a Gender Equity Social Inclusion framework to guide its activities over time. Consequently, the Facility was able to successfully deliver and report on its progress against the two outputs. Specifically:

- With respect to Output one, two adaptation rounds were run which attracted 2,298 applicants in total across eight Pacific Island Countries, representing a broad range of sectors including a high proportion of small SME's with one to five employees. 199 of these applications were from applicants that are 50% + owned or managed by women. The grants were deemed to be well aligned with other economic response, recovery and stimulus packages. However, the evaluation noted that making the adaptation grants easier and less onerous without compromising the necessary checks and balances might increase uptake.
- However, there is insufficient data to determine whether the targeted group of viable but financially distressed SMEs were progressing to next phase of recovery via access to concessional loans.
- With respect to Output two, a partnership pipeline and a suite of partnership documentation including the FI Application Form, the Term Sheet and the FI Partnership Agreement (FIPA) was developed. Within the first year, four Financial Institution partners had signed a FIPA, one more than the Facility Pilot target of three signed FIPA. An additional seven FIs had expressed interest and were being pursued by Business Pacific Link. There was consensus amongst stakeholders regarding the role a for SME concessional loans if they were offered alongside other subsidies, and ongoing business advice.

The evaluation concluded that the outputs were meeting a critical need for SME's across the Pacific in supporting economic recovery post COVID, and that the support from Business Advisory Service Providers, Business Service Managers and In-Country Representative Partners in the application, validation and due diligence processes and accessing low interest loans enhanced the effectiveness and efficiency of the Facility's operations.

### *Evaluation of Business Link Pacific*

Business Link Pacific (BPL) is a NZD 12.5 million, five-year, multi-country SME development activity funded by MFAT. Its goal is to build the local market in participating PICs for business advisory services and to enable PICs SMEs to access the service to help them develop and grow. An evaluation conducted in 2021 indicated that BLP is regarded as a well designed activity that meets an important need and remains relevant to the priorities of both MFAT and partner countries. The relevance and importance of BLP has remained robust in the face of changes brought about by COVID-19 and, due to impacts of the pandemic on the business environment, has in fact grown since the onset of the pandemic. BLP was also gaining visibility amongst other development partners, with an Asian Development Bank document making explicit references to the need for coordination with BLP in recognition of its market-driven approach to the provision of business development services. Key achievements include:

- Approval of 132 advisors in Year 5 (up from 27 in year 2) using the online competency assessment tool to improve quality of business advisory services.
- 86% of Business Advisory Service Providers noted that their service offering to SME's has improved since working with BLP.
- A subsidy scheme to discount the initial costs of purchasing advice increased from 116 in Y2 to 585 in Y4.
- SME participants reporting benefits from working with a Business Service Provider continued to rise as the economic effects of the pandemic began to take root.
- As a result of the positive effects on financial performance, BLP was having similarly positive effects on employment. 121 SMEs reported an increase in employment since working with a BASP over the period 2018-2021, and 32 of these attributed their employee increases to BASP. These 32 SMEs reported 134 new jobs had been created.

- Increase in regional linkages being supported by BLP.
- BLP has forged collaborative partnerships with PHAMA and Pacific Trade and Invest and developed Export Readiness and Investment Readiness tool to facilitate market linkages between NZ/PIC buyers and BASPs/SMEs. However work in these areas has slowed considerably due to the Covid-19 pandemic.
- BLP offers value for money and the available data showed that cost effectiveness had improved over time.

### *Evaluation of Pacific Partnership II*

The Pacific Partnership activity (PP-II) was formed between the Australian Government, represented by the Department of Foreign Affairs and Trade, the Government of New Zealand represented by the Ministry of Foreign Affairs and Trade and the International Finance Corporation as the main implementing agency. The Partnership is a five-year programme, funding activities from July 2017 to June 2022. While DFAT committed AUD 20 million for the full five years, MFAT contributed USD3 million for implementation of the activities up to December 2020. The Partnership covers 11 countries in the Pacific. Gender was mainstreamed across all PP-II activities that included accelerating access to infrastructure, leveraging existing businesses and enabling market opportunities. The Partnership comprises 10 projects.

The Mid-Term evaluation conducted in 2020 reported that the Partnership was highly relevant for the region; was reported to be a qualified success; and had achieved important and in some cases transformative impacts<sup>4</sup> through its component projects. The level of trust enjoyed by IFC from its clients in the private and public sector was key to this success. The structure of the Partnership also allowed for articulation of regional challenges, goals and approaches. As a result, these aspects received additional emphasis in the Partnership. Overall the evaluation concluded that it was too early to assess

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<sup>4</sup> However, the report does not describe or provide any detail as to the nature of these impacts.

impacts and sustainability with any degree of confidence, but reported that achievements of the work were generally strong.<sup>5</sup>

### *Mid-Term Review of the Samoa Private Sector Development Programme*

The Samoa Private Sector Development Programme launched in July 2018 represents a five-year investment by MFAT to support Government of Samoa (GoS) to ensure economic growth and sustainable development of Samoa's private sector, in line with the national development plans. The specific focus was to facilitate improved performance of Samoa's private sector in order to generate improvements in profitability and employment.

The Mid-Term review indicated that the Programme was highly relevant and aligned to both MFAT and GoS priorities with respect to Micro Small Medium Enterprises policy development and policy response to COVID-19. The two components of the Programme were seen as important in supporting the growth of SMEs. These are a business enabling environment for private sector development and direct support for Micro, Small and Medium Enterprises. Key achievements under component 1 include the approval of MSME Policy which now provides a clear policy direction for MSME development, and a review of the Development Bank of Samoa Microfinance scheme. Under component 2, key achievements include the rebranding of Samoa Business Hub and improved reporting.

### *Evaluation of Munda Emergency Alternate Status*

The upgrade of Munda airfield involved two distinct activities: extension and rehabilitation of the airstrip at Munda, to improve the safety and service standards of domestic flights to and from Munda, and provision of equipment and facilities required for Munda to be certified as an 'emergency alternate' to the runway at Honiara. The activities were planned and delivered between 2011 and 2020 and the total value of MFAT's investment was NZD17 million. An evaluation undertaken at the conclusion of the funding period reported

that it was unrealistic to assess medium to longer term outcomes given the work was only completed in 2020. Consequently, the evaluation only reported on outputs and short term outcomes.

The findings indicated that all MFAT specified outputs were achieved. In addition, major outputs delivered via Solomon Islands Government were also achieved including clearance of vegetation around the airfield and removal of a substantial quantity of unexploded ordnances (UXO). With respect to short term outcomes, the evaluation reported the following:

- Comprehensive improvements to the runway and supporting infrastructure have significantly improved the air safety for all aircraft using the runway.
- The airfield satisfies current requirements for certification as an all-weather alternate to Henderson Airport at Honiara.
- The airfield has significantly improved the ability of humanitarian flights which will improve the effectiveness of disaster response efforts to the Western province and elsewhere.
- The establishment of Solomon Island Airport Corporation Limited increases SIG's capacity to operate and maintain the airport infrastructure.

