



Aid Program Performance Report 2012–13 Pacific Regional

Key messages

The goal of the Pacific regional program is to help people in Pacific island countries (PICs) to overcome poverty by working at the regional level where regional solutions make sense. Australia's Pacific regional aid program is in transition. This Aid Program Performance Report (APPR) summarises the program's progress in delivering results over the 18 months of January 2012 to June 2013. An updated regional strategy will be finalised by DFAT¹ in the coming year.

This APPR assesses the Pacific regional program against the objectives of individual initiatives and results, which have been aggregated to assess progress in each sector.² On this basis, the regional program has achieved a number of positive results across a range of sectors; made steady progress to improve areas of underperformance; and generally ensured a better focus on measurable outcomes. The new regional strategy will provide a comprehensive basis against which to report and evaluate performance in 2013–14.³

Pacific regionalism is contested and continues to evolve. The independent review of the Pacific Plan⁴, which will be presented to leaders at the Pacific Islands Forum Leaders Meeting in September 2013, has sparked renewed deliberation on Pacific regionalism. The review identified increasing vulnerability in the region from emerging environmental, geopolitical, social and economic challenges. DFAT's new regional strategy will take account of the review's findings.

The regional program is based on partnerships, including with Pacific regional organisations (PROs) and multilateral organisations. Strengthened policy discussion with PROs has resulted in improved focus on outcomes. Progress with corporate reform within PROs has been strong and this needs to be followed by sustained progress on monitoring and evaluation. Maintaining close coordination with key multilateral organisations, including the Asian Development Bank (ADB), World Bank and United Nations (UN) agencies, and with key donor partners such as New Zealand, will continue to be important as Australia seeks to improve the efficiency, effectiveness and coherence of its investments.

Management of the regional program is complex. The key components of the Pacific regional program are managed by the department's Pacific Regional Branch in Canberra and by Suva Post. As of March 2013, 93 individual initiatives were active, compared to 90 in March 2012. The need for further prioritisation and consolidation of initiatives in many

¹ In November 2013 AusAID was integrated into the Department of Foreign Affairs and Trade (DFAT).

² Annex B includes individual assessments of initiatives valued at more than \$3 million through the Quality at Implementation (QAI) reporting process.

³ The new strategy will replace the interim Pacific regional strategy, *Regional aid program to the Pacific 2011–2015*, which has two objectives: (i) investing in activities that promote: regional cooperation; regional provision of public goods and services; and regional integration, in line with the Pacific Plan; and (ii) improving the effectiveness of PROs in delivering regional services and activities.

⁴ The Pacific Plan is the master strategy for strengthening regional cooperation and integration in the Pacific.
<http://www.pacificplanreview.org/pacific-plan/>

program areas is great. This includes in the areas of governance and climate change, where managing a number of small initiatives is not efficient. Work is underway on these challenges.

The Pacific regional program also carries responsibility for crosscutting themes including gender equality, disability inclusive development and climate change. This includes support for developing policy and strategy, managing programs and advising bilateral programs across the Pacific Division.

The development of sectoral delivery strategies is forming a useful framework for investment choices and performance management. Annex A highlights progress made in 2012–13 in addressing the management consequences identified in the last APPR⁵, and notes the work underway on several key sectoral delivery strategies and new program designs. This is informing future investments within the regional program, including within climate change, fisheries, governance, health, and private sector development.

Central to future decisions around investment choices will be identifying and delivering regional public goods.⁶ Early analytical work on the regional program indicated that these strategic objectives will likely underpin program prioritisation:

- > strengthen the performance of regional architecture
- > manage shared natural resources
- > promote economic integration
- > provide specialised services
- > promote region-wide norms and standards.

A key principle in moving towards more effective delivery of regional public goods through the regional program will be stronger coordination and integration with relevant bilateral programs. Most large sectoral programs will be delivered by bilateral programs, with the regional program supporting the common regional functions between PICs. This work has already started in key sectors such as health and education.

Context

Poverty and need

In the Pacific, an estimated 2.6 million people (nearly one-third of the region's population) live in some degree of poverty, without sufficient income or resources to meet basic human needs.⁷ Around 400,000 children are not enrolled in primary school and 64 out of every 1,000 children die before the age of five years.

There is ongoing public debate about how to measure poverty and ensure aid delivery has poverty alleviation as its central focus. Poverty analysis includes assessing the real income of the poor, what they produce, what range of goods or services they receive and how accessible their pathways out of poverty are. DFAT is undertaking further analysis of poverty in the Pacific. This will ensure the regional program better targets poverty alleviation, including through stronger linkages with bilateral programs.

The Millennium Development Goals (MDGs) set time-bound targets by which progress in reducing income poverty, hunger, disease, lack of adequate shelter and exclusion—while

⁵ Prior to 2012-13 Aid Program Performance Reports were called Annual Program Performance Reports

⁶ Regional public goods are defined as goods and services most effectively and efficiently conducted on a regional basis.

⁷ 2012 Pacific MDG Tracking Report—2.6 million people in the region live below the Basic Needs Poverty Line, 2 million of these live in PNG. Other PICs account for roughly 0.6 million of the poor.

promoting gender equality, health, education and environmental sustainability—is being measured.

Progress by PICs against the MDGs varies, reflecting the region's development challenges. Palau is the success story within Micronesia and is on track to meet all MDGs. Polynesia's progress is sound. It is on track to achieve MDGs 2, 4, 5 and 7. Melanesia (with the exception of Papua New Guinea—PNG) is on track to meet MDG 4 only, with mixed progress against all others. PNG, the largest island in the Pacific, is showing poor results against all MDGs, indicating the depth of issues it faces. The micro-states of Kiribati, Nauru and Tuvalu face particularly challenging development issues which may require external assistance on a much longer-term basis than other PICs.

The Pacific faces significant gender inequalities with substantial barriers to women's equality reflected in social norms, values and practices. Violence against women prevalence surveys, for example, show that up to 60 per cent of women and girls have experienced violence at the hands of partners or family members.⁸ The Inter-Parliamentary Union⁹ reports that women comprise 20 per cent of national parliamentarians (world average), but in the Pacific the proportion is just below 5 per cent.¹⁰ Men outnumber women in paid employment outside the agricultural sector by approximately two to one.

Regionalism and regional architecture

The initial findings from the independent review of the Pacific Plan show there is an appetite for further regional cooperation and integration. Views vary, however, on how to pursue this and how future regional architecture should be shaped. The department's development of a new regional strategy is therefore timely and it will take account of the independent review's findings and the dynamic environment in the Pacific when making program decisions for the next four years.

The two most prominent PROs, the Pacific Islands Forum Secretariat and the Secretariat of the Pacific Community (SPC), were subject to their own independent reviews in 2012. In response to findings, these organisations are now implementing necessary corporate reforms.

Pacific Regional aid program

Around 20 per cent of Australia's official development assistance in the Pacific region is delivered through the regional program. The intent of the program is not to duplicate or act as an alternative to well-focused bilateral initiatives. Rather, it is to focus on areas where a regional approach is more effective and meets the common needs of PICs.

Expenditure

Expenditure is reported against the Australian aid program's goals in this APPR. In the six months (January to June 2012), the total aid spend for the regional program was \$95.5 million. In the 12 months from July 2012 to June 2013, the total estimated aid spend is \$194.3 million, which represents 21 per cent of Australia's total development assistance to the Pacific of \$923.7 million in 2012–13. Expenditure is allocated across the strategic goals of the aid program (tables 1A and 1B).

⁸ E Ellsberg, B Heilman, S Namy, M Contreras and R Hayes (2012). *Violence against Women in Melanesia and Timor-Leste: Progress Made Since the 2008 Office of Development Effectiveness Report*, International Centre for Research on Women, p. viii.

⁹ <http://www.ipu.org/wmn-e/world.htm>

¹⁰ <http://www.pacwip.org/women-mps/national-women-mps/>

Table 1A Expenditure 01 Jan 2012–30 Jun 2012

Sector	A\$ million	% of regional program
Health	11.3	
Total	11.3	11.8
Education	22.7	
Total	22.7	23.8
Environment and natural resource management	13.1	
Food security	5.8	
Business, finance and trade	6.0	
Total	24.8	26
Human rights	3.3	
Security and justice	0.1	
Improved government	16.0	
Total	19.4	20.3
Humanitarian response	0.9	
Conflict prevention and resolution	1.1	
Total	1.9	2.0
General development support	15.4	
Total	15.4	16.1
	95.6	100

Note: Any minor errors are due to rounding of figures.

Table 1B Estimated expenditure in FY 2012–13

Sector	A\$ million	% of regional program
Health	15.9	
Total	15.9	8.2
Education	42.9	
Total	42.9	22.1
Environment and natural resource management	38.6	
Food security	5.5	
Infrastructure	10.2	
Business, finance and trade	20.3	
Total	74.6	38.4
Human rights	10.1	
Security and justice	1.1	
Improved government	24.6	
Total	35.8	18.4
Humanitarian response	0.7	
Conflict prevention and resolution	5.6	
Total	6.3	3.2
General development support	18.9	
Total	18.9	9.7
	194.3	100

Note: Any minor errors are due to rounding of figures.

Progress towards objectives

To date, the regional program has primarily been assessed on the progress of individual activities. Overall program objectives were not defined and therefore not reported against. Table 2 lists the current rating of progress of each sector. Each rating was determined by an aggregate of the performance of individual initiatives. Individual ratings are at Annex B. Sectoral outcomes are discussed under ‘Sectoral analysis’.

Table 2 Ratings of the program across sectors

Sector	Current rating	Previous rating
Pacific regional organisations	Green	N/A
Health	Amber	N/A
Education	Green	N/A
Disability inclusive development	Green	N/A
Gender equality and women's empowerment	Amber	N/A
Climate change and environment	Green	N/A
Fisheries	Green	N/A
Sustainable economic development	Amber	N/A
Infrastructure	Green	N/A
Governance	Amber	N/A
Multilaterals	Amber	N/A
Development through sport	Green	N/A

■ Green. Progress is as expected for this point in time and it is likely that the objective will be achieved. Standard program management practices are sufficient.

