JUNE 2016

Evaluation of the Local Government Technical Assistance Facility for Pacific Island Countries: Final Report

EVALUATIONCONSULT

NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Aid Programme

Final report

Local Government Technical Assistance Facility for Pacific Island Countries (2012-2015)

New Zealand Ministry of Foreign Affairs and Trade

Prepared for	Chris Day Development Manager, Partnerships, Humanitarian and Multilateral Division International Development Group, Ministry of Foreign Affairs and Trade
Prepared by	Dr Susanna Kelly and Dr Kara Scally-Irvine Evaluation Consult
Contact details	Dr Susanna Kelly Evaluation Consult Phone: 04 476 7391 Email: susanna@evaluationconsult.com
Image details:	Blair King, Chief Executive of the Tararua District Council shaking hands with Peter Sakita, who at the time, was Town Clark of Luganville Municipal Council. Source: Local Government New Zealand

Contents

Executive summary **1**

1. Background **7**

1.1. The Local Government Technical Assistance Facility for Pacific Island Countries 7

1.1.1. Evaluation purpose and objectives 8

1.1.1.1. Evaluation questions *8*

1.1.2. Evaluation methodology 9

1.1.2.1. Evaluation scope and limitations *10*

1.1.2.2. Notes to the report *11*

2. Evaluation findings **12**

2.1. Design and implementation of PacificTA 12

2.1.1. Allocation and use of resource 14

2.1.2. Effectiveness of PacificTA 2012-2015 18

2.1.3. Cross-cutting issues 25

3. Future design and support and recommendations **27**

3.1. PacificTA access and uptake 27

3.2. PacificTA design and delivery 27

3.3. PacificTA resourcing and efficiency 29

4. Overall conclusions **31**

5. References **32**

Appendix A. Evaluation methodology **38**

Appendix B. Evaluation tools **46**

Appendix C. PacificTA stakeholder interviewees **55**

Appendix D. Survey results **60**

Appendix E. Detailed financial expenditure **63**

Appendix F. Detailed profile of technical assistance delivery **65**

Appendix G. Country profiles **72**

Executive summary

Background

The PacificTA was established in June 2012 and is currently scheduled to end in May 2017. The PacificTA provides technical support to Pacific Island Countries (PIC) local government institutions across a variety of service provision areas (e.g. solid waste and water management, urban planning, asset management, strategic planning), where technical gaps exist. Most technical assistance assignments are short term, but there have also been a number of longer-term PacificTA engagements. The PacificTA was designed to complement the bilateral support provided under the New Zealand Aid Programme to PICs. Eleven countries are eligible, including the Cook Islands, Tonga, Niue, Samoa, Vanuatu, Solomon Islands, Papua New Guinea, Tuvalu, Tokelau and Kiribati. Fiji became eligible in 2015.

Evaluation purpose and objectives

The overall evaluation purpose was to conduct a mid-phase review of the current PacificTA (2012-2017) to inform PacificTA managers, funders and implementers of results to date, and to inform future decision-making, as well as to meet accountability requirements. Evaluation objective were as follows:

1. Evaluate the design, implementation and resource use of PacificTA to date; and
2. Provide strategic learnings for future design and support of PacificTA

Evaluation methodology, scope and limitations

The evaluation took a mixed-method approach and utilised the following data sources:

1. **PacificTA Facility documents and monitoring data**. This included the Activity Design Document, annual progress reports, PacificTA assignment application forms and reports, financial reports, steering committee meeting minutes, and a range of other informal correspondence and reports.
2. **Qualitative interviews and group discussions/focus groups**. Seventy nine qualitative interviews and group discussions were undertaken with a range of key informants and PacificTA stakeholders. Fieldwork was undertaken in three countries that had received assistance via the PacificTA: the Cook Islands, Kiribati, and Samoa.
3. **An online survey**. An online survey was sent to 186 stakeholders. Responses were received from 43 individuals, covering 10 countries (including New Zealand). This represents a response rate of 23%.

