

# PRRP MID-TERM EVALUATION

## UNDP Management Notes & Responses

The following notes and responses are intended to provide a clear statement of management views on the performance and strategic direction of the Pacific Risk Resilience Programme (PRRP). These are largely based on a mid-term evaluation (MTE) of the programme conducted in 2016 as well as the PRRP Annual Report 2016/2017 developed with programme partners. The main MTE document that follows contains the independent evaluation of progress and recommendations for future programming through the MTE.

## Progress Assessment

### 1. RELEVANCE

**PRRP is highly relevant at the regional level** and brings significant value in the context of the Pacific (MTE, 2016). There is increasing recognition of the role of risk governance as a foundation for risk informed development and therefore for achieving resilient development. The risk governance approach is now explicitly linked to the recently launched Framework for Resilient Development in the Pacific (FRDP) – the first underlying principle of which is to mainstream risk into development at all levels. The Risk Governance Policy Brief provides a clear framework for operationalising the FRDP. The Brief is also based on the experiences and leadership demonstrated across the four programme countries.

**The relevance of the risk governance building block model extends to key regional and international topics.** PRRP stakeholders have been actively influencing discussions at multiple regional and international fora including: the World Humanitarian Summit (May 2016); the Hanoi Gender and Disaster Risk Reduction conference (May 2016); the Pacific Resilience Week (Oct 2016); COP22 (November 2016); and also the PRRP regional board meeting where several CROP agencies were present (June 2016). This is leading to considerable advancements on key issues being considered in the region including:

- ❖ **Gender and Social Inclusion:** PRRP has helped create a network – Protection in the Pacific (ProPa) – an inter-governmental body that promotes gender quality and protection issues by ensuring that development is risk informed, inclusive and equitable. ProPa helps stakeholders address the root causes of risk and advocates for the protection of core human rights as ‘central to’ all CCDRM actions. As a result, the core principles of protection and GSI are now embedded within the FRDP.
- ❖ **Private Sector Engagement:** PRRP has actively engaged the private sector, with support evolving from opportunistic one-off engagements towards more sustainable initiatives. This has helped foster partnerships between private sector and government, which have been widely commended (MTE, 2016). Of note, PRRP supported a collaborative mechanism (the Fiji Business Disaster Resilience Council) which is now being replicated at the regional level by PIPSO.
- ❖ **Bridging the Humanitarian-Development divide:** PRRP stakeholders, mainly in the agriculture and local government agencies, are leading the way on demonstrating the critical importance of the risk governance building blocks for bridging the divide following major events in each programme country mainly through the food security and gender/protection clusters e.g. following TC Ian (Tonga 2014); TC Pam (Vanuatu 2015); and TC Winston (Fiji 2016).

### 2. EFFECTIVENESS

**Progress to date against the 2013 baseline is rated as on-track**, and the risk governance building blocks (people, mechanisms and processes) are an effective foundation for risk informed development. Progress is

most significant in Fiji followed closely by Vanuatu and then Tonga and Solomon Islands. In Fiji this is mainly due to risk-informed development work at the sub-national level and Vanuatu in the agriculture sector. In Tonga and Solomon Islands progress is on-track in the agriculture sector, but with some delays with progress in Solomon Islands at the subnational level. See the PRRP Annual Report 2016/2017 (section 3 on progress) for more detail.

### 3. GENDER & SOCIAL INCLUSION

**There is evidence that PRRP is making a difference to gender equality.** Although there is need to ensure a more uniform understanding of gender and social inclusion (GSI) across all stakeholders (MTE, 2016), there has been progress, considering the Pacific context where GSI is often viewed as an imported ‘add-on’. Progress includes: i) incorporating GSI into project proposals and/or risk screening tools e.g. at the subnational levels in Fiji and Vanuatu; ii) ensuring gender disaggregated data informs development planning e.g. community profiling within the subnational guidelines in Vanuatu; iii) securing women’s participation and voices in community development planning and agricultural ‘knowledge hubs’ e.g. female leadership of knowledge hubs in Vanuatu (Tanna); and iv) investing in GSI capacity by creating new posts in the Ministries of Women in Fiji and Vanuatu (a new post is also in the pipeline for Solomon Islands) for risk informed *and* inclusive development.