■ Amber. Progress is somewhat less than expected for this point in time and restorative action will be necessary if the objective is to be achieved. Close performance monitoring is recommended.

■ Red. Progress is significantly less than expected for this point in time and the objective is not likely to be met given available resources and priorities. Recasting the objective may be required.

Pacific regional organisations

Program objectives

Australia is a major donor to and member of several PROs. Australia provides core funding to, and additional project support for, the implementation of initiatives through these organisations. PROs articulate a common voice for the development needs and concerns of the region through international fora, such as advocacy for the needs of Small Island Developing States.

Australia contributes significantly through a range of PROs, including the Pacific Island Forum Secretariat, Secretariat of the Pacific Community (SPC), Forum Fisheries Agency (FFA), Secretariat of the Pacific Regional Environment Programme (SPREP), and University of the South Pacific (USP). This financial support is approximately one-third of the regional program.¹¹ Other Australian Government agencies engage with PROs as members, such as the Department of Agriculture, Fisheries and Forestry and Department of Sustainability,

¹¹ Approximately \$62 million was provided to PROs (SPC, Pacific Island Forum Secretariat, USP, FFA and SPREP) in 2012–13.

Environment, Water, Population and Communities. Other agencies partner with PROs to deliver programs, such as the Australian Bureau of Statistics.

Key achievements

This section lists key achievements in improving the performance of the Pacific regional institutional architecture as well as building organisational capacity and strengthening Australian engagement with PROs. Achievements of PROs at sector level are found throughout this APPR.

- > Engagement with PROs was enhanced in 2012. Strong engagement with the **Pacific Plan Review** team resulted in timely input of Australian views and robust contribution to debate. AusAID invested considerable resources in **supporting the reviews of the SPC and Pacific Island Forum Secretariat** and in implementing the recommendations. This is beginning to deliver results.
- > Australian support to implement **corporate reforms**¹² **has strengthened the Pacific Island Forum Secretariat** capacity to deliver timely support to PIC members.
- > Australia's partnership with the USP has helped to stabilise finances, improve services and facilities for students, strengthen governance and improve program quality.
- > The SPC has made strong progress implementing the recommendations of its Australian-funded independent review, which has been supported by follow-on funding and high-level engagement.¹³ **SPC's new Corporate Strategic Plan 2013–15** is placing greater emphasis on monitoring for results and prioritising core services with the identified national needs of members.
- > The Australian aid program moved to a **multi-year funding agreement with the SPREP**, following positive changes made by the SPREP. This included developing a new organisational structure, developing the 2011–15 Strategic Plan, implementing more robust financial and human resource systems, reducing operating costs, and strengthening coordination with other PROs.
- > The Australian aid program's **partnership with the FFA** was strengthened through four-year core funding announced by the Prime Minister of Australia as part of the **\$25 million commitment to the Pacific Oceanscape initiative**. DFAT is participating in the current review of the FFA's strategic plan to help ensure the supporting work program aligns with priority and emerging challenges in the sector.

Factors affecting progress and future directions

Programs and reporting from PROs need to be more results-driven. DFAT needs a clearer sense of the outcomes achieved in PICs as well as the value of donor investments. While the USP has sound monitoring and evaluation frameworks in place, more work is needed with the SPC, Pacific Island Forum Secretariat, FFA and SPREP to ensure their corporate plans and associated reporting frameworks are well defined. The department will work with the SPC and the Pacific Island Forum Secretariat through 2013 to incorporate agreed performance measures into future multi-year funding agreements.

¹² Including the establishment of an audit and risk committee, development of a communications strategy, improvements to information and communications technology systems and business continuity planning.

¹³ Reforms underway include a new organisational structure, strengthened Director General's Office, enhanced recruitment processes (with several key senior appointments approved in 2012–13) and the establishment of a Management Advisory Group and audit and risk committees.

Implementation of aid effectiveness principles by development partners, including PROs, is an ongoing challenge. Initiatives such as the revitalised process for joint country strategies being developed between the SPC and member countries have been positive. More work is needed by PROs to reduce aid fragmentation, ease the burden of aid administration and improve aid effectiveness as envisaged by the Paris Declaration on Aid Effectiveness of 2005. While it was expected that the Forum Compact¹⁴ would be an effective mechanism for monitoring aid effectiveness efforts across the region, the measurable benefit of this process has been uneven. The impact of the Council of Regional Organisations in the Pacific in reducing duplication of mandates and enhancing coordination of programs has been difficult to gauge. The Council's processes are to be reviewed within the Pacific Plan Review. A new delivery strategy for the department's engagement with PROs (also due in 2013) will be based on partnership principles, such as mutual accountability. The strategy will emphasise measuring results.

Regional health program

Program objectives and strategy

DFAT recognises that the Pacific regional health program has become highly fragmented, lacking an overarching strategy to guide investments (Box 1). While the program is providing some valuable support, the department is committed to improving its impact at country level to better reflect the high level of investment. The department is undergoing an ambitious process to reform the regional health program under a regional health delivery strategy. DFAT and its delivery partners have agreed in principle that the future program will focus on regional public goods, including specialist health worker training, tertiary care, surveillance, technical assistance, research and analysis.

Key achievements (2012 calendar year)

- > The **Pacific Sexual and Reproductive Health** Program delivered impressive results. For example, 300 clients per month accessed services in the Cook Islands, 751 clients in Samoa, 10,947 clients in Fiji and 22,260 clients in Kiribati.
- > The United Nations Children's Fund (UNICEF) worked with partners in Fiji to support the **introduction of pneumococcal, rotaviral and human papillomavirus vaccines nationwide**. Preparation is underway to introduce pneumococcal in Kiribati and Solomon Islands and human papillomavirus vaccines in other countries to further reduce child mortality.
- > Core funding from Australia has helped the Fiji School of Medicine better serve the needs of the region, through improved quality and focus of academic programs. The school developed a new Postgraduate Diploma in Pathology curriculum. **A total of 462 students graduated from the Fiji School of Medicine, of whom 322 were women.** This included 12 graduates with a Masters in Medicine and 45 with a Post Graduate Diploma in midwifery.
- > The **Strengthening Specialised Clinical Services in the Pacific** program assisted Pacific countries to improve the planning, coordination and delivery of **specialised clinical services**. This is enabling countries to maximise efficiency gains from visiting medical

¹⁴ The Forum Compact on Strengthening Development Coordination in the Pacific is a development compact which was agreed by Leaders and endorsed by key development partners at the Pacific Islands Forum Leaders' meeting in Cairns, August 2009.

specialist teams and offshore referrals. The program is also supporting ministries of health to determine what services can be shared between countries.

- > The **Pacific Islands Project provided 56 specialist visiting teams** and teaching visits to 10 PICs. Through these visits, 5962 patients accessed specialised clinical consultations and 1676 patients received life-changing surgical procedures.
- > The Australian aid program engaged in valuable high-level discussion with Pacific regional and national health leadership on the nature and focus of **health governance arrangements**. This will help ensure a common commitment among partners to undertake the necessary reforms to improve efficiency and performance at country level.

Box 1: Reforming Australia's regional health program

The Australian aid program's current regional health program is highly fragmented. It comprises 12 regional initiatives with 30 funding agreements across 8 agencies, operating in at least 14 PICs.

With few exceptions, current activities are predominantly multi-country in nature with a regional management structure, and operate with non-uniform organisational logic, rules and incentives.

Concerns with the program include variable impact at country level, poor sustainability, limited country ownership and high transaction costs. A recent analysis of the regional approach to the health sector in PICs by the Development Policy Centre identified 52 regional health mechanisms, and 14 one-off meetings held in a 12-month period. Many senior Pacific health officials are spending more than half of their time attending meetings, often with support from Australia (<http://devpolicy.org/so-many-meetings-so-little-impact/>)(Negin 2012).

Historically, the Australian aid program has had no overarching strategy to guide investments in the health sector. The current reform of the broader Pacific regional program therefore provides the impetus to significantly improve the regional health program. This also reflects Australia's commitment to the effectiveness principles of the Forum Compact and Paris Declaration.

The new draft Pacific Regional Health Program Delivery Strategy re-focuses the Australian aid program's regional health support in these two critical areas:

1. functions truly regional in nature (that is, regional governance, disease surveillance and reporting, specialised health worker training, aspects of tertiary care, and research and analytical support)
2. efficient and effective technical cooperation at country level in the delivery of essential clinical and public health interventions.

This twin focus will significantly increase policy and program engagement between Australia and key regional actors. Specifically DFAT is committed to:

- > assisting regional health governance mechanisms to better align with existing regional institutional architecture
- > encouraging regional and UN agencies to re-orient to more efficiently support common functions that countries genuinely cannot handle themselves
- > working with partners on a new joint programming business model.

It is envisaged that the final strategy will lead to a regional health program that: is consolidated into no more than six activities; complements bilateral programs; and has staffing capable of sustained, high-quality engagement across the region on technical and

policy issues.

Factors affecting progress and future directions

Some programs are not performing as well as others. The Australian-supported Pacific Human Resources for Health Alliance, for example, has not met its objectives of supporting health workforce policy in the region, due to lack of country leadership, lack of clarity around the role of the World Health Organization as secretariat, and inconsistent focus on issues that are national in nature, rather than regional. The Australian-supported Pacific HIV and STI [sexually transmitted infections] Response Fund has struggled to meet its objective of providing an efficient funding mechanism to promote an integrated response to HIV and STIs across national governments, UN agencies and civil society. The initiative is continually undermined by weaknesses in grant management and monitoring and evaluation.

Other factors affecting progress and future directions include the relatively high transaction costs of the Australian Government's regional program investments for countries and implementing partners, regional arrangements not well aligned to country needs, and priorities not well overseen by health ministers and executives.

The new regional health delivery strategy will address these issues. The strategy is being discussed with partner governments and delivery partners in the region. Specialist training of health workers will continue to be a priority under the strategy.