The evaluation covered June 2012 to December 2015. The geographic focus was PICs eligible for PacificTA. The evaluation sought evidence of progress towards PacificTA goals, as well as unintended outcomes (positive or negative). The survey response rate was low and results must be treated as indicative only. Coverage was weighted towards New Zealand stakeholders in the survey, but counterbalanced by weighting of Pacific stakeholders in interviews and discussion groups. The evaluation visited three of the eleven eligible Pacific Island Countries, but these three countries together account for 80% of PacificTA delivery. There were some limitations in documentation received by the evaluation.

Evaluation findings

PacificTA design and implementation

The PacificTA design has a number of key features: short-term technical assistance (TA) of up to two weeks, with the potential to conduct multiple TA visits, delivered by technical advisors drawn from a pool of local

government expertise that could be accessed relatively swiftly and easily (i.e. without lengthy procurement processes associated with going to market).

Relevance

The PacificTA is regarded as highly relevant and responding to a clear need in Pacific local government. Facility design is relevant for delivering TA to PIC local government due to limited alternative donor support and lower capacity relative to central government. Wide eligibility criteria mean the Facility has a relevant offer across PICs' variable needs and contexts. Local Government New Zealand (LGNZ) management of the Facility is relevant, given LGNZ's close connections to the New Zealand local government community and ability to source the most appropriate technical advice and expertise.

Although the PacificTA is broadly agreed to be responding to a clear need, the Facility responds to requests on a case-by-case basis and has not undertaken any systematic scoping of the scale (breadth and depth) of need in specific technical areas across eligible PICs. Such scoping would increase PacificTA relevance, as would mapping PacificTA's 'offer' against other bilateral and multilateral support. It is important to note, however, the evolving nature of the Activity over 2012-2015 and that PacificTA managers did not initially know the scope of demand.

PacificTA design assumed in-country counterparts' ability to effectively identify technical assistance needs and potentially access the Facility. The PacificTA has operated under a broad assumption that (once aware of the Facility), prospective applicants would be able to effectively identify relevant areas of need and seek support. This assumption is likely to have acted as a contributing/magnifying factor in the low uptake.

Allocation and use of resources

Over 1 July 2012 – 31 December 2015, the PacificTA Facility expended a total of $927,130, with $469,658 spent on supporting technical advisors (travel and associated costs). This only represents part of overall PacificTA technical assistance delivery, however, as New Zealand local authorities and related agencies provided significant in-kind support by releasing staff to deliver pro-bono technical assistance (627 days in total). LGNZ management, administration and technical expertise to the Pacific TA Facility and Steering Committee represents $457,472 expenditure.

The greatest expenditure has been on technical assistance to Samoa (66%), with one technical assistance project (Samoa Dog Control project) accounting for 44% of total PacificTA technical assistance spend. This is followed by Kiribati (9%), Fiji (8% spent in 2015) and the remainder varying between 1% (Niue) and 6% (Vanuatu).

Governance and management

Stakeholders regard LGNZ management as relevant and appropriate, due to LGNZ's relationship with the New Zealand local government community and ability to match advisors to assignment. There was warm praise for the role the LGNZ PacificTA manager has played in the establishment of the Facility and in the delivery of effective technical assistance via strong connections with the local government community in New Zealand. There was some confusion regarding Facility processes, roles and responsibilities, however, particularly regarding the LGNZ PacificTA manager's involvement in delivery of technical assistance. Technical assistance advisors expressed a desire for more robust communication and support mechanisms.

Project processes and management systems could be stronger. The evaluation found challenges accessing full and complete documents relating to Facility delivery and expenditure. The documentation of technical assistance from initial expression of interest to final report should be collated and readily accessible. Establishing a chain of documentation was particularly challenging for TA delivered under the Samoa Dog Control project. Some of the challenges technical advisors described (such as lack of clarity around roles,

responsibilities, and communications) also reflect weaker areas of Facility management and administration processes.