### 4. EFFICIENCY

**PRRP is making efficient and appropriate use of resources to achieve its outcomes.** Expenditure across the outcome areas was on-track as per the budget allocations set out in approved annual plans for 2016/2017. As highlighted in the MTE, PRRP will focus resources on entry-points/countries that are providing the most significant prospects for scale. Efficiency and ‘value for money’ are measured against several criteria including team structure, the efficiency of technical advisors and the ability to leverage further resources. Progress is evident across all three of these areas:

- ❖ **The team structure is appropriately designed to deliver country work-plans** with UNDP and LLEE staff across the countries and a regional team based in Suva to support in-country work and deliver regional activities. The MTE states that the *‘team model of recruiting local staff for National Managers and Posts has been overall highly efficient since these individuals have excellent knowledge of the local context to inform and influence risk governance’*.
- ❖ **Technical advisors (TA) are working effectively to guide Government Posts** (which forms the bulk of the work-plans). This comprises a dynamic pool of TAs (CCDRM, private sector and governance strengthening). TA support accounted for 18 percent of the 2016 budget, and covers all entry-points and support to government posts. The MTE notes the challenges of TAs being ‘stretched too thin’; as well as ‘a strong appetite for strengthened connectivity’ of the internal team, both within each country context but also across the program more broadly. In response, PRRP has planned its 2017/2018 activities around technical pathways which will enhance the capacity of in-country partners to support each other on delivery, thus improving connectivity and reducing reliance on TAs.

### 5. SUSTAINABILITY

**Significant ownership of the approach and resulting ‘behaviour change’:** all programme activities are delivered by government partners ‘from within’ local systems thereby nurturing significant ownership of ‘risk-informed’ development. Partners are displaying strong commitment to this approach with 82 percent of stakeholders agreeing that PRRP country partners are owning programme interventions (MTE, 2016) e.g. in Vanuatu, a dedicated unit has been created in the agriculture sector to risk-inform development; in Solomon Islands, six permanent secretaries now engaged in high-level policy discussions taking the programme approach; in Fiji and Tonga sub-national government are leading the way in reforming community-led

development planning. As one partner noted: *“this is something new in Vanuatu, but puts the government in the driving seat”* (Ben Tabi, Decentralisation Manager, DLA).

**Establishing Government Posts is building capacity and leverage change ‘from within’ country systems for risk-informed development:** posts are government appointed within the national, subnational and sector levels. This has resulted in the formulation of 25 posts for risk-informed development (note that 35% of current posts are female). Despite constraints evident in some cases the post model is “highly relevant” and has “proved successful in many instances” (MTE, 2016). Out of the 10 posts that have completed their contracts with PRRP support 8 have been absorbed with government resources and one externally funded. PRRP maintains its work with these posts particularly in Tonga and Solomon Is. Government partners are mobilizing other posts to complement this work e.g. the Risk Resilience Unit in Vanuatu; and dedicated agriculture extension resilience officers each province in Solomon Islands.

**Increasing implementation of ‘risk-informed’ development:** for example, in Vanuatu, the risk informed Corporate Plan prepared by the new Risk Resilient Unit (RRU) in the agriculture ministry is being used to obtain funding for ongoing DRR activities and staffing. Similarly, the Tonga Agriculture Sector Plan (TASP) has mobilised significant funding for risk informed agriculture initiatives, and the newly risk informed community development planning process in Fiji has already mobilised resources for risk informed projects in Western Division including water harvesting in drought prone areas. Similarly, the bottom-up process of community development plans has led to implementation of risk informed development on issues relating to food and water security; coastal protection; and climate proofing access roads to basic services (in Tonga and Vanuatu), as well as a risk-informed relocation of an entire village in the Western Division (in Fiji). In Tonga the two resilience officer posts at sub-national level are now contributing to the formulation of a Green Climate Fund (GCF) proposal on coastal zone protection, and have also assisted communities accessing funding from the Tonga Climate Change Trust Fund for water/food security work.