Regional education program

Program objectives

Education is a key pillar of Australia's aid program. The regional education program demonstrates good performance and is delivering opportunities for learning and skills development that can make a real difference. It is guided by the Pacific Education and Skills Development Agenda, which has the objectives of ensuring access to quality basic education and opportunities for young people to develop skills and gain valued qualifications. Current initiatives monitor and benchmark student learning to identify where education can be improved, provide opportunities for Pacific students to acquire Australian technical and vocational qualifications and support regional provision of tertiary education.

Key achievements

The regional education program supports initiatives that are not viable on a country basis. In 2012–13, the program focused on benchmarking literacy standards and supporting regional institutions to provide higher education qualifications.

- > Since 2007, 4,919 Australia-Pacific Technical College (APTC) students (40 per cent female) from 14 PICs have graduated with Australian standard, labour market relevant skills.
- > APTC tracer studies indicate positive results with 89 per cent of employers in the 2012 employer survey stating that productivity had increased as a result of APTC training. The 2012 Graduate Student Tracer survey revealed that 37 per cent of respondents had received a promotion since graduation.
- > The USP continues to provide the best opportunity in the Pacific for quality, internationally-recognised higher education. In 2012, 2,542 students graduated (51 per cent

female) and the 2012 Graduate Destination survey confirmed that 61 per cent of graduates had found employment within four months of graduating.

- > A review of Australia's support to the USP (14 per cent of the university's budget in 2011) was commissioned which found that Australia's core support made a significant contribution to the USP completing 80 per cent of its three-year strategic plan activities by the end of 2012.
- > The **Secretariat of the Pacific Board for Educational Assessment (SPBEA)** has trained 265 educators in six PICs to administer and award the Pacific Senior Secondary Certificate, creating national pathways for study and employment.
- > More than 25,000 students in years 4 and 6 across 14 PICs sat the Pacific Islands Literacy and Numeracy Assessment. These results will enable PICs to benchmark learning outcomes and target interventions to improve education.
- > The SPBEA is also collecting data from PIC qualifications authorities for the Pacific Register of Qualifications and Standards. This will facilitate mutual recognition of qualifications regionally and internationally, increasing their portability for study, employment and labour mobility across borders.

Factors affecting progress and future directions

To improve the efficiency of the APTC, the college has developed a business development strategy identifying reduced operational and delivery costs and growth in revenue. The strengthening of the APTC's Nationalisation Strategy in 2012 and the endorsement of the Fee for Service strategy in 2013 will reinforce these efforts. Progress under these areas is crucial for achieving sustainability and value-for-money agendas.

Pressures on the Australian Government's regional aid budget in 2012 required some deferred payments for the APTC and SPBEA. This led to modest delays in implementing work programs. The SPBEA is facing significant challenges due to delays in recruiting key personnel, however, a new human resources director has now been appointed.

Disability inclusive development

Program objectives

The key objective of the *Pacific Regional Strategy on Disability (2010–2015)* is to improve the quality of life for people with disability by promoting and improving access to the same opportunities to participate, contribute and make decisions as others without disability.

Australia is supporting the Pacific Island Forum Secretariat to build the capacity of Pacific Disabled Persons Organisations. This plays a crucial role in strengthening inclusive development practice. Through a strategic partnership with the Pacific Disability Forum, the regional peak body of disability organisations, the department is supporting the mainstreaming of disability in key higher education, gender and disaster risk reduction programs.

Key achievements

- > **UN Convention on the Rights of Persons with Disabilities**—in 2012–13, three more PICs (Nauru, Palau and PNG) ratified the convention. Seven¹⁵ countries are signatories and five¹⁶ have now ratified the convention.
- > **UN Convention on the Rights of Persons with Disabilities** —in 2012, the USP established an office to support and advise students with disability on campus life. Pathways and toilet facilities were made accessible on the main campus in Fiji and enhancements to other campuses began. The USP's new **Disability Inclusiveness Policy** will be endorsed by the USP Council in mid-2013.
- > **Certificate III course in Disability**—in 2012, the APTC introduced this qualification, ensuring that specialised training is available to the region. APTC facilities include provision for people with disability.
- > **International Disability Alliance**—in partnership with the Pacific Disability Forum, the alliance implemented two phases of a pilot training program, to build the capacity of Pacific Disabled Persons Organisations to be involved in national discussions on the UN Convention on the Rights of Persons with Disabilities. This training targeted 18 leaders with disability, from eight PICs.

Factors affecting progress and future directions

Strong progress has been made in integrating disability inclusiveness into elements of all programs. The department is committed to building on these results and working more systematically to enable people with disability to fully participate in development outcomes in the Pacific. This is reflected in the Pacific Disability Inclusive Development Delivery Strategy, to be finalised in 2013. Further training in disability inclusive development is planned for those working at Pacific Posts in 2013.

Gender equality and women's empowerment

Program objectives

Gender equality is a key crosscutting theme for all programs, particularly in the Pacific for the reasons outlined in the Context section of this APPR.

The then Prime Minister announced *Pacific Women Shaping Pacific Development*, a \$320 million, 10-year initiative to improve the political, social and economic opportunities for women in the region. DFAT will source country program funding for this from bilateral programs.

The initiative involves three key thematic areas:

- > increasing the number and effectiveness of Pacific women in leadership and decision-making roles at national and local levels
- > increasing economic opportunities for women through improved access to financial services and markets

¹⁵ Fiji, Federated States of Micronesia, Palau, PNG, Solomon Islands, Tonga and Vanuatu

¹⁶ Cook Islands, Nauru, Palau, PNG and Vanuatu

- > improving safety for women through better services, violence prevention and access to justice.

An Advisory Board, comprising nine eminent Pacific island women and men, provides advice on the initiative's strategic direction.

The initiative supports the Gender Equality Declaration, signed at the August 2012 Forum Leaders meeting, which commits leaders to a set of actions, including adopting measures to increase women's participation in governance and enacting legislation to protect women from violence.

Key achievements

Early action on the *Pacific Women Shaping Pacific Development* initiative has included:

- > Launch of the **Australia – Pacific Women Parliamentarians Partnership Program** to build the capacity of Pacific women parliamentarians, the institutions in which they work, and the staff who support them so gender equality issues can be better addressed by parliaments.
- > Expand the **safe markets program** to improve infrastructure and governance of local produce markets and encourage women's safe, fair and equal participation in local economies in PNG (to expand to Fiji, Solomon Islands and Vanuatu).
- > Form a **Business Coalition** for women in partnership with the International Finance Corporation to enhance women's access to business finance.
- > Develop individual **country plans** for Cook Islands, PNG and Solomon Islands. These plans will be completed by the next Forum Leaders' Meeting in September 2013. Smaller PICs will initially be supported through regional mechanisms.
- > Develop and launch a **Pacific women website** to increase access to information on gender inequalities and responses.

Achievements in other major Pacific regional activities addressing gender equality and women's empowerment include:

- > **Fiji Women's Crisis Centre** provided crisis and other support services to 1,828 new clients (up from 1,682 in 2011) and to 2,632 repeat clients (up from 2,059 in 2011). The centre also handled increased demand for regional training programs on domestic violence, including training for male advocates and gender training.
- > **Pacific Regional Rights Resource Team** worked with church leaders to address gender-based violence. It assisted with the drafting of legislative bills addressing domestic violence in Kiribati, Tonga and Tuvalu. The team also assisted with reports on commitments made under the Convention on Ending Discrimination Against Women.
- > **United Nations Family and Population Association** supported the health systems strengthening program in Cook Islands, Fiji, Kiribati, Solomon Islands and Vanuatu. This includes reviewing the health systems' response to gender-based violence, building capacity for doctors and nurses, and developing medical protocols and referral to other services. The association also launched its *A Deeper Silence*¹⁷ report, which examines the experiences of women with disability who encounter domestic violence, in April 2013 at the Pacific Disability Forum.

¹⁷ J Spratt (2012) *A Deeper Silence: The Unheard Experiences of Women with Disabilities and Their Sexual and Reproductive Health Experiences: Kiribati, the Solomon Islands and Tonga* United Nations Population Fund Pacific Sub-Regional Office, Suva, Fiji.

- > **UN Women Pacific Regional Ending Violence Against Women Facility Fund** funded organisations in 2012 reaching 17,328 people through various programs focusing on schools, community-based awareness, engagement by faith-based organisations, and work with marginalised groups.
- > **International Planned Parenthood Federation ensured gender was well integrated** into all of its services and programs in the region, including Men as Partners and Pacific Sexual and Reproductive Health Program, which is strengthening the capacity of nine family health associations across the Pacific.

Factors affecting progress and future directions

Reporting demonstrates that gender is not yet well integrated into all regional programming. DFAT's Pacific Division has renewed efforts to ensure questions on how women and men (and girls and boys) are benefiting from each aid investment are asked early in all program designs. The Pacific Division has also appointed a lead gender specialist to assist with these broader efforts to make gender a key consideration for all programs.

A full design for the *Pacific Women Shaping Pacific Development* initiative will be finalised in mid-2013 to establish management, coordination and implementation arrangements. The final design will also inform the ongoing functions, delivery models and location of the Gender Hub, to be operational by late 2013.

Climate change and environment

Program objectives

Climate change and environmental degradation are major development challenges which disproportionately affect the poorest communities, including in the Pacific region. Small island developing states are likely to be most impacted.¹⁸ Coastal zones, where many Pacific islanders live, are particularly vulnerable. Developing resilience and effective adaptation measures are priorities for PICs.

Australia's regional assistance includes developing a better understanding of likely climate change impacts and strengthening government capacity to plan for and adapt to them. This assistance is delivered through the SPREP, SPC and USP, other international agencies and Australian Government agencies such as the Bureau of Meteorology, Commonwealth Scientific and Industrial Research Organisation, Department of Environment and Community and Geoscience Australia.

Australia is also supporting practical community level adaptation activities that improve people's lives by providing a more reliable water supply, improving coastal management and improving the crops they can grow in a changing climate. This assistance is delivered predominately through the International Climate Change Adaptation Initiative.