Effectiveness of the PacificTA

Pacific Island Country and New Zealand stakeholders are engaged

Over 2012-2015, PacificTA delivered 19 technical assistance assignments to eight Pacific Island Countries. The largest uptake (by expenditure) was in Samoa, followed by Kiribati, Vanuatu and the Cooks Islands. The assignments have been delivered in three distinct ways, with most delivered as one-off visits (nine TA assignments),followed by shorter engagements involving a small number of visits (seven TA assignments), and longer more comprehensive delivery involving multiple advisors of multiple years (three TA assignments). Of the eleven eligible countries, three (Papua New Guinea, Tokelau and Tuvalu) have not taken up any assistance.

The evaluation found awareness of the PacificTA to be low beyond those stakeholders directly involved in technical assignments. A key contributing factor to low awareness appears to be that mechanisms to communicate and publicise the Facility have only been partially effective, revolving primarily around personal contact with the LGNZ PacificTA manager. This was identified as a bottleneck and risk for the Facility.

Quality applications are identified and supported

Individually, the technical assistance assignments undertaken through the PacificTA have responded to a clearly identified area of need, facilitated by the LGNZ PacificTA manager's hands-on role identifying and facilitating the development of applications. However, the evaluation was not able to clearly judge the extent to which the PacificTA is effectively identifying and supporting quality applications overall, from the documents reviewed.

Quality technical assistance is provided

Overall, stakeholders agreed PacificTA advisors had the necessary expertise and skills. Technical assistance was judged as very or somewhat effective by survey respondents. In some cases, the assistance provided was clearly linked to high priority areas, with the Samoa Dog Control programme and the Apia Waterfront Development exemplifying this. These projects involved longer-term PacificTA engagement and represented a different delivery approach. In documents available to the evaluation, technical objectives were not always clear, making it difficult to judge appropriateness of technical assistance overall.

Improved planning and management in local government institutions and improved local service delivery

Most technical assignments met their immediate objectives, but longer-term change was only evident in some assignments. Examples of improved planning and management were identified in several assignments, but were often most evident only where a there were highly competent PIC counterparts. Sustainability is difficult to judge in short time-frames since delivery (and is also affected by numerous factors beyond PacificTA control). The development of on-going supportive mentoring relationships between New Zealand technical advisors and councils has enhanced the sustainability in some cases. However, whilst capacity building is a stated objective of the PacificTA, there was little information on how this was to be included in the design (and therefore delivery) of technical assistance. Both stakeholder feedback and the survey responses acknowledge capacity and capability building to be a key factor influencing sustainability.

Pacific Island Countries value LGNZ support

Those who were directly involved in the PacificTA valued the Facility highly, particularly because of the practicality of the advice and 'practitioner to practitioner' mode of delivery by the local government community in New Zealand. Indirect stakeholders in PICs and MFAT at post also value the PacificTA, but also reported its value could be enhanced via better coordination and strategic delivery.

Enabling and constraining factors

A number of factors that enabled or constrained the successful achievement of PacificTA outputs and outcomes emerged in the evaluation. Enablers included joined-up support between PacificTA and other initiatives and close connections between the PacificTA and MFAT at post. The 'peer to peer' feature of PacificTA design was also identified as one of the most successful aspects of the Facility.

Constraints included the inadequate resources and powers of many Pacific local government institutions to deliver their mandate, compounded by the demographic and development challenges faced by PICs more generally. Existing capacity is often low; inhibiting sustainability of technical assistance results, particularly where there is no dedicated resourcing or support for follow actions that may be required after technical assistance is delivered.

Cross-cutting issues

The evaluation did not find any evidence that cross-cutting issues have been addressed with the PacificTA design and delivery to-date. The results framework does not identify gender, human rights, or environmental outcomes, and the application forms do not refer to or offer any guidance on consideration of cross cutting issues. When asked to comment about cross-cutting issues, stakeholders found it difficult to comment.