**Significant prospects for replication and scale (sustainability):** evidence of replication beyond the programme includes for example work in the Western division in Fiji has now led to Government endorsement for all divisions to risk-screen submissions for major development projects; and in Vanuatu the new resilient development post in the Ministry of Justice and Community Service is successfully scaling up GSI considerations into the WASH and agriculture programmes. Further, other sectors are considering a similar approach including the health sector in Solomon Islands. More work however, is required to build systems for ‘self-replication’ or scale. This will be a major priority for the programme going forward with significant opportunities opening within the budgeting process.

## 6. PARTNERSHIPS

The PRRP programme is delivered mainly through government partners at both the national and sub-national levels. This has led to substantive ownership and leadership by government partners at sub-national, national and sector level. More recently this has included Ministries of Women/Social Welfare across all countries and private sector organisations in Fiji and Vanuatu as well as with PIPSO at the regional level. Working ‘within’ these partner systems has also provided stronger connectivity with development partners such as: FAO and WFP in the agriculture sector and their work with the new Resilient Officer posts across all four countries; and SPC and GIZ with new private sector resilience councils in Fiji and Vanuatu.

## 7. INNOVATION

PRRP has demonstrated an innovative program approach. It has evolved based on ‘emergent design’ principles adapted from the implementation of systemic change in education and learning environments. This is a new approach and was selected because risk governance is not a fully developed concept in the

region. PRRP has recently solidified the design based on the last 3 years of testing and learning and this is explained in a policy brief on risk governance. PRRP is also working through innovative partnerships with a new set of non-traditional CCDRM partners, notably national planning and/or finance ministries; sub-national and sector agencies as well as Ministries of Women and Social Welfare and more recently the private sector. The team is also taking an innovative approach to building capacity for CCDRM in the region by working 'from within' existing governance systems for development.

## Management Responses

Key priorities for 2017/18 are to: **replicate and scale-up** risk informed development; renew focus on **diffusion of learning** with both internal and external stakeholders to increase knowledge and up-take of the risk governance building blocks as a foundation for resilient development (this will also include more deliberate engagement with the Pacific Resilience Partnership); and **assist partners with implementation** (project preparation, funding mobilisation, delivery and oversight) to ensure that risk governance strengthening is moving beyond risk informed outputs to tangible resilient development outcomes. Specific measures include:

1. Structure of the End-of-Programme Outcomes (EOPOs) will remain the same but with more emphasis on the following dimensions as per the findings from the MTE:
2. More targeted efforts to support replication and scaling-up of risk governance: this will become the core focus of EOPO1 (horizontal integration of risk across all sectors and locations);
3. Stronger connectivity between national and subnational work through singular 'pathways' for risk informed and gender responsive development planning and budgeting: this will become the core focus of EOPO2 via 'vertical' and 'diagonal' pathways activities by UNDP, LLEE and government posts.
4. Gender and Social Inclusion: is 'central' to the definition of risk and will be integrated into all pathways, and more recently in to the budgeting process for risk informed development.
5. A 'network' approach to learning: across the team network' approach to learning and exchange within the countries for each pathway, and between the countries e.g. the ProPa and local government networks. This will also be a source of more substantive support for government posts.
6. Monitoring, evaluation and learning: the programme team is now generating, capturing and diffusing all progress and learning around the risk governance building blocks. Progress is already evident against the 2013 baseline for all building blocks in each country and entry-point.