Key achievements

- > New research under the **Pacific – Australia Climate Change Science and Adaptation Planning Program** has added to country-specific information on past, current and future climate. Work has begun on helping PICs to apply climate change projections in planning adaptation measures. For example, **high resolution elevation data** for sections of PNG's

¹⁸ *Acting Today for Tomorrow: A Policy and Practice Note for Climate and Disaster Resilient Development in the Pacific Islands Region*, World Bank, 2012.

northern coastline will enable inundation models to be developed to plan for more effective coastal management.

- > The **Climate and Oceans Support Program in the Pacific** has increased capacities of Pacific meteorological services to use climate science to support planning in resource and service sectors. For example, the program worked with the Vanuatu Meteorological and Geo-Hazard Department to provide **targeted seasonal forecasts** for climate-sensitive sectors such as agriculture, fisheries, tourism and public health, enabling better preparation for droughts and extreme events.
- > Regional technical organisations and other donors have used the weather and climate data from the **Pacific Climate Change Science Program** for disaster risk assessments, coastal zone management and in the national adaptation plans of action such as the one adopted by Cook Islands in 2012.
- > Through Australian support to **SPC**, **PICs** now have access to more than **100 climate resilient varieties of staple Pacific crops** through the Pacific Centre for Crops and Trees. In 2012, more than 8,300 plantlets were distributed to PICs.
- > Through the **United Nations Development Programme's (UNDP) Pacific Adaptation to Climate Change project**, Australia has helped enhance the capacity of 15 participating countries to adapt to food security, water and coastal management challenges, with practical measures such as water tanks, coastal planning and utilisation, water conservation and technical support.
- > At the USP, Australia continues to support the development of degree programs and **five new courses** in climate change areas. Since 2010, **scholarships** for Postgraduate Diploma and Masters Degrees have been awarded to **40 students**.
- > Aid funded contributions by **other Australian Government agencies** have included working with PICs to establish their international boundaries and register them with the UN, as well as collaborate on tree seed technology, animal health surveillance, weed control and urban water management.

Factors affecting progress and future directions

Relative to the population of most PICs and their capacity to engage with and implement climate change and environment-related activities, a large number of activities are on offer within the region. A growing number of development partners and donors active in the Pacific are focusing on climate change adaptation. This requires greater cooperation between PROs and enhanced donor coordination. Strong collaboration between Australian Government agencies engaged in the sector should lessen demands on Pacific partners. A comprehensive review of Australian-funded activities (2008–13) is underway, as is a needs assessment, which will inform programming options and ensure greater consolidation and integration of climate change and environment into regional and bilateral programs.

Fisheries

Program objectives

Australia's engagement in the regional fisheries sector reflects the importance of fisheries to all PICs for local food security and national economic development. Upwards of three million islanders rely on inshore fisheries for basic protein needs. The Pacific offshore tuna industry is the largest sustainably managed tuna industry in the world, now providing more than 60 per cent of global tuna supplies. DFAT's key objective is to assist PICs to effectively manage

resources and promote sustainable economic development. In doing so, fisheries can reduce poverty and achieve improved livelihoods for all Pacific islanders.

Australia's assistance to the sector is provided predominantly through core and project funding to the FFA and the SPC's Fisheries, Aquaculture and Marine Ecosystems Division. This assistance is complemented by bilateral assistance in Kiribati and Nauru to strengthen national fisheries administrations. A new community-based fisheries and aquaculture program for food security, to be managed by the Australian Centre for International Agricultural Research, is being developed.

Australia's engagement with the sector has been guided by *Valuing Pacific Fish: A framework for fisheries-related development assistance in the Pacific* (2009)¹⁹. A new fisheries delivery strategy is under development.

Key achievements

Australia has provided critical funding to assist in the regional management of fisheries resources for more than 30 years. Recent highlights of this long-term support include:

- > **Support to the FFA has underpinned regional engagement** in critical fisheries management arrangements, including the United States Tuna Treaty, Western and Central Pacific Fisheries Commission and Parties to the Nauru Agreement. Support has also provided key stock assessments through SPC's Fisheries, Aquaculture and Marine Ecosystems Division.
- > **Extension of the United States Tuna Treaty**, after protracted negotiations, for another 18 months in 2012–13 will greatly increase revenue flows.
- > **Direct fisheries revenues to PICs** have continued to grow and now exceed **\$250 million per annum**.
- > **Annual exports** to the European Union, Japan and the United States have continued to grow steadily over the past decade (**now estimated to be US\$285 million**), as has employment (**now estimated to be 13,000**).
- > Continued enhancement to the science of tuna stock assessment and strengthening of bio-economic analyses of management options. **Skipjack, yellowfin and albacore** remain in a relatively healthy state, with the fourth (**big eye**) requiring closer evaluation.
- > Continued enhancements to regional monitoring, control and surveillance of tuna fisheries including through: strengthening **the Niue Treaty**²⁰; effective joint operations leading to **394 boardings and 27 infringement notices**; stronger compliance with conservation measures; improved licensed vessel monitoring reporting rates (from 89.7 per cent in 2012 to 98.7 per cent in 2013); and improved on-board **observer coverage** in the purse seine industry.
- > Support for inshore fisheries management from **SPC's Fisheries, Aquaculture and Marine Ecosystems Division** assisted **18 members with climate change and fisheries policy advice**, began climate change adaptation work in four countries and started the development of 10 management plans of key species in six countries. Six members have now established export moratoria for threatened sea cucumber fisheries.

¹⁹ <http://aid.dfat.gov.au/Publications/Documents/fisheries.pdf>

²⁰ The Agreement on Strengthening Implementation of the Niue Treaty on Cooperation in Fisheries Surveillance and Law Enforcement in the Pacific Region.

- > Launch of a new DFAT program, delivered through the Australian Centre for International Agricultural Research in partnership with the SPC, WorldFish and the University of Wollongong, will support communities to better manage their inshore resources. The initial pilot projects will focus on Kiribati.

Factors affecting progress and future directions

Effective regional management of highly migratory tuna resources requires sustained regional solidarity, policy coordination, harmonised terms and conditions and a credible scientific assessment of the resources. While there are ongoing opportunities to enhance the value and economic returns to the PICs from the Pacific tuna resource, the challenges and complexities of the operating environment are growing. Potential overfishing (as has occurred with devastating results in other global fisheries) is an immediate challenge. The size and capacity of distant water fleets seeking to operate in the region continues to grow. Financial transparency in the sector remains poor. These issues necessitate resource-intensive regional management of the sector.

With the inshore fishery, the combined effects of population growth, environmental degradation and climate change present challenges for food security that, if not solved, will affect future generations. Management of coastal and artisanal fisheries remains weak. In many cases, national fisheries administrations focus on the offshore tuna industry and face funding and capacity constraints, with ongoing reliance on the services provided by the FFA and SPC. Climate change factors, including rising sea temperatures and ocean acidification, combined within increasing nearshore development, population increases and other local environmental factors, are pressuring inshore fisheries stocks. Efforts are underway to ensure greater local involvement in managing inshore stocks so a greater proportion of small and lower value catch from offshore fleets can be landed and sold in local markets.

Sustainable economic development

Program objectives

An important component of Australia's efforts to reduce poverty and enhance sustainable economic development in the Pacific is through promoting private sector-led growth. Australia's economic assistance programs in the Pacific are helping to improve access to finance for individuals and small and medium-size enterprises, and make it easier to do business and access markets.

Australia works with a number of implementing partners including the ADB, International Finance Corporation, UN Capital Development Fund and World Bank. Close engagement with the private sector in Australia and the region also facilitates delivery of regional and multi-country programs.

Key achievements

The **Pacific Private Sector Development Initiative** with the ADB and **Private Enterprise Partnership** with the International Finance Corporation expand access to finance reform business law and state-owned enterprises, promote competition policy and empower women economically. Key achievements include:

- > Reform of the Companies Acts in Samoa, Solomon Islands and Tonga **doubled the number of new companies** being incorporated. In Solomon Islands, registering a business now takes less than one day, resulting in a jump of 38 places in the World Bank Ease of Starting a Business indicator.

- > Reform of secured transactions in the Marshall Islands, Palau, Solomon Islands, Tonga and Vanuatu now allows moveable property such as crops, livestock, handicrafts, and market produce to be used as collateral for loans, resulting in more than **8,000 new loans**.

The **Pacific Agreement on Closer Economic Relations (PACER) Plus** trade agreement with Australia and New Zealand is promoting economic growth in the Pacific through greater trade and economic integration. Key achievements include:

- > Up to **14 PIC trade officials** were trained in trade policy through five modules delivered by the University of Adelaide. Feedback indicated that the training enhanced PIC capacity to negotiate PACER Plus.
- > Support to **the Office of the Chief Trade Adviser** has helped PICs to negotiate PACER Plus, by providing high-quality technical advice.

The **Pacific Horticultural and Agricultural Market Access Program** is helping primary producers to meet international export requirements. Key achievements include:

- > Helping Vanuatu retain its export accreditation for **beef exports** to Australia and other markets. The program has increased the pool of meat inspectors in rural areas.
- > Developing and implementing **new product standards for Fijian taro** which has reduced fumigation losses and improved prices for more than 3,600 growers, underpinning a \$12 million export industry.
- > Providing quarantine assistance for Tonga for **watermelon exports** to New Zealand which may add another \$1.1 million per year in revenues.
- > Strengthening **Solomon Islands Competent Authority fish inspection** capacity to comply with European Union market access requirements for \$46 million exports a year.

Australia's **Seasonal Worker Program** is creating opportunities for Pacific islanders to gain seasonal employment in Australia. Key achievements include:

- > More than **2,000 workers from the Pacific and Timor-Leste have earned additional income** as seasonal workers in Australia. With the average worker remitting around \$5,000 to \$6,000, an estimated \$11.1 million has been remitted.²¹

The **Pacific Microfinance Initiative**, through partnership with the International Finance Corporation and **Pacific Financial Inclusion Program**, created in conjunction with the UN Capital Development Fund, have improved access to financial services for microenterprises, including for the poor and for women. This partnership supported more than 500,000 people previously excluded from financial services:

- > 200,000 women now have access to mobile banking across the Pacific.
- > In PNG and the Pacific more than 130,000 people have opened new savings accounts.