Conclusions

Overall, the evaluation found the PacificTA to be a highly relevant programme, which is responding to a clear need. In many PICs, local government institutions continue to face capacity gaps to strengthen delivery of local level services and responsibilities. Uptake of the Facility has been lower than expected, leading to a consistent underspend on technical assistance. Low awareness and understanding of the Facility appears to be key reasons for this.

PacificTA has contributed to strengthening capacity in pockets of local government in the Pacific, but this could be expanded. Results of technical assistance delivered under PacificTA need to be reported and shared with stakeholders. Those who have received assistance are very positive about the technical advice and solutions provided. Technical advisors also reported involvement in PacificTA to be enriching and valuable.

PacificTA efficiency could be enhanced by more strategic connections with MFAT at post and PIC partners. Continued alignment with New Zealand Aid Programme Investment Priorities will enhance the effectiveness and impact of technical assistance by creating opportunities for leverage across activities.

Recommendations

PacificTA access and uptake

Strategic

1. **Develop a communication strategy setting out the means of accessing the PacificTA and the scope of TA the Facility supports.** The communication strategy should be multi-method (personal networking; online presence; print), and identify key communication channels, purposes, audiences and processes. The strategy should also identify PacificTA roles and responsibilities.

PacificTA design and delivery

Retain the flexibility of PacificTA design which allows for a mix of different TA types, and improve effectiveness of TA through the following actions:

Strategic

2. **Continue to align all PacificTA assignments with New Zealand Aid Programme investment priorities and prioritise applications that are clearly aligned with PIC strategic/ sectoral development plans.** Where PacificTA is delivered under a longer-term approach, alignment with New Zealand and PIC priorities is particularly critical to ensure PacificTA effectiveness.

3. **Revise the PacificTA Results Framework to show intended contribution to New Zealand Aid Programme and PIC development plans**. The Framework should be used as a tool to guide Facility delivery and results reporting, enabling the annual report to demonstrate PacificTA achievements and constraints across intended outcomes.

Operational

4. **Identify explicit and feasible capacity (organisational) and capability (individuals) building opportunities in collaboration with PIC stakeholders and TA advisors**. This includes at scoping stage: outlining integration of capacity building in TA assignments; identifying objectives, risks and limitations; and providing guidance to TA advisors.

5. **Invest in a simple mechanism to share results and lessons learned with PIC partners, MFAT country programmes, New Zealand local authorities and TA advisors**, in order to build knowledge of how PacificTA support can work most effectively.

6. **Provide guidance to LGNZ from MFAT on Aid Programme expectations for integrating cross-cutting issues within PacificTA delivery**. This could include: reviewing the Activity Results Framework to consider gender, human rights and environment/climate change; identifying opportunities and risks for cross-cutting issues in TA scoping; and reflecting on cross-cutting issues in reporting.

PacificTA resourcing and efficiency

Prioritise efforts to expand PacificTA to fully spend the allocated budget between now and 31 May 2017, and improve efficiency and accountability by the following actions:

Strategic

7. **Review results of expanded delivery between now and 31 May 2017 to test PacificTA capacity to respond to increased applications and TA** and use this to guide resource decisions for any next phase (including New Zealand local authority capacity to provide pro bono resource on a larger scale).
8. **Increase PacificTA Steering Committee strategic oversight of resource allocation and criteria for the optimal mix between delivering short and long-term TA**. Where PacificTA is delivered under a longer-term approach, this must be carefully scoped and reviewed to ensure PacificTA is the most appropriate support model.

Operational

9. **Increase promotion of PacificTA with eligible PIC partners to encourage uptake**. This involves coordination with key partners, including, MFAT development managers at post, Aid Coordination departments within PIC governments, MFAT country desks (Wellington) and Local Government Association bodies (regional and national).
10. **Reduce LGNZ PacificTA manager travel time delivering PacificTA on the ground in PICs by more strategic use of in-country networks and partners to identify and scope TA.** This will build on

relationships and networks established to date and increase TA applications to be further scoped with the LGNZ PacificTA manager's specialist expertise.