The evaluation concluded that the investment in this upgrade was well aligned to Solomon Island Government's priorities and MFAT's priorities and that support for infrastructure development and contributes to SDG goals relating to SDG8, SDG9 and SDG15. Perhaps most importantly, the evaluation noted a growth of around 30% in both arriving and departing passengers between 2011 and 2019, and a three-fold increase in flights between Munda and Gizo. Solomon Airlines started a weekly international flight between Brisbane and Munda and passengers numbers were stable until travel restrictions due to COVID-19.

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<sup>5</sup> However, the report does not evidence this claim with any degree of detail.

Establishing a State Owned Enterprise for operation and maintenance of national airports was a pre-condition for MFAT investment and this was found to serve the project well.

### *Evaluation of Apia Waterfront Development Project*

The Apia Waterfront Development Project (2017-2020) is New Zealand's flagship tourism infrastructure investment in Samoa. Relevant Activity documents describe the overarching goal of this project as *Upgraded Apia Waterfront enhances Samoa as a tourist destination providing economic and social benefits to Samoa*. The 2021 evaluation focused on the construction of the Events Space and Clock Tower Boulevard at a total cost of NZD 9.975 million. The evaluation indicated that the activity was highly relevant and in line with GoS aspirations as reflected in the Samoa Tourism Sector Plan and other key strategic documents. The Activity also leveraged support from a number of existing MFAT-funded activities including the Pacific TA Facility. The Pacific TA Facility, which is managed by Local Government NZ, provided specialised urban development technical assistance. To strengthen impact monitoring the activity used the Samoa International Visitor Survey run by NZ Tourism Research Institute to integrate questions about the waterfront experience.

The evaluation reported a number of positive impacts including creation of a more people-oriented waterfront, improved lighting, increased provision for seating, and improved public amenities. However, there was little opportunity to quantify the medium- to long-term economic benefits of the development on the local economy as since the waterfront became accessible in July 2019 Samoa has experienced two significant public health epidemics (measles and COVID). However, expected benefits for Samoa in the short-term has been achieved. People have flocked to the night market and a number of community benefits have accrued with the area being used for independence day celebrations and annual Teulia Festivals.

### *Evaluation of the Strengthening Pacific Labour Mobility programme*

The Strengthening Pacific Labour Mobility Programme supports nine Pacific Island countries to gain economic and social benefits from remittances and skills by building labour mobility capacity. The Programme is funded by MFAT and delivered by Toso-Vaka-o-Manū (TVOM) team which is located within the Immigration department of MBIE. The key outputs of the Programme include core capacity building in the Labour Sending Units (LSU), supporting initiatives in new sectors, establishing and building relationships with key stakeholders, building knowledge in Pacific states about labour mobility in NZ and supporting Labour Sending Units to maximise the benefits of labour mobility for their respective countries.

The evaluation findings reported a strong relationship between TVOM and LSUs as one of the critical success factors of the programme. The new sector pilots, particularly the fisheries pilot, were highly valued by both NZ and participating Pacific countries. LSUs valued and appreciated the capacity building offered through the programme, and secondments of PIC officials to NZ were seen as valuable and effective. The ability of the Programme to adapt to COVID-19 was also regarded positively, particularly the shift in focus to provide support for workers stranded in NZ. The main challenges identified related to lack of clarity around the roles, drivers and responsibilities of MFAT and MBIE in the Programme, and delivering through a government agency which impacted on Programme's ability to be responsive.

#### *Case study #4: Strengthening the NZ-Pacific relationship through the RSE scheme*

Labour mobility is an important part of Aotearoa New Zealand's relationship and engagement with the Pacific. It supports sustainable economic development outcomes and prosperity in the Pacific by offering opportunities for Pacific Peoples to engage in seasonal work in NZ. Economic and social benefits accrue through the remittances and skills gained, benefitting workers, their families and communities. The evaluation



reported that the tailored support offered to the Labour Sending Units, pre-departure training to workers and the collaborative relationship built between LSUs and MBIE were critical factors in ensuring success of the scheme. The relationships developed with key stakeholders have also strengthened bilateral relationships between NZ and Pacific partners which contributed to the success of the new sector pilots.

### **Agriculture Activity Insights**

*Agriculture Activity Insights* is a series of reports about the New Zealand International Development Cooperation Programme’s agriculture programmes and activities. In 2022, the Ministry published the second *Agriculture Activity Insights* covering activities that were implemented between 2019 and 2021. The report drew on insights from 257 reports written by the Ministry, implementing partners and independent evaluators. Most of the Activities were implemented in Asia (43%) and the Pacific (39%). The insights presented cover eight themes. A summary of the main insights is presented in the following table:

#### **Activity design**

- 1 Design & tailor activities to focus on local priorities and context
- 2 Coordinate and complement with other initiatives so as to avoid duplication
- 3 Develop a good theory of change and MERL framework and use them to manage the activity

#### **Activity stakeholders**

- 4 Ensure engagement from partner government, private sector and other stakeholders before proceeding with the activity
- 5 Ensure voice of the beneficiaries is taken into consideration when planning the Activity, and willingness to change practices

#### **Social inclusion and the environment**

- 6 Analyse and plan how the activity could improve the situation for women, human rights, the environment and climate change

#### **Implementing partners**

- 7 Choose partners with the right technical, development and project management expertise
- 8 Choose partners with local presence and sufficient staff to manage the activity well
- 9 Choose partners that have good relationships with the right people and organisations

#### **Local conditions**

- 10 Make sure critical agreements, arrangements, supplies and conditions are in place before implementation
- 11 Weigh up risks of adverse weather, natural disasters, and civil unrest and understand the impact they will have on results

#### **Commercial success**

- 12 Design activities that suit the market and can become commercially viable

#### **Our approach**

- 13 Be realistic about what an activity can achieve, in a country with poorly functioning markets, how long it will take and how results will be sustained
- 14 Design flexible activities, and adapt to change and opportunities

#### **Our management**

- 15 Support activities with enough people, efficient systems and proactive advice and decisions
- 16 Nurture relationship with partners and important stakeholders

## **Strategic Goal 3: A sustainable future**

There are 8 evaluations within this Synthesis that offer insights about the contribution of MFAT’s investments towards enhancing resilience and adaptation to the impacts of climate change in the Pacific. Key achievements highlighted through this Synthesis include:

- Contributing to more efficient energy supply through investment in the equitable expansion of electricity supply through grid extensions, increased overall electricity supply and through supporting technically sustainable and resilient energy infrastructure.