Factors affecting progress and future directions

The business environment throughout the Pacific is generally characterised by poor infrastructure, limited access to skilled labour, burdensome regulatory and legal constraints, high transportation and communication costs, and limited access to finance. In late 2013, the department will release the Pacific Private Sector Development Strategy to outline how the department will help address these challenges in collaboration with the private sector in the region.

²¹ 'Australia's Pacific Seasonal Worker Pilot Scheme (PSWPS): Development Impacts in the First Two Years', J Gibson and D McKenzie, University of Waikato, Working Paper in Economics 09/11, 2011.

Through negotiations for the proposed PACER Plus free trade agreement, the department is promoting greater regional economic integration including by addressing barriers to trade such as product-specific rules of origin. The Seasonal Worker Program continues to provide low-skilled labour with employment opportunities in Australia. The department is working with Pacific governments and whole-of-government partners to improve program uptake. A new capacity building project for the Seasonal Worker Program will seek to maximise the development benefit of remittances through better re-integration of programs.

Regional infrastructure

Program objectives

Australia delivers major infrastructure investments through its bilateral programs in PICs. Complementing these bilateral investments, the department has a small regional program that supports the World Bank-led Pacific Aviation Investment Program. This is assisting several PICs to improve operational safety and oversight of international air transport infrastructure.

Australia is also helping to improve regional infrastructure through its support for the multi-donor **Pacific Region Infrastructure Facility (PRIF)**. This coordination and technical assistance facility supports infrastructure development and maintenance in the Pacific. The ADB and World Bank are key partners. The PRIF is focusing development partner support on the highest priority infrastructure programs, eliminating duplication between donor programs and promoting joint work to reduce the burden on Pacific island governments of dealing with multiple donor projects.

Key achievements

From January 2012 to June 2013, the **Pacific Infrastructure Advisory Centre** (the technical arm of PRIF) delivered a number of initiatives to improve infrastructure service delivery, infrastructure planning and applied research and analytical outputs focusing on public goods. This included support for:

- > The governments of Nauru, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu to produce **national infrastructure investment plans** to help countries prioritise planned investment goals and guide all development partner support (including governments, donors and the private sector).
- > Regional initiatives designed to **improve service levels of Pacific power and water utilities**. The Pacific Infrastructure Advisory Centre is finalising the findings of Pacific-wide benchmarking exercises in both sectors. This work has led to individually crafted performance improvement plans for many participating utilities.

Factors affecting progress and future directions

After several years of interim management arrangements, PRIF partners agreed in December 2012 to consolidate the facility's functions into one PRIF Coordination Office to be hosted by the ADB from late May 2013. A key task of the new office will be the development of a PRIF results framework to monitor and report on its achievements, including capturing the benefits of greater coordination by donors in the sector.

Improving the quality of governance

Program objectives

Effective governance is critical for PICs to achieve economic development and meet MDG targets. Effective governance underpins the rule of law and delivery of basic services in areas such as health and education. The regional governance program is multi-faceted, covers several sectors and is delivered in partnership with several Australian Government agencies and multilateral partners.

Key achievements

Media

The **Pacific Media Assistance Program (PACMAS)** is a 10-year (2007–08 to 2017–18) commitment by Australia to contribute to the development of media in the region. It is delivered in partnership with the Australian Broadcasting Corporation. PACMAS supports the development of diverse, independent, professional media that promotes informed and meaningful public discussion. The program's regional approach to the media sector enables many smaller PICs and PROs to access media support.

In 2012, PACMAS developed a number of strategic regional activities through regional partnerships with the:

- > World Health Organization, to create effective and strategic content to combat the regional non-communicable disease epidemic.
- > Applied Geoscience and Technology Division of SPC, to support Pacific broadcasters to develop emergency broadcasting plans and establish links with National Disaster Management Offices.

The program has also developed activities to strengthen national media associations, and will work with Technical and Vocational Education and Training institutions across the region in 2013 to provide sustainable, accredited and accessible industry-oriented tertiary level training for new and existing media practitioners.

Public sector

The **Pacific Islands Centre for Public Administration (PICPA)** is hosted by the USP and assists Pacific island governments to improve the performance of their public sector institutions. The inaugural PICPA conference in November 2012 brought together representatives from 14 PICs to identify priorities for public sector capacity development. The current schedule of PICPA training activities includes public financial management, budget policy, private sector policy as well as organisational and human resource management.

The **Pacific Public Sector Linkages Program (Pacific PSLP)** provides funds to Australian Government agencies and public universities to undertake work with Pacific counterparts. No new funding rounds will be offered following the decision to replace PSLP with the Government Partnerships for Development program. Fifty Pacific PSLP projects continued across the region in 2012 with up to 575 Pacific public servants participating in training, work placements and conferences.

The department supports the Australian Electoral Commission to provide secretariat and general support to the **Pacific Islands, Australia & New Zealand Electoral Administration Network**. A recent achievement was the delivery of a Building Resources in Democracy, Governance and Election (BRIDGE) workshop in Alofi, Niue in February 2013. A 10-day

‘train the trainer’ program was delivered aimed at accrediting a core group of local trainers to become BRIDGE facilitators.

The **Pacific Ombudsman Alliance** supports the right of citizens to transparent and accountable government services. The alliance assisted the Auditor-General’s Office in the Republic of Marshall Islands to establish a specialist investigation unit for addressing complaints made by the public.

Statistics

The **Ten Year Pacific Statistics Strategy** strengthens statistical services and data collection in the Pacific. Australia seeks to generate better evidence-based decision making and better tracking of development and aid effectiveness strategies. A key outcome is that most regional countries have completed a census. Statistical standards across the Pacific are better harmonised through the use of common tools and systems, including the Pacific Household Income and Expenditure Survey, allowing easier comparison across the region.

Audit and finance

The **Regional Public Financial Management Pacific**, managed by the Department of Finance and Deregulation, improves the quality of public financial management of PICs. One project is improving the non-tax revenue in Samoa and may increase government revenue by up to 1 per cent of gross domestic product.

Australia contributes to the **Pacific Financial Technical Assistance Centre** which provides technical advice and training on public financial management, tax administration, banking supervision and statistics. The centre assisted four professional associations in the Pacific that encourage information and experience sharing. In 2012–13, the centre, in partnership with the ADB, worked on developing a regional best practice guide for medium-term budgeting and citizen guides on understanding the annual budget.

The **Pacific Regional Audit Initiative** enables the public accounts of participating countries to be audited to uniformly high standards, improving accountability. In 2012, 15 PICs completed between one and three audits in the areas of solid waste, access to safe drinking water and management of sustainable fisheries.

Technical assistance

The **Pacific Technical Assistance Mission** (PACTAM) was established in 2006 to respond to urgent or emerging development needs in Pacific countries. PACTAM advisers often play a vital role in sector programs, substituting or supplementing capacity in partner governments to help achieve outcomes under partnerships for development. In 2012, 72 PACTAM deployees were on assignment across 11 PICs, with assignments lasting on average for two years, including in climate change, education, finance, governance, health, infrastructure and tax.

Managed by a single managing contractor, PACTAM reduces administrative burden and represents good value for money. Management costs are kept low through economies of scale and cross-subsidisation (for example, smaller, more remote programs benefit from the same level of service as larger, better resourced programs). Based on the findings of an independent review completed in February 2012 by a monitoring and evaluation specialist, the design of the next phase of PACTAM is nearing completion and will place stronger emphasis on priority outcomes identified in bilateral partnership agreements.

Law and justice

The SPC **Regional Rights Resource Team** provides policy advice, technical support and training on human rights, governance, democracy and the rule of law. The team has, for example, drafted prevention of violence against women Bills for Kiribati, Tonga and Tuvalu.

The **Pacific Legal Information Institute (PACLII)** is a regional legal resource that promotes justice and access to the law by providing access to legal materials. PACLII is assisting in digitalising legal documents and uploaded 5005 new court documents and legislations in 2012, contributing to jurisprudence in the Pacific.

UNICEF Child Protection assists with new legislation and policies such as the recently passed Child, Young Persons and Family Welfare Bill in Kiribati and finalisation of child and family welfare and support system policies in Solomon Islands.

Leadership

The **Pacific Leadership Program** works with selected Pacific island leaders to identify and lead developmental change. It works regionally to support leadership within and between priority organisations such as the Pacific Conference of Churches, the Pacific Islands Private Sector Organisation, Pacific Youth Council, SPC, USP and UN Women. The **Workforce Development for Public Sector Officers** initiative aims to improve the leadership capacity of senior Pacific public sector officers through executive training under the Pacific Executive Program.

Key Pacific Leadership Program achievements include executive coaching and mentoring support for **26 senior PRO executives** to promote priority regional policies and advance developmental issues. The Pacific Islands Private Sector Organisation has strengthened its role as the **representative body** for the private sector in the Pacific and in acting as the voice of the private sector in regional and international forums. The Pacific Executive Program, from 2008 to 2013, has provided **intensive executive development training to 186 senior Pacific officials** (92 female and 94 male).

The Pacific Leadership Program Phase 3 will strengthen its focus on better knowledge on Pacific leadership and on facilitating developmental leadership. It will reduce its emphasis on building leadership capacity within PROs. The Pacific Executive Program will end in 2013.

Factors affecting progress and future directions

Current programs and activities designed to strengthen Pacific governance through regional programs have been implemented with a range of regional and Australian partners over the last 10 years. Their performance has been assessed individually as stand-alone investments. This has led to concern about fragmentation, lack of coherence at regional level and potential for duplicating bilateral program investments. As a result of these concerns, Pacific regional governance programs will be reviewed and a delivery strategy prepared. This will consolidate regional program investments in public sector management as a priority. Consolidation will be based on analysis of benefits, political will and opportunities to strengthen elements of public sector management as regional public goods. A key consideration will be assessing where it is best to invest through a regional or sub-regional approach and where it is best to invest through a bilateral approach.