UTS: INSTITUTE FOR SUSTAINABLE FUTURES

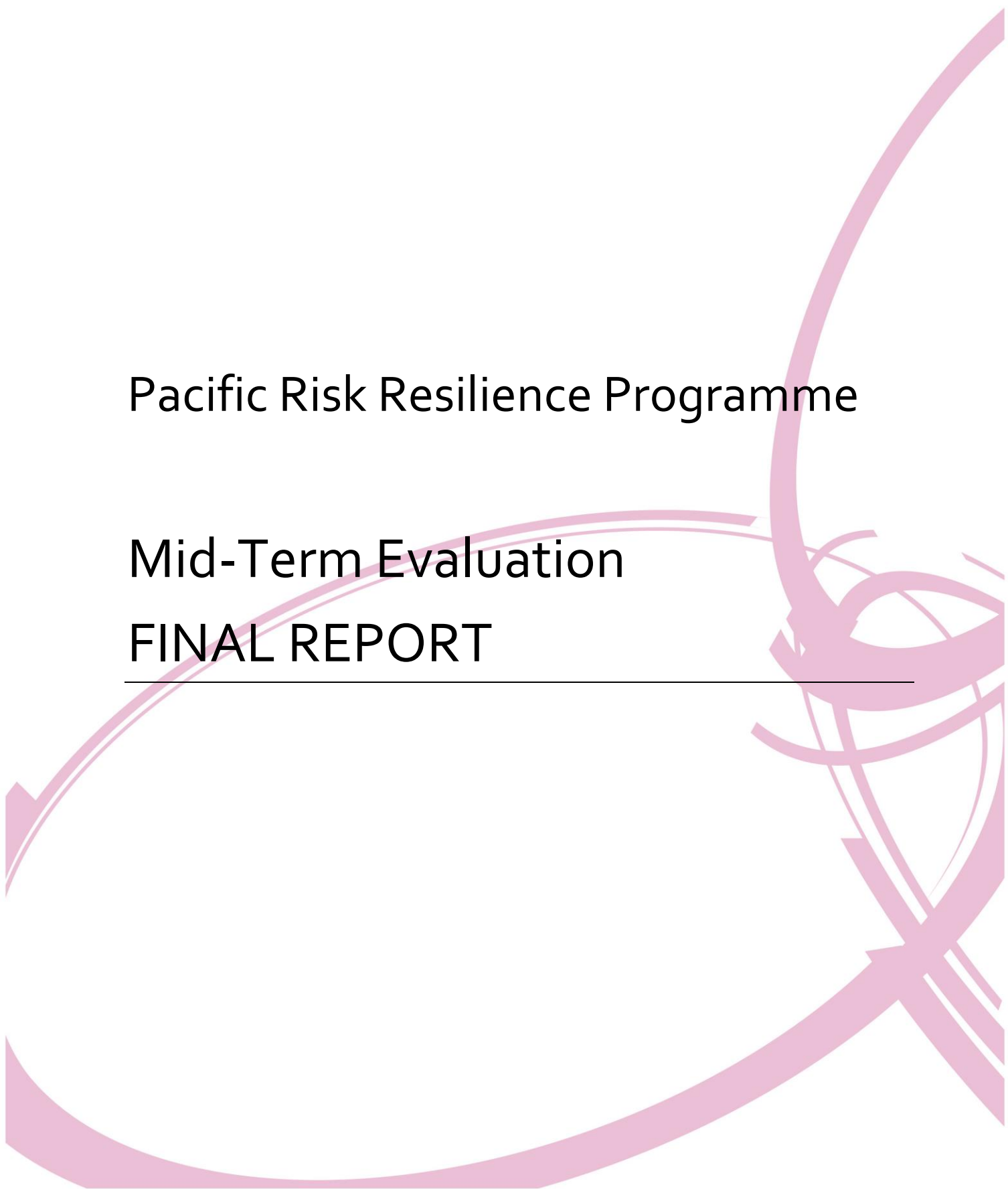
2017

# Pacific Risk Resilience Programme

## Mid-Term Evaluation

## FINAL REPORT

---



## ABOUT THE AUTHORS

The Institute for Sustainable Futures (ISF) was established by the University of Technology Sydney in 1996 to work with industry, government and the community to develop sustainable futures through research and consultancy. Our mission is to create change toward sustainable futures that protect and enhance the environment, human well-being and social equity. We seek to adopt an inter-disciplinary approach to our work and engage our partner organisations in a collaborative process that emphasises strategic decision-making.

## CITATION

Cite this report as: Winterford, K., Chong, J. Gero, A. (2016). *Pacific Risk Resilience Program Mid-Term Evaluation Report*, prepared for UNDP by the Institute for Sustainable Futures, University of Technology Sydney.