11. **Implement stronger (more transparent and accountable) project management.** This includes well-defined PacificTA governance, management and administration roles and responsibilities, as well as stronger document management and reporting. Implementing a results monitoring system to record and aggregate TA assignment results will enable PacificTA to report against the Results Framework (recommendation 3) and clearly demonstrate contribution to stronger delivery of essential services in PIC local government.

1. Background

1.1. The Local Government Technical Assistance Facility for Pacific Island Countries

Effective local services are a vital enabler of both national and provincial economic growth and sustainable development. Local government institutions are key players in government service provision, responsible for delivering key services such as water and waste management and urban planning at a local level. Local government institutions often struggle to deliver these services effectively however. Reasons include constrained resource, limited technical capacity and high public expectations. Governance and management responsibilities for local services vary across Pacific countries. There are different arrangements across local leaders, municipal councils/authorities and national government.

The PacificTA was established in June 2012 and is currently scheduled to end in May 2017. The initiative was developed in response to learnings from New Zealand's Aid Programme, the Commonwealth Local Government Forum (CLGF) regional Pacific programme and New Zealand local councils' engagement with Pacific Island Country (PIC) governments. Auckland Council had established formal relationships with some PICs and had received requests for technical assistance (TA) to support local government in PICs. The specific need identified in PacificTA activity design was a gap in PIC technical expertise to form, develop and deliver appropriate solutions to service delivery at the local level (MFAT, n.d).

The PacificTA provides technical support to PIC local authorities across a variety of service provision areas (e.g. solid waste and water management, urban planning, asset management, strategic planning) where local expertise gaps exist. Most technical assistance assignments are short term, but there have also been a number of PacificTA engagements comprising of multiple visits. The PacificTA was designed to complement the bilateral support provided under the New Zealand Aid Programme to Pacific Island Countries. Eleven countries are eligible, including the Cook Islands, Tonga, Niue, Samoa, Vanuatu, Solomon Islands, Papua New Guinea, Tuvalu, Tokelau and Kiribati. Fiji became eligible in 2015.

The PacificTA was designed to be flexible in order to respond to PIC needs. In delivery, this has meant assistance requests have been considered on a case-by-case basis (MFAT n.d: 3). This delivery also reflects that the PacificTA was an innovate approach to delivering technical assistance and it was not known exactly how the Facility would evolve.