- Creating the enabling conditions for downstream (at the operational level) and upstream (at the policy level) outcomes to be achieved in areas that experience water scarcity.
- Effectively raising awareness and building capacity of ocean acidification in three Pacific Island countries to support adaptation to climate change.
- Timely response to regional and national needs in fisheries, ocean science and invasive species eradication through support for regional mechanisms such as the Regional Science Information and Knowledge Hub, Pacific Regional Invasive Species Management Support Service and Fisheries Forum Agency.

IDC 7: Enhanced resilience and adaptation to the impacts of climate change

### *Strategic Evaluation of MFAT's Energy Programme*

MFAT's Energy Programme represents a significant, long-term investment to generate concrete, positive outcomes for partner countries and the communities within them. Since 2012, the NZ government has invested over NZD275 million in development assistance across energy activities making it one of the largest within the Aid Programme. The Energy Programme is delivered through the funding, design and/or delivery of distinct activities that vary in locations, timescale, partnerships structures, funding amounts, and implementation/delivery modalities used. The main focus of the Programme is to expand access to affordable, reliable and clean energy in a sustainable manner.

An evaluation of the Programme found that it was relevant and consistent with the intentions of the IDC Programme, as well as partner policies and priorities. The Programme supported technically sustainable and resilient energy infrastructure including robust and appropriate designs, particularly in the

Pacific context. The evaluation reported there is evidence of the Programme contributing to more efficient energy supply through its investment in the equitable expansion of electricity supply through grid extensions and increased overall electricity supply. The findings also indicated that Programme's funding and support to some utility companies has resulted in dual benefits of enhancing reliable energy and improving the efficiency of the networks; and attracting investments from other donors. Most importantly, the Programme's investments and activities largely increased renewable energy capacity and reduced reliance on imported fossil fuels.

However, although private sector participation in the design and construction of energy systems enhanced public-private partnerships for generation, such partnerships in operations and distribution of energy remained modest.

### *Water Security Intervention Area Evaluation*

The Water Security Intervention Area (IA) is one of seven IA's in MFAT's Climate Change Programme. It includes three activities with the overall outcome of *improving Pacific Island Countries' resilience to climate change through strengthening water security*. The activities are to be progressively completed by June 2025. The evaluation found that good progress is being made towards short-term outcomes which lays the foundation for the achievement of the medium and longer-term outcomes. Specifically, a wide range of foundational tasks have been completed which have set the enabling conditions for downstream and upstream outcomes to be achieved. These tasks included the development of numerous country and community plans for the investment in and ongoing management of water infrastructure and resources in areas experiencing water scarcity. They also included actions to implement these plans as well as institutional strengthening at policy and operational levels, development of data collection and sharing mechanisms, and developing regional coordination mechanisms to support Pacific leaders to commit to action on water scarcity.

The evaluation also reported some important and positive unintended outcomes such as increase in the skills and knowledge of local plumbers, more contracts for local manufacturers and suppliers to produce and install water

tanks, and work initiated with education providers to develop certified training courses. The mix of modalities used across the Activities in this Intervention Area enabled MFAT to achieve both intervention objectives as well as partnership objectives.

### *Independent Evaluation of the New Zealand Pacific Partnership on Ocean Acidification*

The Pacific Partnership on Ocean Acidification (PPOA) was developed to support communities in three Pacific Island countries to better adapt to the impacts of climate change induced OA through support for research and community-based adaptation actions. This collaborative project between SPREP, the University of the South Pacific and the Secretariat of the Pacific Community, is funded by MFAT. The project focused on three key outputs: research and monitoring of OA, capacity building and awareness raising initiatives, and identifying practical adaptation actions through pilot projects.

An evaluation undertaken in April 2023 indicated that the PPOA was instrumental in contributing to building the evidence base on OA. This evidence base was built through support for the development of critically relevant studies which laid the foundation for PICs to frame their responses to the threat of OA. The PPOA supported the establishment of the Pacific Islands and Territories Ocean Acidification network, which functions as the Pacific node of the Global Ocean Acidification Observing Networks. This led to greater visibility for Pacific Ocean acidification science at the global level. The increased support for, and development of the capacity in OA monitoring through provision of equipment was another important achievement of this activity. Finally, the evaluation concluded that across the three pilot sites, strong engagement with communities helped to build and strengthen understanding of OA, especially with regard to grounding the 'science' of OA in community knowledge and locally owned responses.

### *Climate Change Programme Evaluation synthesis*

New Zealand's whole-of-government framework for climate change policy includes an objective to 'stand with the Pacific to support the region's climate action and resilience'. Towards this end, NZ committed NZ\$300m to climate action throughout the Pacific region for the period 2019-2022, of which \$150m was to be delivered through the Climate Change Programme (CCP). The CCP includes over 50 activities and projects across 7 intervention areas. The evaluation of CCP included a set of five activity evaluations, two intervention area evaluations, and an emerging outcomes evaluation. These evaluations were synthesised into a cohesive report which provides important insights about the level of progress being made towards the outcomes of CCP and key elements of CCP are meaningfully addressing climate change challenges in the Pacific.

The synthesis report concluded that the CCP has made positive progress towards achieving its short-term outcomes. Many activity outputs were delivered that included training, strengthening systems and processes, generating data and information, and engaging with the community and other stakeholders. This is critical as successful delivery of outputs lays the foundation for achieving the short-term outcomes. Across its activities, the CCP uses a mix of modalities including strategic higher-order modalities and more specific project modalities. The evaluation found that progress towards outcomes was stronger in downstream projects that seek to directly address vulnerabilities and adaptation responses, progress towards outcomes in upstream projects was slower.

The evaluation also provided useful insights about the programme design and management model used to manage CCP. The design of the CCP provided a structure that allowed a range of programmatic tools to be used to better manage, govern, monitor and report on progress thus strengthening CCP's accountability and decision-making. The Programme Management Office introduced fit-for-purpose programme management capability, practices and tools that enabled progress. However, the suite of CCP intervention areas and activities designed to work collectively to achieve CCP's goals did not always

work well together, instead often working in silos. Furthermore, while projects applied good development principles, these principles were not integrated into the CCP.

Most importantly, the evaluation found that the MERL framework developed as part of design phase was slow to be implemented and some of its key components were never implemented.

IDC 8: Biodiversity is sustainably used and managed and ecosystem functions are valued, maintained and enhanced, supporting the achievement of sustainable development

### *Ecosystems Intervention Area Evaluation*

The Ecosystems Intervention Area is one of seven IA's in MFAT's Climate Change Programme and includes three activities with the overall outcome of *restoring and protecting ecosystems services that support development outcomes and adaptation to climate change*. The evaluation reported that the Ecosystem Activities were well aligned with regional priorities and national strategies, plans and policies and community needs. The evaluation noted many instances of the Activities working towards the goal of restoring and protecting ecosystems services, particularly with respect to invasive species eradication. The eradication work was found to result in increased nutrient exchange between deep sea and terrestrial ecosystems, and improve soil health and therefore food production and security. Some of the key achievements include:

- Raised awareness about restoring ecosystems and making them resilient to climate change
- The training and resources delivered in the context of this Intervention Area have helped to improve knowledge and skills of countries participating in the Pacific Regional Invasive Species Management Support Service and have promoted knowledge-sharing between staff, researchers, and biosecurity officers.