## DISCLAIMER

The authors have used all due care and skill to ensure the material is accurate as at the date of this report. UTS and the authors do not accept any responsibility for any loss that may arise by anyone relying upon its contents.

INSTITUTE FOR SUSTAINABLE FUTURES

University of Technology Sydney

PO Box 123

Broadway, NSW, 2007

[www.isf.edu.au](http://www.isf.edu.au)

© UTS October 2016



# TABLE OF CONTENTS

---

Executive Summary	i
1 Introduction	<b>Error! Bookmark not defined.</b>
2 PRRP Background and Context	<b>Error! Bookmark not defined.</b>
3 Mid-Term evaluation approach	<b>Error! Bookmark not defined.</b>
3.1 Objective of the Mid-Term Evaluation	Error! Bookmark not defined.
3.2 Evaluation audience	Error! Bookmark not defined.
3.3 Scope and key evaluative questions	Error! Bookmark not defined.
3.4 Core topics of inquiry	Error! Bookmark not defined.
3.5 Limitations of the Mid-Term Evaluation	Error! Bookmark not defined.
4 Progress assessment	<b>Error! Bookmark not defined.</b>
4.1 Relevance	Error! Bookmark not defined.
4.2 Effectiveness	Error! Bookmark not defined.
4.3 Gender and social inclusion	Error! Bookmark not defined.
4.4 Efficiency	Error! Bookmark not defined.
4.5 Sustainability	Error! Bookmark not defined.
4.6 Partnerships	Error! Bookmark not defined.
4.7 Innovation	Error! Bookmark not defined.
5 Monitoring, Evaluation and Learning	<b>Error! Bookmark not defined.</b>
5.1 Assessment of MEL implementation	Error! Bookmark not defined.
5.2 Developmental / exploratory evaluation scope and methodologies	Error! Bookmark not defined.
6 Future planning and design	<b>Error! Bookmark not defined.</b>
6.1 Recommended adjustments to programme design and structure	Error! Bookmark not defined.
6.2 Management arrangements, partnerships and implementation modalities	Error! Bookmark not defined.
6.3 Replicability and scalability	Error! Bookmark not defined.
Recommendations	<b>Error! Bookmark not defined.</b>
References	<b>Error! Bookmark not defined.</b>
Appendices	<b>Error! Bookmark not defined.</b>
Appendix A: Terms of reference	Error! Bookmark not defined.
Appendix B: Stakeholders interviewed	Error! Bookmark not defined.



## EXECUTIVE SUMMARY

---

### Background to the PRRP and MTE

This report provides the Mid-Term Evaluation (MTE) of the Pacific Risk Resilience Programme (PRRP). It has been prepared by Dr Keren Winterford and Joanne Chong from the Institute for Sustainable Futures, University of Technology Sydney (ISF-UTS), who were commissioned by UNDP.

The PRRP commenced in October 2012 and is due for completion 2018 (programme period 5 years and 9 months). It is funded by DFAT (Suva Regional) with a total budget of AUD\$16 million. The PRRP is being implemented through a partnership between UNDP and the international NGO, Live and Learn Environmental Education (LLEE), in four Pacific island countries – Fiji, Solomon Islands, Tonga and Vanuatu.

The objective of the MTE was to evaluate the progress of the PRRP thus far, and to provide recommendations on the future direction of the programme.

The MTE was undertaken between May and October 2016. MTE activities included:

- a desk review and qualitative document analysis of PRRP documentation (including PRRP Annual Reports, PRRP programme management documentation, PRRP results, government and community partner documentation)
- interviews with key informants in Tonga, Vanuatu, Fiji and Solomon Islands (May – September 2016)
- key informant questionnaires
- systems mapping exploring CCDRM, risk governance, past and future opportunities for entry points and potential for PRRP influence within the country context.

As noted in the Terms of Reference for the MTE, “The objective of the mid-term evaluation (MTE) is to evaluate the progress of the Pacific Risk Resilience Programme (PRRP) thus far and to provide recommendations on the future direction of the programme in the region for the remainder of the programme duration and beyond”. Also identified in the Terms of Reference are three areas of inquiry for the MTE.