Multilateral organisations

Program objectives

The UN, World Bank and ADB are key development partners for Australia in the Pacific. Australia funds these organisations to work in the Pacific through core contributions at the global level and earmarked contributions for the region. Without additional earmarked funds, these multilateral organisations would have a limited presence in the Pacific.

Working in partnership with multilateral organisations extends the reach and impact of Australia's development assistance. It allows DFAT to leverage its deep technical and sectoral development expertise, and global leadership on development economics in the Pacific. The support given to the ADB and World Bank, for example, has resulted in a scaling up of their presence in the Pacific and helped create an environment conducive to generating growth and creating employment opportunities. In the Pacific, the World Bank continues to play an increasing role in economic discussion and donor coordination around budget support and the ADB continues to focus on infrastructure and private sector development.

In 2012, Australia's engagement with the ADB, funded under the Pacific regional program, supported ADB development coordination offices to implement programs in six Pacific countries. The program also funded an ADB infrastructure specialist based in Honiara and an ADB climate change specialist based in Suva. The Australian aid program also funded one of its own officers on a secondment to the ADB Pacific Department to support joint projects.

The regional program provided core funding to the World Bank Pacific program through the Pacific Facility III Trust Fund. The fund's development objectives, supported by the regional program, include:

- > helping to create an environment conducive to growth and employment opportunities for PICs
- > bringing global best practice to the Pacific region.

The regional program supports the UNDP Centre in Suva which provides policy and technical advice to 15 PICs in partnership with governments, intergovernmental and non-governmental agencies. The four key pillars of the Centre's work are: MDG achievement and poverty reduction (including HIV/AIDS, environment, energy and climate change); democratic governance; crisis prevention and recovery; and financial inclusion.

Australian support to the Centre provides a platform for the advocacy of sensitive issues which may not yet be fully adopted at national level, such as anti-corruption, gender, HIV/AIDS, human rights, and other special and temporary measures.

Key achievements

Outcomes supported by the World Bank Pacific Program through the Pacific Facility III Trust Fund include:

- > **Two million people** in the Pacific **accessed affordable modern communications** networks in the past five years through investments in technology and market reforms. A second generation of reforms providing access to high-speed Internet is underway.
- > **Improved transport and road links** have been established in PNG and Samoa—more than 900 km roads and 70 bridges have been restored and local maintenance capacity improved.

- > Improved public financial management in Samoa, Solomon Islands and Tonga, leading to more **efficient and transparent government systems** that provide better basic services to all citizens.

ADB achievements under the Pacific regional program include funding for:

- > ADB development coordination offices, which help improve development effectiveness, including through more timely and effective **donor coordination and harmonisation** with partner government priorities.
- > **ADB provision of analytical and policy development** inputs, such as 2012 climate and disaster risk country profiles for Cook Islands, Fiji, Kiribati, Samoa, Tonga and Tuvalu.
- > ADB's work on the **Pacific Private Sector Development Initiative**, which is helping to make it easier to do business in the Pacific. The initiative works in the areas of business law reform, access to finance and state-owned enterprise reform, including, for example, new state-owned enterprise laws in Marshall Islands, PNG, Samoa and Tonga. In Solomon Islands, the Pacific Private Sector Development Initiative support resulted in the privatisation of Sasape marina, saving an industry under threat.

UNDP Centre achievements under the Pacific regional program include funding for:

- > Work with mobile technology providers, which has resulted in more than **500,000 mobile money subscribers** in Fiji, Samoa, Tonga and Vanuatu (52 per cent are women).
- > Integration of financial education into the core curricula of schools in Fiji and Samoa. In Fiji, **197,000 students** per year will receive this education and by 2013, financial education will be integrated into the curricula in primary and secondary levels throughout the country's **910 schools**.
- > Promotion of **UN Convention against Corruption ratification**, which saw FSM, Marshall Islands, Nauru and Solomon Islands accede to the Convention in 2012 and join others arising from previous advocacy.
- > Development of the **Millennium Markets: One Market One Country** project, in collaboration with UN Women, in Fiji, PNG, Solomon Islands and Vanuatu. This assisted developing social protection mechanisms and strengthening local administrations to respond to the needs of women vendors.
- > Conducted pilots, in collaboration with the Pacific Island Forum Secretariat, of the first ever **Mock Parliament for Women** in Kiribati, Marshall Islands, Palau and PNG. A video of the Kiribati Mock Parliament was produced as an advocacy tool (www.youtube.com/pacwip).

Factors affecting progress and future directions

In March 2012, the effectiveness of each multilateral organisation and its alignment with Australia's national and development interests was examined in detail as part of the Australian Multilateral Assessment.²² The Pacific Division will participate more actively in this assessment in 2013.

The department is investigating options for future support to the ADB and World Bank operations in the Pacific through new, more effective and efficient trust funds. The department's engagement with these banks will align with the strategic direction of the forthcoming regional strategy. There is an ongoing challenge to ensure multilateral support

²² 'Multilateral Engagement Strategy for the Australian Aid Program 2012–2016: Working with effective multilateral partners to help people overcome poverty'; the Australian Government; Canberra ACT 2012. The strategy is available at: www.dfat.gov.au

delivers timely outcomes and value-for-money outcomes at country level and across the region.

Performance of UN organisations in the Pacific has been variable. A key challenge continues to be ensuring that PICs have access to international expertise assisted by increased country-level presence. Modest improvements have been made in monitoring and evaluation capabilities, as well as coordination between agencies, through the UN Development Action Framework and development partners. This work can be strengthened. High transaction costs for countries also remain challenging.

Development through sport

Program objectives

Australia supports sport activities in the Pacific to help address non-communicable diseases and enhance the lives of people with disability. In partnership with the Australian Sports Commission, activities are delivered in nine PICs through the Australian Sports Outreach Program and Pacific Sports Partnerships. Small grants are also made available to organisations through the Pacific Sport Development Grants program.

The Australian Sports Commission provides funding to partners and engages relevant technical advisers and volunteers to support the capacity development of various government, non-government and sport partners in the Pacific. These partner organisations deliver sports-based activities that aim to develop healthier and more inclusive communities.

Key achievements

Sport and physical activity programs, coupled with social marketing campaigns and free child minding, have significantly increased participation in regular physical activity in countries with high rates of non-communicable diseases. Successful activities have included island cricket in Vanuatu, aerobics in Samoa, netball in Tonga and over-40s basketball in Nauru. For example, a **Women's Island Cricket Pilot Project in Vanuatu led to 53 per cent of participants lowering their blood pressure** and 46 per cent reducing their waist measurement.

Factors affecting progress and future directions

The second phase of Pacific Sports Partnerships begins in May 2013. The Australian Sports Outreach Program and Pacific Sport Development Grants will be independently evaluated in mid-2013.

Quality at Implementation ratings

Annual QAI self-assessments are required for aid initiatives worth more than \$3 million each. The regional program completed approximately 40 QAI reports in 2012–13 and the findings of these (ratings at Annex B) form the basis for this APPR, along with other performance reporting completed by implementing partners, multilateral and regional organisations.

The Australian aid program established the Pacific Regional Branch in July 2012. A permanent Minister-Counsellor was posted to Suva to oversee regional program delivery early that year. These initiatives contributed to a more rigorous QAI process in 2012–13, with greater use of independent evaluation reports. This led to broadly similar but better informed ratings as compared to 2011–12.

The large number of QAIs created a significant burden of work, however, and pointed to the need to better consolidate initiatives. Some common themes across QAI processes were:

- > Most QAIs reported results well but were not strong in measuring and reporting outcomes for development.
- > Crosscutting issues, such as gender equality and disability inclusiveness, were not well integrated into all programs. Management responses need to include a strategy to address this challenge.
- > The broader regional context was also not well articulated across all QAIs and is needed to provide a clearer rationale for specific relevance ratings.
- > The 2012 QAIs consistently identified weaknesses in reporting from partner systems. Improved program designs that more clearly define mid-term and end-of-program outcomes will assist. Including results measurement in the new multi-year funding agreements with the PROs will be important.
- > The sustainability of the PROs was not well defined or reported.

Management consequences

Development of the regional program strategy and embedding it within major sectoral delivery strategies is a key priority for 2013–14.

In developing the new regional program strategy, DFAT will consider the outcomes of the Pacific Plan Review, which will be presented to Pacific Island Forum leaders in September 2013. The strategy will reflect a whole-of-government view of regionalism. It will also include a single performance assessment framework. The 2013–14 APPR will use this framework to evaluate overall performance and assess program performance on an ongoing basis. The performance assessment framework needs to set out a simple way to track program progress and support staff to implement improved monitoring and evaluation.

In 2013–14, the department will continue to support PROs. Strengthened policy discussion with PROs has already resulted in improved corporate processes and planning. Such discussion must remain a priority. Monitoring and evaluation must also remain a priority to enable PROs to report on outcomes. The department will sign multi-year funding agreements with the Pacific Islands Forum Secretariat and SPC under the PRO delivery strategy being developed. The department will participate actively in the mid-term review of the FFA's strategic plan and undertake similar engagement with the SPREP.

There is sound coordination and effective communication between Canberra and Suva-based managers, embodied in a one-team approach. This will be further strengthened in 2013–14. The budget structure of the regional program has been consolidated from five program funds into two—one managed by Suva and one by Canberra. The regional program will use the one-team approach to review the status of program devolution, undertake a genuine consolidation exercise, and review respective staffing levels between Canberra and Suva in 2013–14.

Several sectors will develop delivery strategies in 2013–14 to guide investments and program consolidation under the overarching regional program strategy. Ongoing reviews of programming and development of delivery strategies in several sectors will align to and help shape the new regional program strategy. Consolidation will reduce workload for program managers and allow more time to engage on policy.

The regional program has made progress in better coordinating activities with bilateral aid programs. This process will be further progressed in 2013–14 through embedding regional programs in bilateral efforts where it makes sense to do so for improved aid effectiveness.

Work will continue on better integrating gendered responses into all programs. Recruitment of a lead gender specialist will support this work. In addition, the department will establish a hub in Suva to coordinate, support and manage the *Pacific Women Shaping Pacific Development* initiative.