- Implementation of eradication projects such as the release of the first African tulip biocontrol agenda in the Cook Islands, and the eradication of rats in northern Tonga, Tuvalu and the Marshall Islands.
- Increased community accountability for the ecological health of their islands through the integration of management of invasive species into National Adaptation Plans.

### *Evaluation of the Pacific Community Centre for Ocean Science (PCCOS)*

In 2017, the 10th Pacific Community Conference agreed to establish PCCOS as a flagship for scientific excellence and as a dedicated regional science information and knowledge hub hosted by SPC. In 2019 Pacific Leaders reaffirmed the PCCOS vision and encouraged an expanded scope as a convener of partnerships and knowledge exchange on ocean science in the Pacific. With core funding from MFAT, and after an extensive inception phase, PCCOS became fully operational in 2021. The long-term outcome of PCCOS is stated as *more effective implementation of science-based ocean governance and management by SPC members*.

A formative evaluation undertaken in 2022 reported that PCCOS was responding to SPC and PICT's regional and national ocean science needs and priorities. There is a high level of coherence between PCCOS and other regional ocean policies and programmes. The evaluation noted that delays in project start up impeded progress against the 4 Key Result Areas:

- There is limited progress at a national level on strengthening reporting against SDG14 and National Oceans Policy with only one country reporting progress against the SDG goal.
- A high percentage of internal and external stakeholders reported that PCCOS has improved regional coordination of ocean science, mostly through participation in regional events.
- There is some debate with respect to PCCOS' role as Centre of Excellence in Ocean Science which suggests the need for clarifying the role of PCCOS within SPC to better manage stakeholder expectations.

- Strong internal coordination within SPC enabled PCCOS to deliver an integrated ocean programme.

### *Pacific Islands Forum Fisheries Agency – Mid Term Review Report*

The Mid-Term review covered three MFAT-funded activities implemented by FFA: Pacific Islands Port State Measures (PIPSM); Catch Documentation and Enhancing Compliance in Pacific Tuna Fisheries (CDEC) and South Pacific Longline Policy and Management (SPLL). The overall goal of MFAT’s investment priorities for fisheries at the time of the Activity Design Documents were formulated was *‘increased economic and food security benefits from sustainable fisheries in the Pacific’*.

The Mid-Term review found that all three activities were relevant and fit-for-purpose: they aligned well to national and regional priorities agreed by FFA members; they aligned with FFA’s strategic plans; all three activities were tested and proven; and FFA was seen as an agency with the experience and reputation to implement and lead large, complex, multi-disciplinary regional initiatives. However, progress across all three activities were somewhat limited. While progress had been made with the adoption of the Regional PSM Framework, and the Regional Catch Documentation Scheme (CDS) Framework, the evaluation found that there is no consistent application of these frameworks by PICs fisheries administration and synergies and harmonisation remained underdeveloped. The evaluation provided important explanations for the limited progress including the pandemic, regional issues, and capacity constraints relating to national fishery administrations. Perhaps most importantly there were internal factors within FFA that impacted the delivery of activities. These included capacity challenges within FFA Secretariat, limited executive leadership and management oversight, poor internal coordination and collaboration, poor IT systems and processes, and limited involvement of the Forum Fisheries Committees.

### *Phase III Programme Review – Te Pātuitanga Ahumoana a Kiwa (Te Pātui)*

Te Pātuitanga Ahumoana a Kiwa (Te Pātui) is a joint Ministry of Foreign Affairs and Trade and Ministry of Primary Industries programme aimed at strengthening the capacity of Pacific Island fisheries administrations to manage their fisheries. Te Pātui has been in place since 2011 and has partnered with fisheries administration in 15 Pacific Island countries and territories. Phase III focuses on Fisheries Management and Monitoring, Control, Surveillance and Enforcement. Support is delivered through in-country and remote assistance, attachments, secondments, mentoring and training opportunities. Partnerships is at the core of the Programme.

The Mid-Term Review undertaken in late 2023 found some interesting results. Te Pātui is a programme that thrives on relationships and in-person collaboration. Many of these relationships were paused during COVID-19 which led to the development of a series of online components that were well received. As a result, while travel has resumed post COVID-19, a hybrid model has been put in place where advisors receive the online materials before participating in in-person workshops.

The evaluation concluded that the Programme has effectively delivered activities enabled by three key strengths: the range of delivery models, the relevance of the content and the engagement approach. The Programme’s outcomes also show good progress. It has increased skills and confidence among Pacific Fisheries staff. Other notable achievements include progress of fisheries management plans and coordination with regional stakeholders. Improvements in monitoring, control and surveillance practices are developing.

Perhaps the most important finding relates to the strong and effective relationships between MFAT and MPI. The governance arrangements are working well with positive relationships and improved monitoring and reporting processes.

### 3. Contribution to IDC Programme's outcomes – our priorities in the rest of the world

#### Strategic goal 2: A prosperous and resilient future

There is only one evaluation available in this triennium against this Strategic Goal. The evaluation demonstrates the value and importance of sharing NZ's experience in the dairy industry with the Government of Zambia. It indicates that as a result of this investment, farmers in Zambia have adopted new dairying practices, a resource bank has been created, and the policy and regulatory environment has improved significantly.

IDC 5: Increased economic returns and food security returns and food security benefits from climate smart agriculture

#### *Zambia Dairy Transformation Programme*

The Zambia Dairy Transformation Programme is a five-year programme initiated in 2017 as a partnership between the Government of Zambia and the NZ Ministry of Foreign Affairs and Trade, and delivered by NZ firm Prime Consulting International. The goal of the Activity is described as '*sustainably strengthen emerging dairy value chains by increasing the quality and quantity of milk produced by smallholder farmers for sale to national and regional markets*'. Towards this goal, the Programme includes a range of activities including: support for smallholder farmer productivity; training and building the capacity of farmers and extensionists; build the business capacities of the farmer-owned cooperatives that farmers deliver their milk to; and work with government to create enabling policy and regulatory environments for dairying in Zambia.

The evaluation concluded that key components of the Programme were delivered competently and responsively to meet the needs of both MFAT and the Government of Zambia. The Programme has high visibility amongst dairy sector stakeholders in Zambia and support provided to the government's reform process is highly appreciated. Key achievements include:

- 1,000 farmers have adopted new dairying farming practices, which in turn has resulted in lowering their costs of production and improving the quality of their milk.
- The six small cooperatives which the farmers supply their milk to have been supported to run more efficiently.
- A resource bank has been created containing the entire collection of training and extension support materials.
- A number of activities were initiated to improve the policy and regulatory environment including support to the Department of Policy, Planning and Information and Department of Veterinary Science to develop appropriate policies and plans.
- A growing evidence base that can be helpful to support policy reform process.