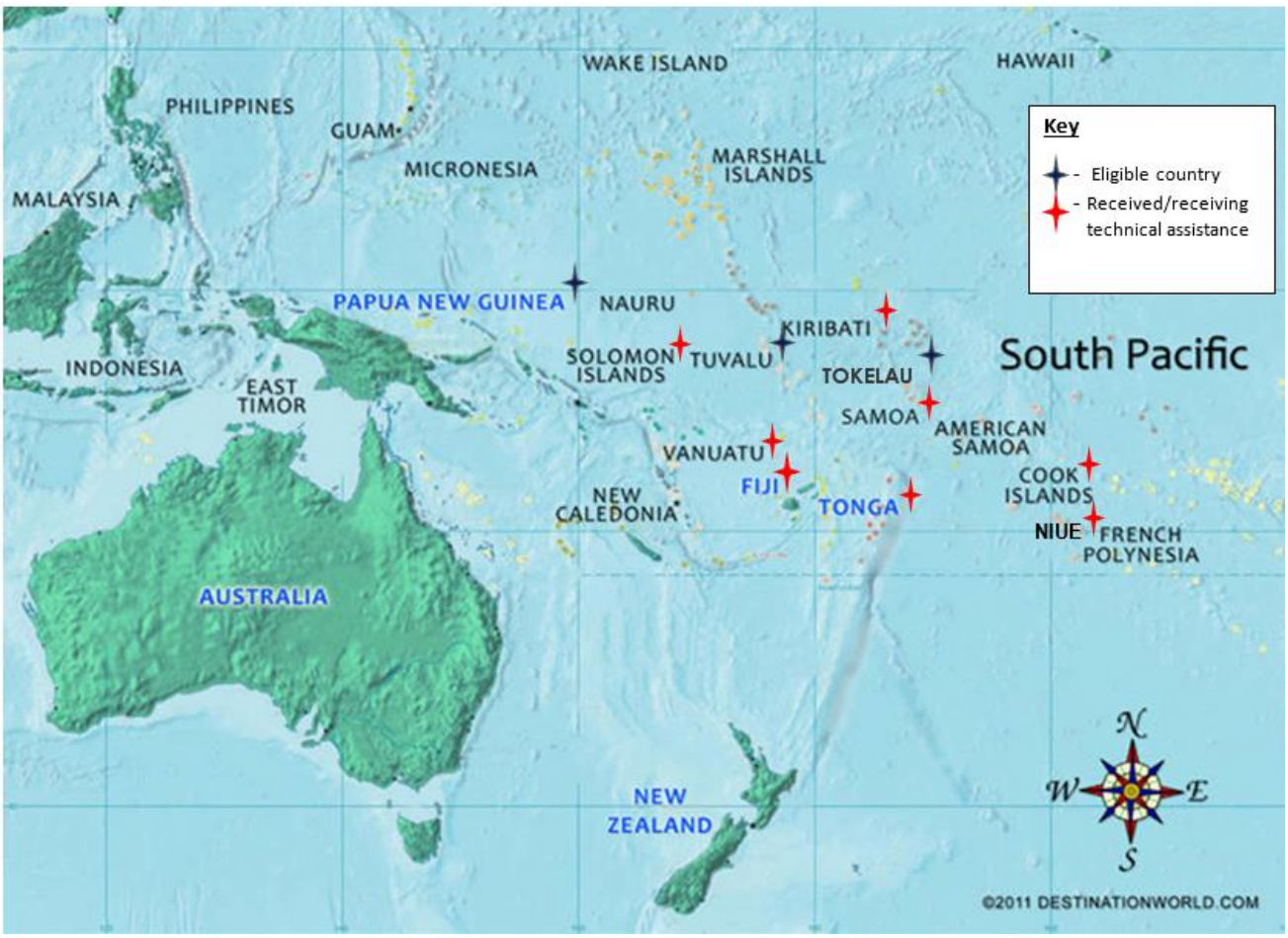


Figure 1. Map of eligible countries and those countries that received Technical Assistance 2012-2015.

1.1.1. Evaluation purpose and objectives

The overall evaluation purpose was to conduct a mid-phase review of the current PacificTA (2012-2017) to inform PacificTA managers, funders and implementers of results to date and to inform future decision-making, as well as to meet accountability requirements. As such, the key evaluation objectives were to:

3. Evaluate the design, implementation and resource use of PacificTA to date; and
4. Provide strategic learnings for future design and support of PacificTA.

1.1.1.1. Evaluation questions

Evaluation questions under each evaluation objective are as follows:

Objective 1: **Evaluation of the design and implementation of PacificTA**

1. How well has PacificTA been designed and implemented?
   a. To consider fit with local context, allocation and use of resources, governance, management and appraisal structures and processes.
   b. To what extent do communication and application processes identify quality PacificTA applications?
   c. To what extent are PacificTA managing organisations to effectively partner to deliver results?
2. How well has PacificTA progressed in achieving the Activity's intended outputs and outcomes (effectiveness)?

3. To what extent are local ownership and capability developing (sustainability)?
4. What factors are enabling or constraining PacificTA's progress (relevance, efficiency, effectiveness)?
5. How has PacificTA appropriately addressed gender equality and women's empowerment, and human rights?

Objective 2: Future design and support to inform decisions on amendments or improvements to PacificTA.

6. What can partners learn from the design and implementation of PacificTA?
7. What should be built on or amended in order to further develop the Activity?
8. How can efficiency be improved?