1. Assessment of Progress
2. Design and Future Programming
3. Monitoring and Evaluation and Learning (MEL).

### Progress assessment

**Relevance:** Is this still the right thing to do?

The PRRP’s overall approach has contributed to building resilience in the contexts in which the Programme operates. The PRRP has been relevant and appropriate considering country needs, the Pacific context, donor perspectives, and the complex nature of climate change and disasters. Areas of particular relevance are the PRRP’s: ‘risk governance’ conceptual model which emphasises risk-informed development and gender and social inclusion; implementation approach of working within both national and sub-national levels of government; and both central (planning and financing) and sectoral line ministries; and flexibility through emergent design.

**Effectiveness:** Are we achieving the results we expected at this point in time?



Overall, the Programme has achieved the level of results expected at this point. There have been examples of strong successes; nevertheless, the results are mixed across and within the four countries.

Risk integration in plans and policies: The PRRP has achieved progress towards risk integration in national and sub-national plans and policies through a number of pathways including national government plans and risk screening tools. Overall the number and type of plans influenced is a good result for this stage of the Programme. The level of government ownership of plans at the national and subnational levels is also reasonable, given the governance context within each country. However, the quality of risk integration in plans and policies is varied and is a key area for future focus.

Partnerships and entry points with government: The PRRP has largely formed good partnerships with governments. Broadly, the choice of entry points and pathways has been appropriate. Except in Vanuatu, comprehensive assessments of governance or institutional arrangements were not undertaken at the outset of the Programme to inform entry points. Given the multiple possible pathways, a more strategic approach to defining and selecting entry points and priority relationships is needed in the future.

Supporting implementation of risk integration: Whilst there are some good emerging examples of PRRP supporting institutional strengthening, overall the PRRP has not yet substantially supported national or sub-national governments to implement risk-informed plans, policies and processes. Whilst the level of progress is reasonable for this point in the Programme, there are now many possible needs and avenues for the PRRP to support implementation in the future. A strategic and efficient approach to supporting the implementation of risk governance is required.

National Posts: National Posts have overall contributed well to risk governance, but individually their effectiveness varies. Many Posts are highly experienced, well connected, supported by their government directors, embedded within government teams, and working strategically to influence processes. Others have not been clear about their roles, have worked mostly without guidance or support from other PRRP team members, are not highly valued by government, and/or are working primarily on projects that are largely unrelated to strengthening risk governance. Several national Posts have been stretched in terms of workload and meeting the dual objectives of PRRP and their government colleagues – these have not always been well aligned. More recently sub-national Posts have been recruited in some countries. Alike, with national Posts, their practice is varied.

Sub-national community development plans: Community development plans (CDP) have been developed in all countries and the number of plans is reasonable given the differing contexts in different countries. Sub-national stakeholders considered they have the strong potential to improve resilience. In some cases, the baseline information collected for these plans has already been used in disaster responses. Stakeholders also considered that the PRRP's support of the CDP processes has increased the level of community participation in local planning. However, the quality of risk integration in the plans is not uniform. Whilst the level of local government capacity building and ownership has been reasonable given the context, the PRRP needs a clear strategy for fostering stronger capacity and ownership of CDP planning processes and implementation of defined projects.

Linking sub-national with national: In Tonga and Vanuatu, the PRRP has been aligned with existing or emerging structures to link CDPs to national planning and budgeting processes, and PRRP has good relationships (through Posts or otherwise) with the

national agencies responsible for sub-national planning. However, in Fiji and Solomon Islands this is not the case. Whilst this in part reflects the existing challenges within the governance systems of these respective two countries, it also indicates a strong need for PRRP to focus on building these links through appropriate strategies within each context.

Private sector: The PRRP's partnership with Vinaka Fiji to support planning and implementation of community development projects in the Yasawas has been widely commended by stakeholders. Across the countries where PRRP is working, the partnership with Digicel, a telecommunications company, is another example of positive private sector partnership however this has been largely ad hoc. PRRP is continuing to invest in this new area of programming with stronger engagement from the private sector emerging in Fiji.