However, the evaluation identified two key challenges in the design and delivery which negatively impacts on the success of the Programme. Firstly, no agreement was made for handing over the Programme's activities and/or assessing current capacities of the government or the sector to take over the Programme. This poses significant risks to sustainability. Secondly, the Programme was based on Roger's Diffusion of Innovation theory but there was insufficient time allowed for this theory to work.

## Strategic Goal 3: A sustainable future

There are two evaluations that provide insights about the contribution of MFAT's IDC Programme in supporting developing countries to adopt emissions-reducing technologies and practices. These evaluations highlight the importance of monitoring and building capacity to support the conservation and management of assets.

IDC 7: Developing countries increasingly adopt emissions-reducing technologies and practices in agriculture, land-use, forestry, tourism, energy and land and maritime transport

### *Western Pacific East Asia Improved Tuna Monitoring Activity*

The West Pacific Asia Improved Tuna Monitoring Activity is implemented by the Secretariat of the Western and Central Pacific Fisheries Commission with funding support from the New Zealand Government through MFAT. A Mid-Term evaluation was commissioned to track progress on the implementation of the Activity and identify if any improvements were needed to strengthen its implementation. The evaluation found:

- The three participating countries demonstrated clear improvements in the quality and scope of fishery monitoring data submitted to the WCPFC, in compliance with the scientific data reporting obligations.
- Increased national capacity to support conservation and management of fisheries targeting tuna resources within areas under the participating countries' national jurisdictions.
- Improved fishery management decisions by the Commission due to access to current and high quality data on the status and trends of shared regional fish stocks.

- Governments faced budgetary pressures post COVID-19 to sustain WPEA-related activities.

### *NZ Support for Accelerating Geothermal Development in Indonesia*

The Activity supports geothermal energy development and access to energy in Indonesia through the provision of technical assistance and capacity building to three Indonesian partner agencies. The Activity commenced in July 2017 and ran for a period of five years. A summative evaluation was commissioned to assess both implementation and outcomes achieved covering the Activity's two phases. The evaluation reported strong alignment with both MFAT's strategies as well as Government of Indonesia's needs and priorities. The Activity focused on progressing renewable energy targets for the Indonesia government. It also helped raise NZ's profile as a partner of choice in geothermal sector development. The capacity building and technical assistance delivered were deemed to be appropriate and effective and responsive to the challenges posed to delivery of these activities due to COVID-19. As a result, there has been ongoing increase in geothermal capacity amongst GOI partners and agencies.

NZ's high quality technical expertise, strong relationships, and the Supplier and MFAT's local presence in Indonesia contributed significantly to the Activity's results and achievements. Perhaps most importantly, this is one of the few Activities that addressed gender and social inclusion by establishing the Women in Geothermal Sector - Indonesia Chapter initiative. The evaluation concluded that there may be value and merit for MFTA to develop a whole of geothermal sector strategy in Indonesia that clarifies and makes visible the breadth of sector support for geothermal energy.

## 4. Country Programme Evaluations

Country Programme Evaluations are Strategic Evaluations that examine each 4YP and thematic programmes (which are not limited to an individual 4YP and often cover multiple countries) to provide an assessment of the achievements, coherence and strategic direction of MFAT's bilateral programmes. In this triennium, two country programme evaluations were undertaken: Cook Islands and Tuvalu. The scope covered by these evaluations is broad and covers activities that were initiated as early as 2015; they also cut across the three Strategic Goals. Consequently, they have been presented under this heading to reflect the multisectoral nature of these investments and evaluations.

### Evaluation of the Ministry's Cook Islands Programme (2015 -2021)

The Ministry of Foreign Affairs and Trade delivers an agreed programme with the Cook Islands Government through a Pacific and Development Group Four Year Plan (4YP) that operationalises MFAT's long-term strategy for engagement with the Cook Islands.<sup>6</sup> The Strategic Evaluation covered the period from 2015-2018 when the Joint Commitment for Development was in place, and the 2018-2021 period when the 4YP was developed for the triennium. The evaluation placed greater attention to the latter period as the consolidation of the bilateral programme under the two main pillars of budget support and infrastructure occurred during this period.

The evaluation findings showed that despite significant challenges to delivering the programme, largely due to COVID-19, MFAT's Programme/4YP has been effective in achieving its proposed goals. It has enabled the Cook Islands' own development, including its graduation on 1 January 2020 from eligibility for Official Development Assistance, and improved its relationship with Aotearoa

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<sup>6</sup> The Pacific and Development Group Four Year Plan approach was introduced in 2017/18. A Joint Commitment for Development informed the period from 2015 until the introduction of the 4YP.

New Zealand as evidenced in the delivery of identified activities. Overall, the evaluation concluded that:

- The portfolio of support offered, and modalities used, strongly support Cook Islands national development plans and aspirations, international frameworks such as the Paris Declaration on Aid Effectiveness, and MFAT's internal policies such as ICESD.
- There is strong evidence of external coherence through MFAT's approaches to ADB and Australian Department of Foreign Affairs and Trade; however the lack of consistent oversight of non-MFAT funded and wider NZ Inc activities highlights some risks with respect to duplication of effort and/or missed opportunities.
- MFAT's engagement, increased use of budget support modalities, and the use of Cook Islands' financial systems contributed to self-governance. In particular, MFAT's investments in regional initiatives and other activities over the 2018-2021 period have had a positive impact and contributed to climate resilience.
- While partnership and engagements with Cook Islands Government leaders is strong, the level of engagement with civil society and traditional leaders has reduced somewhat. The evaluation emphasised the importance of supporting engagement with development partners, government, civil society and the private sector to ensure inclusive development.
- The consolidation of the bilateral programme under the two main pillars has enabled a greater focus and achievement of many priorities for both MFAT and Cook Islands, however, it has limited the attention being paid to welfare, equity and social inclusion. A series of changes within the 4YP led to de-prioritisation of GESI which needs to be urgently addressed.
- More needs to be done to embed monitoring and evaluation processes, which could be adapted to suit the different modalities, to enable both



MFAT and Cook Islands Government to better measure and track impacts of MFAT's development support.