The Pacific Division (including Suva Post) will contribute to the Multilateral Performance Assessment in 2013–14 and develop new arrangements for trust funds to support ADB and World Bank activities in the Pacific. Greater focus on UN agencies will occur in 2013–14.

In summary, the regional program will focus on these reform themes in 2013–14:

- > **Develop a program strategy** that reflects a whole-of-government view of regionalism and the outcomes of the Pacific Plan review.
- > **Develop a performance assessment framework** that allows DFAT to better measure the results of the regional program as a whole. This will be supported by **investments in staff** around monitoring and evaluation capabilities.
- > **Develop sectoral delivery strategies** that align with the program strategy and inform a **genuine consolidation effort** across the program.
- > **Lift policy engagement** with, and progress reforms within, PROs.
- > **Better analyse the performance of multilateral organisations** in the region to inform more nuanced policy engagement.
- > **Enhance the way regional programs intersect with bilateral programs** bringing to the fore the principles of aid effectiveness, including alignment to country-level priorities.
- > **Improve the integration of crosscutting issues, such a gender equality and disability inclusive development**, into design, implementation and reviews across the full regional program portfolio.

Table 12 Risks associated with the program and management actions

Most significant risks	Management response —What? Who? How? When?
PROs and multilateral organisations do not implement reforms and improve effectiveness sufficiently.	Performance benchmarks to be built into multi-year funding agreements.
PROs and multilateral organisations do not improve monitoring and evaluation to enable them to better demonstrate results.	DFAT support and high-level engagement on results, including building performance assessment frameworks into multi-year funding agreements.
Pacific Plan Review recommends major change to current regional strategies and programs.	Recommendations to be assessed on their merits with strong engagement by Australia throughout the review process.
Relevance of PROs reduced by sub-regionalism.	Programs to retain sufficient flexibility to demonstrate enduring relevance and delivery across the region.
Regional strategy and associated management changes are not agreed and/or implemented.	DFAT, led by Pacific Regional Assistant Secretary and Minister-Counsellor Suva to ensure the strategy and its implementation are appropriately resourced.
Multilateral organisations do not engage in the region as effectively as DFAT requires.	Engagement in 2013 Australian Multilateral Updates to be built into new trust fund arrangements.
Regional and bilateral programs exhibit poor coordination and cooperation.	Regional program to continue to provide results information to bilateral managers and establish cost-sharing arrangements for some programming.

Over-programming and continued proliferation of initiatives.	2013 budget critical review team to present Pacific Division's Executive with plan for restructuring and consolidating the budget. Senior managers to closely scrutinise initiative approvals. Delivery strategies to drive purposeful program consolidation.
Bilateral and regional programs do not coordinate efforts or cost share.	Strong divisional leadership. Senior management to engage on the budget critical review and consult bilateral program senior managers on the regional program strategy.

Annex A

Progress in addressing 2011 management consequences

Management consequences identified in 2011 APPR	Rating	Progress made in 2012–13
In 2012, the Australian Government will focus on developing a Pacific Regional Strategy to provide strategic focus and objectives for the program.	Green	The strategy is being drafted and will be completed in 2013–14.
The Australian Government will develop delivery strategies, such as in health, education, climate change and fisheries.	Amber	Work is underway on the delivery strategies. Some are well advanced and others will be completed in 2014.
The Australian Government will focus on the distinction between multi-country and regional programs and articulating these through the new strategy, budget and organisation structure.	Amber	This will be addressed in the program strategy and work is underway on structuring the budget and management of the regional program to reflect the distinction.
The Australian Government proposes to return to multi-year core funding agreements with Pacific Island Forum Secretariat, SPC and SPREP, and renew multi-year funding arrangements with the USP and FFA from 2013.	Green	A multi-year core funding agreement has been signed with the SPREP and the others will be in place by the end of 2013.
The Australian Government's aid program will develop implementation plans to guide support from Australian Government departments to PROs.	Green	The delivery strategy for PROs will address this and be completed by the end of 2013.
The regional program will work more closely with bilateral programs.	Amber	The top regional programs are being reported in bilateral APPRs this year but there is more to be done in coordination and visibility of the regional program in bilateral programs.
The Australian Government will work with the World Health Organization and SPC to replace the current multi-country 'project' approach to non-communicable diseases with strategic partnerships.	Green	This will be achieved through the new health delivery strategy to be completed by the end of 2013.
The Australian Government needs to retain strong capacity to manage the regional program and engage in policy/program discussion with countries, multilateral partners and PROs. Additional positions within the Pacific Division are essential to achieve this at in Canberra and at Suva Post.	Amber	The Pacific Division restructure is completed and is supporting effective management of the regional program. A concern is that the required program management may be at the cost of sustained attention to all program components. This requires ongoing monitoring by senior management.

Note:

- Green. Progress is as expected for this point in time and it is likely that the objective will be achieved. Standard program management practices are sufficient.
- Amber. Progress is somewhat less than expected for this point in time and restorative action will be necessary if the objective is to be achieved. Close performance monitoring is recommended.
- Red. Progress is significantly less than expected for this point in time and the objective is not likely to be met given available resources and priorities. Recasting the objective may be required.

Annex B

Quality at Implementation ratings

Initiative name		Approved budget	Duration	QAI year	Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
Pacific Region Infrastructure Facility	INI132	\$65,804,032.36	2008–14	2011	6	5	5	4	4	4
				2012	5	4	4	3	4	3
Workforce Development for Public Sector Officers	INI304	\$18,495,994.93	2008–13	2011	4	4	4	4	3	5
				2012	4	3	4	3	3	5
Regional Public Financial Management–Pacific	INK730	\$3,864,840.00	2012–16	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Australia Awards Pacific Scholarships	INK467	\$35,346,472.00	2012–18	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Australia-Pacific Technical College Stage 2	INJ862	\$152,000,000.00	2011–15	2011	6	5	4	5	4	5
				2012	6	5	5	5	4	5
State Society and Governance Melanesia	INC471	\$8,582,620.66	1995–2012	2011	5	3	4	2	5	2
				2012	5	5	4	3	5	4
Pacific Technical Expertise initiative	INB902	\$4,911,263.50	1990–2013	2011	Expired	Expired	Expired	Expired	Expired	Expired
				2012	5	4	4	4	4	3
Pacific Regional Training–Australian Development Scholarship Program	INE905	\$8,285,313.47	2000–12	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Pacific Governance Support Program	INF847	\$26,659,518.47	2004–14	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Private Enterprise Partnerships	ING600	\$16,000,000.00	2006–12	2011	4	3	3	3	3	3

Initiative name		Approved budget	Duration	QAI year	Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
Pacific				2012	5	4	4	4	4	3
Pacific Technical Assistance Mechanism	ING854	\$5,781,369.39	2006–14	2011	5	4	3	4	4	5
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Pacific Malaria Initiative—Regional Research	INH413	\$10,504,500.04	2007–12	2011	6	5	4	4	3	3
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
PACER Plus support	INH524	\$13,952,981.38	2007–13	2011	5	4	4	3	3	4
				2012	5	4	4	4	4	3
Labour Mobility—seasonal worker pilot scheme	INI174	\$6,722,294.15	2008–12	2011	5	4	3	3	4	3
				2012	5	4	4	3	5	4
Pacific Education Management and Review	INI462	\$7,815,482.78	2009–16	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Pacific Regional Agricultural Market Access	INI851	\$30,823,232.39	2009–13	2011	5	5	5	4	4	4
				2012	5	5	5	4	4	3
Pacific Public Sector Linkages Program	INI864	\$27,012,015.56	2009–14	2011	4	4	4	3	3	4
				2012	4	4	4	3	3	3
Australian Support for UNDP Pacific Financial Inclusion Program	INI898	\$5,315,000.00	2009–14	2011	Expired	Expired	Expired	Expired	Expired	Expired
				2012	5	5	5	4	4	5
World Bank Pacific Facility	INI976	\$22,640,000.00	2009–13	2011	5	4	5	4	4	4
				2012	5	4	5	4	4	4
Pacific Islands Centre for Public Administration Phase 2	INJ075	\$2,544,027.18	2009–13	2011	3	2	2	2	2	4
				2012	N/A	N/A	N/A	N/A	N/A	N/A
AusAID secondments to the ADB	INJ083	\$857,577.04	2009–16	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt

Initiative name		Approved budget	Duration	QAI year	Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
Forum Fisheries Agency—core budget support	INJ091	\$7,800,000.00	2010–12	2011	5	5	4	4	4	4
				2012	5	5	4	4	4	4
Private Sector Development Initiative Phase 2	INJ147	\$11,000,000.00	2010–13	2011	5	5	5	5	5	5
				2012	5	6	5	5	5	4
Pacific Fisheries and Food Security	INJ201	\$25,100,000.00	2010–14	2011	5	5	4	4	4	4
				2012	5	5	4	4	4	4
Program to Strengthen Pacific Statistics	INJ209	\$11,009,087.26	2010–13	2011	5	3	4	4	3	4
				2012	5	4	4	4	3	5
Scholarships French Collectivities ADS—initial	INJ261	\$4,614,147.93	2010–17	2011	4	3	4	2	5	6
				2012	3	3	4	3	4	4
Pacific Microfinance Initiative	INJ277	\$9,500,000.00	2010–13	2011	4	3	4	4	3	3
				2012	4	4	4	4	4	3
Pacific Fisheries and Food Security—SPC	INJ589	\$9,578,106.00	2010–15	2011	5	4	4	4	4	4
				2012	5	5	4	4	4	4
Pacific Media Assistance Scheme Phase 2	INK039	\$12,124,332.00	2011–15	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	5	4	4	4	4	4
Pacific Australia Climate Change Science and Adaptation Planning Program	INK303	\$32,000,000.00	2011–13	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	4	4	3	4	3
ADB's Enhancing Engagement with Pacific—Phase 2	INK522	\$3,286,000.00	2012–14	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Australian Sports Outreach Program	ING858	\$31,717,800.00	2006–14	2011	5	4	4	4	4	4
				2012	5	5	5	4	4	5
Pacific Sports Partnerships	INK146	\$8,437,500.00	2011–14	2011	4	4	4	3	4	4