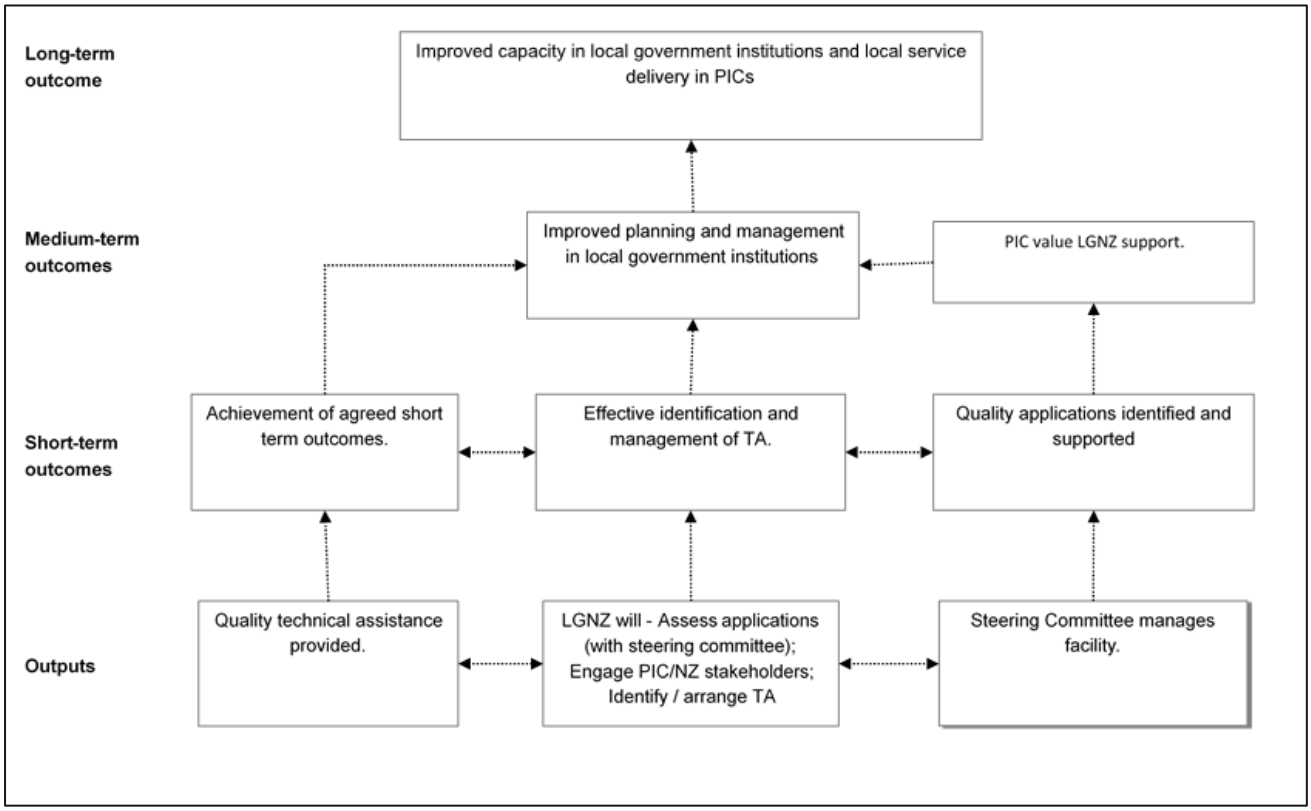


Figure 2. The PacificTA results diagram.

1.1.2. Evaluation methodology

The evaluation took a mixed-method design and culturally appropriate approach. The evaluation utilised the following data sources:

1. **PacificTA Facility documents and monitoring data**. This included the Activity Design Document, annual progress reports, technical assistance (TA) assignment application forms and reports, financial reports, steering committee meeting minutes, and a range of other informal correspondence and reports (listed in the References section).