Humanitarian-development divide: The PRRP team and many stakeholders recognised this as core to the PRRP model, particularly in regard to support for national plans and processes. One key avenue has been PRRP extending the (food security and gender) coordination clusters traditionally focused on the response phase, to planning and response. However, PRRP team participation in clusters has been variable, results are nascent and this is an important area for future strategic focus.

The quality of risk integration in CDPs varied, as did the integration with existing disaster response mechanisms.

Products and learning The PRRP has contributed well to many fora nationally and internationally. However, overall there has not been a systematic approach to capturing and documenting learnings or an evidence base, to form the basis for internal or external communication. The complexity and emergent nature of the PRRP model has created challenges for the PRRP team to clearly articulate the approach to external stakeholders. The Analytical Piece (PRRP 2016) goes some way to explaining the conceptual model, and some PRRP team have found it useful to communicate the approach of PRRP to external stakeholders.

**Gender and social inclusion: *"Is the programme making a difference to gender equality and empowering women and girls?"***

GSI results across the programme are mixed. There are examples of good inclusion, notably the increased participation of women and youth in community development planning as supported by LLEE. There has also been good work by some national gender Posts within their government ministries.

However, whilst GSI is a core element of PRR's risk governance conceptual model, and notwithstanding the contextual challenges in respective countries, GSI considerations have not been comprehensively implemented by all team members across the Programme. A key reason is that across the PRRP team there is not a universally strong conviction that GSI considerations are or should be primary to PRRP's approach to building resilience, particularly at the national level. There are also varied, and in some cases low, levels of knowledge about how to implement GSI in practice, and how to support government partners to do so.

The PRRP has also supported the PropA network, a multi-country network of staff from government ministries with responsibilities to advocate for gender equality and social inclusion. The PropA network offers good opportunities to further promote issues of social

inclusion. However, there is also an urgent need for PRRP to more directly work to build GSI capacity across its team and partners.

**Efficiency: *'To what extent is the programme making appropriate use of resources to achieve outcomes?'***

Team model and resourcing: The team model of recruiting local staff for National Managers and Posts has been overall highly efficient since these individuals have excellent knowledge of the local context to inform influence and risk governance. Localised programmes under the leadership of National Managers also provide potential for creating synergised use of local resources. The PRRP team in general have comprised highly committed, passionate and dedicated staff.

Connectivity within the team: There is a strong appetite for strengthened connection of the PRRP team, both within each country context and also across the Programme more broadly.

Support and management: There has been mixed practice of support and management of the PRRP team through the Suva Hub. The practice of establishing or using 'coaching plans' has not been uniform. TAs have provided a valuable resource to the team in several cases in terms of technical and mentoring advice, however within the current structure of support, they are stretched too thin. Some Posts have had limited engagement with or benefit from TAs.

Context of a flexible design approach: Whilst there are opportunities to strengthen the efficiency of the Programme these changes must also be managed with the context of working within partner systems (highly relevant); working within a team approach which is grounded on national staff taking leadership of the Programme (highly relevant and effective); and working in partner systems to ensure local leadership and ownership (ensure sustainability).

Sustainability: Will the benefits last?

Whilst it is still early in the Programme to assess overall sustainability, there are both positive trends and risks to sustainability evident for the Programme at this point. The assessment of sustainability is also different in each country context.

**Partnerships: *'[to what extent are] in-country partners owning and leading on programme interventions?'***

Overall the PRRP programme has fostered strong partnerships with in-country governments at both the national and sub-national levels.

There is good government ownership and in some cases the PRRP is fostering transition towards government leadership. However, this varies and there is a need for the programme to more strategically equip key influencing agents within government to advocate for and lead future risk governance. Further, whilst some Posts have their ongoing positions funded by government others do not yet have so.

At a sub-national level, individual local government representatives felt strongly supported by LLEE to develop community development plans. However, there are capacity and governance challenges to fostering sub-national partner ownership and leadership of planning processes implementation. LLEE recognises the need, although they have not yet focused on governance strengthening in this regard. Fostering better linkages between sub-national and national levels is critical to future sub-national ownership.