### Evaluation of the Ministry's Tuvalu Programme (2018-2021)

New Zealand introduced a Four Year Plan approach in 2017. In keeping with this new approach, the Tuvalu 4YP was developed in 2018 which focused on three broad areas: climate change resilience, fiscal management and a mutually beneficial NZ-Tuvalu bilateral and regional relationship. The main findings from the evaluation were:

- New Zealand's programme in Tuvalu was responsive to its own priorities as outlined in the 4YP and Tuvalu's own national strategic priorities. Activities including direct budget support contributed to revenue generation for the Government of Tuvalu and supported access to key services such as water and healthcare.
- There is strong external coherence with work being implemented by other donors which meant that there was little duplication. There was also internal coherence with the work aligned to NZ's ICESD policies.
- Budget support enabled the Government of Tuvalu to provide essential services to the population including for education and health meaning women and youth are likely to benefit from the work being supported by NZ. However, the evaluation reported that the core activities did not directly have explicit aims to reduce inequalities with respect to gender, youth or marginalised communities.
- The 2018-2021 programme focused on sectors where NZ has historically worked and used complementary modalities and projects to maximise effectiveness. Efficiencies were enhanced through the use of trusted implementing partners.
- Key achievements identified include:
  - Activities such as the development of a software to estimate water usage, drought management plan for Funafuti, community-led gutter and water infrastructure maintenance and upgrading bathing ponds on Vaitupu, all supported Tuvalu's to build resilience to future droughts.

- NZ's contribution to the Tuvalu Trust Fund, increased budget support and donor grants, and reforms introduced to improve Tuvalu's fiscal resilience and resilience of its infrastructure to climate change.

## 5. Crosscutting issues

The analysis of 33 evaluations considered in this Synthesis identify a number of crosscutting learnings that can be useful to inform and guide MFAT's continuous improvement efforts. These have been discussed in this section.

### *COVID-19 impacted on delivery of all activities in this triennium*

While in many instances COVID-19 caused significant delays, and slowed progress, it also created opportunities, particularly with regard to a shift to online and virtual mode of delivery with good results. There were other benefits to the pandemic., for instance, the evaluation of Water Security Intervention Area reported that while COVID-19 severely disrupted plans and delayed progress in-country, it also had an unintended benefit of prioritising local solutions.

### *Activities implemented deemed to be highly relevant for both MFAT and Partner Governments*

Almost all evaluations found that the design and modalities of delivery selected for the activities were relevant and responded well to the needs and concerns of the partner countries and aligned to commitments and ambitions reflected in key national development plans. Key factors that contribute to relevance include identifying right stakeholders, engaging early and consistently with all stakeholders, good governance and clear communication. Factors that appear to hinder and/or erode relevance include inadequate consultation with local stakeholders, and poor attention to local realities including partner constraints and capacities, as noted in the *Review of Maritime Activities*.

### *While external coherence is strong, more can be done with respect to internal coherence*

The OECD-DAC evaluation criteria explains coherence as the compatibility of the intervention with other interventions in a country, sector, or institution. It also notes two types of coherence: internal coherence, which refers to institutional synergies and interlinkages, and external coherence, which refers to consistency of the institution's actions with those of other actors in the same context. While many of the evaluations addressed issues relating to coherence, the synthesis shows that external coherence was stronger than internal coherence. External coherence is enabled by alertness and consideration of complementarities/synergies with activities being implemented by other donors and/or partners.

By contrast, achieving internal coherence both within the IDC programme and the NZ Inc approach appears to be challenging. Internal coherence can be demonstrated through highlighting alignment to wider NZ goals and MFAT's organisational strategy and goals, and bilateral 4-year plans. However, the evaluations reviewed show inadequate consideration of these strategic settings. There is also a gap in strategic alignment and consistent application of NZ's International Cooperation for Effective Sustainable Development policy (ICESD). This is well-illustrated in the following examples:

- The *Evaluation of the Energy Programme* identified the need to improve the integration of the Programme within MFAT's other thematic areas/sectors so as to highlight the critical role of energy as an enabler of broader development outcomes.
- The *Review of Maritime Activities* reported that while the three activities reviewed align with MFAT's strategic goal, it is not always clear how each Activity aligns with MFAT 4-year plans at the bilateral level.

### *There is an urgent need to strengthen the use of MERL and reporting against outcomes*

The Synthesis highlights that the commissioning of evaluations is skewed towards formative and mid-term assessments, but summative evaluations are relatively light. Across the evaluations, assessment of effectiveness and results

is diverse and includes a mix of outputs and outcomes reporting. While this is to be expected given the breadth of the activities covered by the evaluations, the analysis of the evaluations indicate that more can be done to lift the quality and use of performance reporting evidence to assess effectiveness. Some examples include:

- The *Evaluation of the Energy Programme* identified the need to improve consistency of reporting, aggregation of results and outcomes.
- The *Mid Term Review of Samoa Private Sector Development Programme* notes the specific focus of this investment is to facilitate improved performance of Samoa's private sector in order to generate improvements in profitability and employment. The Theory of Change also identified 'increased contribution of the private sector to GDP' as the desired outcome. However, the assessment of effectiveness focuses on measuring outputs such as number of businesses that access business advisory services, total value of loans approved, number of staff trained, and number of accounts foreclosed. With respect to tracking outcomes relating to profitability and employment, the evaluation reports that the data is not captured.
- The *Mid-Term evaluation of Pacific Partnership II* recommended that the results framework be augmented to capture direct and indirect results more comprehensively, specifically the relationship between measurable results and qualitative or less easily attributable results which are currently underreported. A broader exchange among the PP-II partners about what is meant by results is required.
- The *Water Security Intervention Area Evaluation* reported that the focus on MERL is more on monitoring and reporting rather than evaluative. There is an urgent need to measure what is meaningful and important to enable the programme to make decisions about scaling up, alignment with principles and values and determine effectiveness of approaches.

The practice of using Theory of Change as the underpinning MERL framework for assessing effectiveness is widespread and appears to be well integrated in the business case processes. There have been concerted efforts to strengthen the application of theory of change and results frameworks discipline to bring clarity and intentionality to design and implementation and monitoring of

projects. Consequently, it is no surprise that majority of the evaluations refer to MERL frameworks described in key Activity documents. However, on closer examination, we find that the use of the MERL frameworks to anchor the analysis is weak and most of the monitoring is at the outputs level while assessment of progress against outcomes is inadequate. This indicates that there is variability in understanding of MERL and its use across staff.

#### *Focus on Gender and other priority groups remains modest*

The *Review of Maritime Activities* reported that passenger vessel disasters disproportionately affect women and children. However, there is little evidence to show how implementing partners have used risk-assessments or a vulnerability lens in the design of the interventions.

Evaluation of MFAT's Energy programme reported strong social inclusion and development outcomes in the Pacific, particularly how access to continuous energy reduced time spent on housework, shops could stay open longer, women could assist children with homework, and women could work longer to make handicrafts for sale.