Initiative name		Approved budget	Duration	QAI year		Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
Forum Secretariat—core budget	INB946	\$24,266,395.71	1987–2011	2012		5	4	4	4	4	5
				2011		5	4	4	3	4	3
				2012		N/A	N/A	N/A	N/A	N/A	N/A
Forum Secretariat—extra budget	INB952	\$56,646,531.84	1987–2012	2011		5	4	4	3	4	3
				2012		N/A	N/A	N/A	N/A	N/A	N/A
				2011		5	5	5	5	5	3
Pacific Financial Technical Assistance Centre	INC676	\$15,501,760.46	1995–2014	2012		6	5	5	4	4	4
				2011		4	3	2	2	3	2
Sea Level and Climate Monitoring Phase 4	ING300	\$15,983,088.50	2005–11	2012		N/A	N/A	N/A	N/A	N/A	N/A
UNDP Pacific Sub Regional Centre	ING482	\$23,601,674.80	2006–12	2011		5	4	4	4	4	4
				2012		5	5	5	5	5	5
Pacific Plan Implementation support	ING651	\$5,161,222.71	2006–12	2011		Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012		N/A	N/A	N/A	N/A	N/A	N/A
Tackling NCDs in the Pacific	ING954	\$20,612,081.36	2006–12	2011		5	4	4	3	4	3
				2012		4	4	3	4	4	2
Regional Rights Resource Team	ING982	\$11,301,097.00	2006–12	2011		5	5	5	4	4	6
				2012		6	5	5	4	5	6
Pacific Islands Climate Prediction Phase 2	INH112	\$5,326,827.10	2007–11	2011		5	5	5	4	4	4
				2012		Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Pacific Leadership Program	INH528	\$45,499,733.49	2007–13	2011		4	4	5	4	5	4
				2012		6	4	4	4	4	4
Pacific—Health System Strengthening	INH540	\$17,859,192.06	2007–12	2011		5	4	4	3	4	2
				2012		3	3	3	2	4	3

Initiative name		Approved budget	Duration	QAI year	Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
Pacific HIV & STI Response Fund	INH796	\$30,000,000.00	2008–13	2011	5	4	3	3	4	3
				2012	4	3	2	3	3	3
SPBEA Regional Qualifications Register: phases 2 to 6	INH852	\$1,750,000.00	2008–13	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	6	5	4	4	5	5
Pacific Regional Audit Initiative	INI329	\$4,300,000.00	2008–12	2011	5	4	4	4	4	4
				2012	5	4	4	4	4	3
Pacific Biomedical Equipment Maintenance	INI421	\$4,195,706.62	2009–14	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	3	4	3	3	3	4
Fiji Women's Crisis Centre Phase 5	INI598	\$8,447,499.68	2009–15	2011	6	5	5	5	4	6
				2012	6	5	5	5	4	6
Pacific Australia Regional Development Scholarships	INI677	\$41,227,971.98	2009–16	2011	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
SPC Climate Change Activities	INI962	\$9,000,000.00	2009–14	2011	5	6	5	3	4	3
				2012	5	5	5	3	4	3
University of the South Pacific Partnership	INJ054	\$32,475,000.00	2010–12	2011	6	5	5	6	6	5
				2012	6	5	5	5	6	5
Climate and Oceans Support Program in the Pacific	INJ488	\$32,200,000.00	2010–16	2011	Expired	Expired	Expired	Expired	Expired	Expired
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
SPC—core budget and program support 2011	INJ746	\$52,025,017.05	2011–12	2011	5	4	4	3	4	3
				2012	5	4	4	3	4	3
UNICEF Multi-Country Program 2011–2012	INJ760	\$11,745,000.00	2011–13	2011	6	4	4	5	4	5
				2012	5	4	4	4	4	5
SPREP Partnership Arrangement	INJ804	\$16,297,000.00	2011–15	2011	5	4	4	4	4	4

Initiative name		Approved budget	Duration	QAI year	Relevance	Effectiveness	Efficiency	Monitoring and evaluation	Sustainability	Gender equity
2011–2015				2012	5	4	4	4	5	3
Tertiary Health (Pacific Islands Project)	INJ833	\$8,083,200.00	2011–15	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	4	4	3	4	4
Pacific Legal Information Institute	INJ911	\$2,637,215.00	2011–15	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	6	5	4	4	4	5
Pacific Adaptation to Climate Change Project	INJ927	\$7,348,242.00	2011–14	2011	5	3	4	4	4	3
				2012	4	2	2	2	3	3
Pacific Risk Resilience Program	INJ964	\$17,023,462.24	2011–16	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
Pacific Islands Forum Secretariat— core budget	INK299	\$6,750,000.00	2011–13	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	3	3	2	4	4
Strategic Support: World Health Organization Pacific Sub-Regional Office	INK486	\$5,000,000.00	2012–13	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	4	3	3	2	3	2
Strategic Support: Fiji School of Medicine	INK525	\$5,830,000.00	2012–14	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	4	3	3	3	3
Pacific Benchmarking Education Quality for Results	INK578	\$3,532,000.00	2012–15	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	5	4	4	5	5
Pacific Specialised Clinical Services	INK590	\$3,092,000.00	2011–14	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	5	4	5	4	5	4
Improving Pacific Literacy and Numeracy Assessment initiative	INK677	\$1,700,000.00	2012–14	2011	N/A	N/A	N/A	N/A	N/A	N/A
				2012	6	5	4	4	5	5


Data generated from AidWorks as at 25 June 2013

Definitions of rating scale:


Satisfactory (4, 5 and 6)


 = 6 = Very high quality


 = 5 = Good quality

 = 4 = Adequate quality, needs some work

Less than satisfactory (1, 2 and 3)

 = 3 = Less than adequate quality; needs significant work

 = 2 = Poor quality; needs major work to improve

 = 1 = Very poor quality; needs major overhaul

Annex C

Evaluation and review pipeline planning

List of evaluations completed²³ in the reporting period

Name of Initiative	AidWorks number	Type of evaluation ²⁴	Date evaluation report received	Date evaluation report uploaded into AidWorks	Date management response uploaded into AidWorks	Published on website
Pacific Technical Assistance Mechanism	ING854	Independent progress report	February 2012	April 2012	March 2013	Yes
Pacific leadership program	INH528	Independent progress report	July 2012	August 2012	January 2013	Yes
Regional Rights Resource Team	ING982	Independent completion report	March 2012	November 2012	Not uploaded	No
Secretariat of the Pacific Community	INJ746 +	Independent progress report	June 2012	July 2012	Not uploaded	No
Pacific Island Forum Secretariat	INK299 +	Independent progress report	May 2012	November 2012	Not uploaded	No
University of the South Pacific Partnership	INJ054	Independent progress report	December 2012			
UNICEF multi-country program	INJ760	Independent completion report	December 2012			
Pacific Regional Agricultural Market Access	INI851	Independent completion report	March 2013 (Aide memoire)			No
Labour mobility—seasonal worker pilot scheme	INI174	Mid-term review	January 2013	Not uploaded	Not uploaded	No
Private Sector Development Initiative Phase 2	INJ147	Independent completion report	March 2013	March 2013	Not uploaded	No
Pacific Regional Audit Initiative	INI329	Mid-term review	January 2013	Not uploaded	Not uploaded	No

²³ 'Completed' means the final version of the report has been received.

²⁴ Mid-term review, completion report, partner-led evaluation, joint evaluation

Name of Initiative	AidWorks number	Type of evaluation²⁴	Date evaluation report received	Date evaluation report uploaded into AidWorks	Date management response uploaded into AidWorks	Published on website
Pacific Ombudsman Alliance	INI885	Independent completion report	April 2013	Not uploaded	Not completed	No

List of evaluations planned in the next 12 months

Name of Initiative	AidWorks number	Type of evaluation	Purpose of evaluation²⁵	Expected completion date
Program to Strengthen Pacific Statistics	INJ209	Joint review		May 2013
Pacific Microfinance Initiative	INJ277	Independent completion report		May 2013
Australian Support for UNDP PFIP	INI898	Independent progress report		June 2013
Pacific Islands Centre for Public Administration Phase 2	INJ075	Independent completion report		
Australian Support for UNDP PFIP	INI898	Independent completion report		
Australian Sports Outreach Program	ING858	Independent progress report	To inform decisions about new phase	
Pacific Sports Partnerships	INK146	Independent progress report	To inform decisions about new phase	
Pacific Australia Climate Change Science and Adaptation Planning Program	INK303	Cluster review	To inform the development of the Pacific Regional Climate Change, Environment and Disaster Risk Management Delivery Strategy	August 2013
Pacific Adaptation to Climate Change Project	INJ927	Cluster review	To inform the development of the Pacific Regional Climate Change, Environment and Disaster Risk Management Delivery Strategy	August 2013

²⁵ To inform a future phase of program, to improve existing program; to verify program outcomes.

Climate and Oceans Support Program	INJ488	Cluster review	To inform the development of the Pacific Regional Climate Change, Environment and Disaster Risk Management Delivery Strategy	August 2013
Sea Level & Climate Monitoring Phase 4	ING300	Cluster review	To inform the development of the Pacific Regional Climate Change, Environment and Disaster Risk Management Delivery Strategy	August 2013
Secretariat of the Pacific Community Climate Change Activities	INI962	Cluster review	To inform the development of the Pacific Regional Climate Change, Environment and Disaster Risk Management Delivery Strategy	August 2013
ADB Enhancing Engagement with the Pacific phase 2	INK522	Independent completion report		
Strategic support: World Health Organization Pacific office	INK486	Independent completion report		November 2013
HIV/STI Response Fund	INH796	Independent completion report		November 2013
Australia-Pacific Technical College Stage 2	INJ862	Independent progress report		April 2014
Pacific Financial Technical Assistance Centre	INC676	Independent completion report		December 2013
Review of the Pacific Plan				September 2013
Review of SPREP				December 2013