**Innovation:** Is the programme applying innovative approaches, processes and partnerships that can be replicable?

The Programme has demonstrated a range of resources (approaches, processes and partnerships) that can be replicable within appropriate contexts. There is an emerging practice of replication. Within the future phase of the Programme there is a need to better articulate key innovations and define strategies which may support replication – noting that replication is not always automatic or spontaneous and can be supported through PRRP support.

### Assessment of MEL implementation

Whilst recognising that the MEL Plan is relatively recent in terms of its implementation, there are aspects which have proved beneficial, though other aspects have not yet been fully operationalised. The MEL has been useful in tracking and communicating progress to external stakeholders (primarily the donor); annual reporting has been a useful reflective process for the team; though there is little uptake of the MEL by team members.

The MTE proposes refinements to the exploratory evaluations outlined in the MEL Plan, recommending the following four topics:

1. Sub-national risk integration
2. Humanitarian-development divide
3. Gender and social inclusion
4. Modalities of risk integration for scale and replication

### Future planning and design

Recommended adjustments to the programme design are aligned to the current End-of-Programme Outcome (EOPO) structure.

Within EOPO1 it is recommended that future programme design continue with the development of plans, budgets and performance frameworks which integrate risk, but with the added focus on supporting implementation of these policies and plans.

Within EOPO2 it is recommended future emphasis be on supporting planning as well as implementation by other actors (government, private sector, civil society) through brokering partnerships and networks. It will also be valuable to monitor progress to generate learning (see EOPO5).

Future programming should focus on connecting sub-national to national risk-informed planning, inclusive of community development plans, within the context of decentralised governance set out in each country. This includes PRRP initiatives which intentionally aim to strengthen connection and alignment between risk integration at national; sub-national; and community governance levels.

Recognising the priority of implementation as part of future programming, it will be important for the PRRP to broker partnerships and networks to implement the risk governance agenda within government and within practical CCDRM projects in communities.

A key aspect of brokering partnerships and networks is equipping local leaders and change agents to be advocates and drivers of continued and scaled-up risk governance within their own networks. This is building on the emerging practice of PRRP where local leaders have been supported to advocate for the value of risk governance within their own

networks. As noted below, effective reflection, learning and production of resources is required to support local leader's leadership in risk governance.

The MTE also recommends emphasis is placed on learning for quality, scale and replication (EOPO3) for ongoing implementation.

A key risk to the sustainability of risk governance is that current efforts will not be anchored and have a sufficient (large) footprint within governance structures to be sustained over time. Therefore, efforts within future programming should focus on creating an enabling environment for self-replication of risk governance, like those already identified through this MTE.

### Key recommendations for PRRP

- 1) Continue the Pacific Risk Resilience Programme (PPRP) in the four countries in which it currently operates.
- 2) At this point of the program, focus the use of program resources on strengthening country-based initiatives within the four existing program countries.
- 3) Clearly map, define and document the multiple ways in which PRRP works within partner systems in each country, and use this information base to improve strategic clarity.
- 4) Clearly map, define and document each of the PRRP team members' (Country National Managers, PRRP Posts, LLEE and Suva Hub staff) roles and responsibilities, lines of reporting and communication protocols to improve operational clarity.
- 5) Clarify and strengthen the working relationships between UNDP (national managers and Hub) and LLEE so that respective organisations and individuals operate effectively as a partnership and are recognised as "one PRRP team."
- 6) Revise the design of the next phase of the Programme based on proposed adjustments (as above)
- 7) Strengthen capacity building on GSI to equip all PRRP team members (TAs, national managers and Posts) with the fundamentals of what GSI looks like in practice in PRRP priority sectors.
- 8) Develop a basic toolkit and capacity development resource on risk and climate change, to equip all team members with a strong baseline understanding of issues core to PRRP.
- 9) Conduct MEL activities to enable emergent design inclusive of programme improvement, learning and accountability. Targeted MEL efforts will also enable future scale and replication.
- 10) Additional PRRP resourcing will be required to oversee the implementation of these recommendations, specifically personnel with skills and experience in MEL, organisational learning and change management processes.



UNIVERSITY OF  
TECHNOLOGY SYDNEY



Institute for  
**Sustainable  
Futures**