- *Review of Maritime Activities* indicates that more work is needed for social inclusion: women and children disproportionately affected by maritime accidents
- *Ecosystems Intervention Area Evaluation* noted that more can be done to strengthen the incorporation of gender equality, disability and social inclusion across its investments.
- The *PPOA Evaluation* noted that the lack of a clearly articulated GESI strategy with accompanying actions represents a critical failure to both recognise and address the major challenges that women face as a result of climate change and OA.
- The *Mid-Term Review of Forum Fisheries Agency* reported that gender disaggregated reporting is poor across all three activities. Additionally, it was challenging for female staff working in the male dominated environment of the FFA Secretariat and regional fisheries network.

#### *Strong evidence of deepening partnerships*

Relationships with and between implementing partners and Pacific country stakeholders enabled MFAT to design and manage delivery of most activities. The level of trust placed by MFAT in the knowledge and expertise of its partners, and working collaboratively to design and deliver activities that meet country priorities while aligning with MFAT and partner values was seen as its unique strength. For instance, the *Mid-Term Review of Pacific partnerships II* reports that the most important results have come about when the implementing partner collaborated closely with internal and external stakeholders as well as other relevant development partners. The *Review of Maritime Activities* also noted the partnership approach was well received by partner governments. Having the right people involved and actively engaged within implementing partners, strong relationships with in-country stakeholders and sub-contractors contributes to building enduring relationships and create value and influence for NZ. In the *Water Security Intervention Area Evaluation* the findings indicate that MFAT is considered a 'good' partner and the relationship with implementing partners is considered to be a 'genuine partnership' that is pragmatic, collaborative and flexible.

#### *Wide range of modalities considered in delivery of projects*

The Activities designed and implemented in this triennium use a range of modalities to deliver projects in country. Activities are delivered through partner governments, third-party managing contractors, grant funding, facility model, MFAT's Programme Delivery Model, participation in large multi-donor projects/programmes to provide capacity building and technical assistance and/or deliver the outputs. While the evaluations showed that in almost all instances, the delivery modality deployed is fit-for-purpose and appropriate for the country context, partner capability, recognises existing relationships and tailored to available resources, there were some exceptions. For instance, the *Water Security Intervention Area Evaluation* reported that MFAT's decision to use a Programme Delivery Model to support the design, management, implementation and evaluation of the activities within the Climate Change Programme and to ensure programmatic outcomes are achieved across a diverse portfolio of activities and partners was unsuccessful.

## Appendix 1: Methodology and limitations

### 1.1 Approach

The MERL team played an important role in identifying and accessing the completed evaluations for consideration in this synthesis. The team followed up with the relevant Divisions to ensure the completeness of the suite of evaluations for the triennium. Analysis contained in this synthesis was developed using three broad steps:

- First, the evaluations were mapped against the strategic objectives and outcomes as expressed in MFAT's strategic framework and outcomes expressed in the IDC priorities framework. The mapping was validated with the MERL team before proceeding to the thematic analysis.
- Following the mapping, the thematic analysis of the 33 evaluations was undertaken to gather the evidence against the IDC outcomes and identify activities and modalities that appeared to be most effective in meeting the expected outcomes.
- The analysis also identified crosscutting issues that helped and/or hindered success to inform future allocation decisions.

### 1.2 Limitations

The findings presented in this synthesis are derived from the analysis of the evaluation reports finalised during this triennium and intended to inform IDC Programme's ongoing decision-making and learning about its own

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<sup>7</sup> For instance, the formative evaluation of PCCOS was completed in under 3 months, with only 15 days allocated for data collection from key stakeholders across the Pacific. The timing also coincided with the holiday season and other

performance and effectiveness. Consequently, readers should consider the following limitations:

- The evaluations included in this synthesis may not represent the entire suite of evaluations undertaken within this triennium. It only includes independent evaluations that were conducted in the period between 2020-2023 and for which the MERL team was able to access the reports.
- Many of the Activities contribute to more than one IDC outcome given the intersectoral nature of many of the Activities, however for the purposes of this Synthesis only the primary outcome has been considered.
- The evaluations are not necessarily comparable, as they are of different scale and scope. They range from evaluations of a single activity implemented in a confined geographic area to evaluations of Activities implemented regionally and strategic evaluations covering Activities implemented in the Pacific and Rest of the World.
- The evaluations also use different methodologies and some are undertaken in tight timeframes<sup>7</sup> while others span several months which makes comparisons challenging. Some are conducted by individual consultants and others by multicultural evaluation teams with a variety of expertise.
- Achievements are assessed differently across the evaluations. While most use the OECD-DAC criteria to assess performance, the criteria is not applied consistently.

### 1.3 Overview of the portfolio of evaluations

This synthesis covers 33 evaluations. Figure 1 shows the distribution of the evaluations across Activity level evaluations and Strategic evaluations.

key Pacific conferences and as a result evaluators were unable to access information and insight from a wider pool of stakeholders.

Figure 1: Type of evaluations undertaken in this triennium

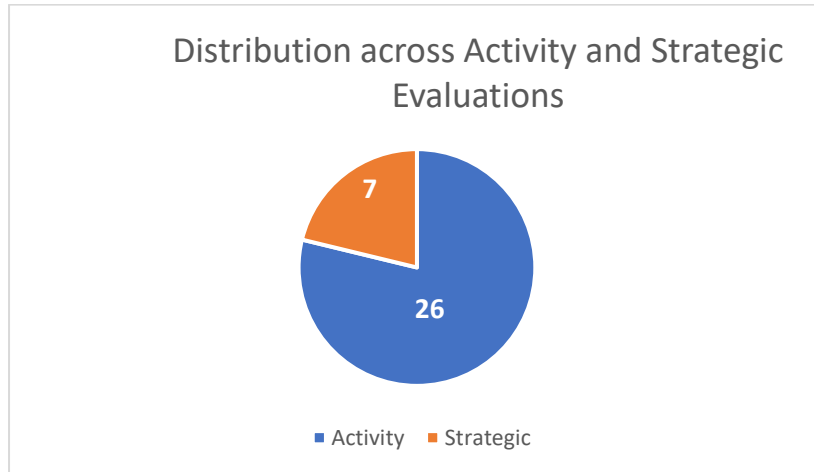
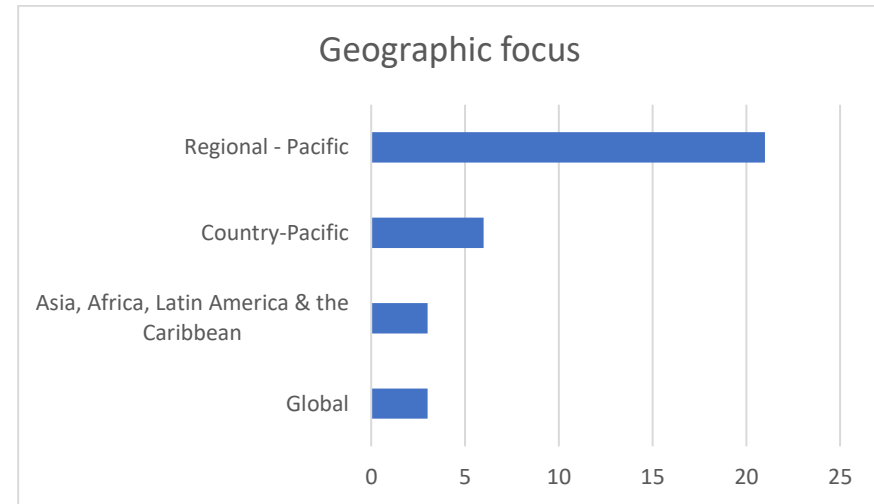


Figure 2: Geographic<sup>8</sup> focus of evaluations undertaken in this triennium



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<sup>8</sup> Global is used to reflect activities that are implemented in both the Pacific and Rest of the World.

### Contribution towards NZ's IDC Programme

Mapping the portfolio of evaluations across IDC Programme outcomes as articulated in the draft IDC Priorities framework shows an uneven coverage of evaluations across all three strategic goals. It is to be noted that evaluation coverage across all outcomes areas can be achieved over time.

#### Our priorities in the Pacific (30)

	IDC 1	IDC 2	IDC 3	IDC 4	IDC 5	IDC 6	IDC 7	IDC 8	CPE
Strategic Goal 1		7							2
Strategic goal 2					4	9			
Strategic goal 3							4	4	

#### Our priorities in the rest of the world (3)

	IDC 1	IDC 2	IDC 3	IDC 4	IDC 5	IDC 6	IDC 7
Strategic Goal 1							
Strategic goal 2					1		
Strategic goal 3						2	

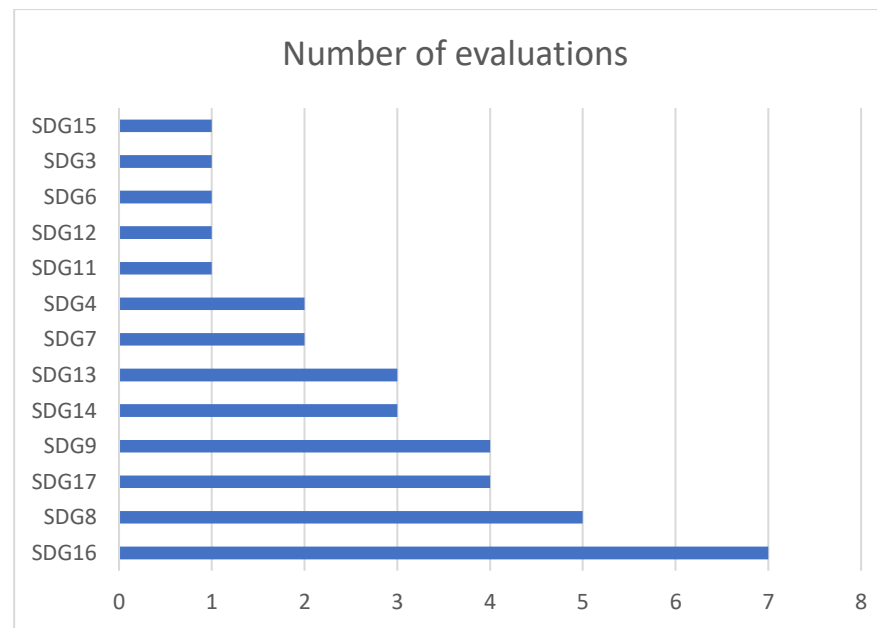
### Contribution to SDGs

The 2030 Agenda for Sustainable Developed serves as the global blueprint for achieving a better and more sustainable future for all. NZ contributes to SDGs

<sup>9</sup> SDG15: Life on Land; SDG3: Good health and Well-Being; SDG6: Clean Water and Sanitation; SDG12: Responsible Consumption and Production; SDG11: Sustainable Cities and Communities; SDG4: Quality Education; SDG7: Affordable

through a range of actions including support for developing countries, working alongside partner governments, private sector and civil society. It is therefore important to monitor if the Activities funded through MFAT's IDC programme contribute to SDGs. Figure 3 depicts the coverage of evaluations across SDGs. While the Activities may cover more than one SDG, for the purposes of this analysis the primary SDG has been considered. Some activities cover more than one SDGs and this has been reflected in the following analysis.

**Figure 3: coverage of SDGs<sup>9</sup> across the evaluations undertaken this triennium**



and Clean Energy; SDG13: Climate Action; SDG14: Life Below Water; SDG9: Industry, Innovation and Infrastructure; SDG17: Partnerships for the Goals; SDG8: Decent Work and Economic Growth SDG16: Peace, Justice and Strong Institutions

## Appendix 1: List of evaluations considered in this synthesis

#	Title of the evaluation	SDG
1	Formative Evaluation of the PSD initiative	17
2	Evaluation of MFAT Support to Pacific Justice Sector	16
3	Evaluation of Pacific Capacity Development Programme	16
4	Mid-Term Review of Pacific Community Core Funding	17
5	Vanuatu Correctional Services Partnership Evaluation	16
6	Review of the Pacific Sporting Partnership Programme	3
7	Evaluation of the Pacific Broadcasting Programme	11
8	Storytime and Play Pilot Final Evaluation	4
9	Evaluation of the MFAT Pacific E-Learning for Science Programme	4
10	Review of Maritime Activities	8
11	Pacific SME Finance Facility Pilot Programme	8
12	Evaluation of Business Link Pacific	8
13	Pacific Partnership II Evaluation	8,17
14	Mid-Term Review of Samoa Private Sector Development Programme	8,16
15	Munda Emergency Alternate Status	9
16	Apia Waterfront Development Project	9
17	Evaluation of the Strengthening Pacific Labour Mobility Programme	9
18	Strategic Evaluation of the Energy Programme	7
19	Water Security Intervention Area Evaluation	6,13
20	Independent Evaluation of the NZ Pacific Partnership Ocean Acidification	17
21	Ecosystems Intervention Area Evaluation	15
22	Evaluation of the Pacific Community Centre for Ocean Science	14

23	Mid-Term Review of Forum Fisheries Agency	14
24	Zambia Dairy Transformation Programme	9
25	Western Pacific East Asia Improved Tuna Monitoring Activity	14
26	Evaluation of the Support Acceleration of Geothermal Development in Indonesia	7
27	Evaluation of MFAT's Cook Islands Programme	16
28	Evaluation of Tuvalu Country Programme	13,16
29	Agriculture Insights	12
30	Climate Change Programme Synthesis	13
31	Phase III Programme Review – Te Pātuitanga Ahumoana a Kiwa	17
32	Evaluation of Pacific Association of Supreme Audit Institutions (PASAI) Delivery Against its 2014-2024 Strategy	16
33	Mid-Term Evaluation of Transparency International Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance Programme	16