2. **Qualitative interviews and group discussions/focus groups**. As shown in Table 1, 79 qualitative interviews and group discussions were undertaken with a range of key informants and PacificTA stakeholders. Fieldwork was undertaken in three countries that had received assistance via the PacificTA: the Cook Islands, Kiribati, and Samoa. Together, these three PICs account for 80 percent of TA days delivered in-country. See section 2.1.1 for further details.

3. **An online survey**. An online survey was sent to 186 stakeholders (see Table 1). Responses were received from 43 individuals, covering 10 countries (including New Zealand).

For full details see Appendices A and B for the evaluation methodology and evaluation tools (including the interview guide and survey questions). For a complete list of stakeholders interviewed, see Appendix C, and Appendix D for collation of the survey responses (note that qualitative responses have not been included to preserve the anonymity of respondents).

Table 1. Sample frame

Stakeholder group	Data collection method		
	Interview/ discussion group	Survey	Observation
Programme managers			
LGNZ	2	-	-
MFAT/ Evaluation Steering Committee representatives	3	40	-
MFAT at Post	6		-
Programme implementers			
New Zealand Local Council managers		32	-
New Zealand Local Council technical advisors	11		-
Programme beneficiaries			
Stakeholders from local government institutions that have accessed PacificTA	27 13 15	114 (all Pacific Island stakeholders)	Samoa Kiribati Cook Islands
Downstream service users (citizens/ community members)	1 group	-	Kiribati Samoa (Informally)
National/regional stakeholders			
PIC Local Government Associations	1	(numbers incorporated in 114 above)	
Commonwealth Local Government Forum/ Pacific Island Local Government Association Network	1		-
Total	**79**	**186**	**3**

1.1.2.1. Evaluation scope and limitations

The time period covered by the evaluation was June 2012 to December 2015. The geographic focus was Pacific Island countries eligible for PacificTA (Figure 1).

The evaluation sought evidence of progress towards PacificTA goals, as well as unintended outcomes (positive or negative). The evaluation scope included PacificTA impact at local government institution level (institutions' technical capacity to plan and manage service delivery), as well as looking for specific examples of change in local service delivery as a result of PacificTA.

Only three of the 11 eligible countries received field visits. This sampling reflected a pragmatic decision to visit countries with higher PacificTA uptake and represented a potential limitation of the evaluation. The evaluation found that the feedback from the three countries where fieldwork was undertaken was highly consistent. As such, the evaluation team are confident findings are broadly representative of all eight

countries who have received assistance to-date. The evaluation recognised that this feedback was unlikely to be representative of those three countries which had not taken up any form of assistance. To mitigate this limitation, the evaluation sought telephone/Skype interviews with key stakeholders for these three countries and was successful in speaking with at least one stakeholder from two of these three countries.

The online survey was also used as a mechanism to mitigate risk of sampling a smaller number of countries for in-depth fieldwork. The response rate of 43 (23 percent) is low but provides indicative data. However, Appendix D shows that a disproportionate number of responses were from New Zealand stakeholders. This is counterbalanced by a larger number of Pacific Island stakeholder interviews.

The evaluation was constrained by one key limitation regarding the quality of the programme documentation. Programme documentation was patchy and difficult to reconcile in many cases (particularly for the largest programmes of work), and in several cases, documents (such as application forms or reports) were missing. As a consequence, the evaluation is unable to provide a definitive statement on the number of applications received, approved, and declined. This issue was most pronounced in the Samoa Dogs programme (which was the largest programme of work under the PacificTA). However, during the course of the fieldwork, the evaluation team became aware of a small number of additional applications (some informal), where documentation was lacking. These were followed up with the LGNZ PacificTA manager, with supporting/missing documentation or information being provided in some instances. However, as a result of these information gaps, the evaluation team is less confident about the number of applications that did not progress, or approaches that may have been made to the LGNZ PacificTA manager that did not eventuate in a formal application.

1.1.2.2. Notes to the report

Local government arrangements vary widely in the Pacific and responsibility for delivering local services lies in different agencies and levels of government. This report refers to 'local government' in a wide definition, including agencies responsible for fulfilling functions and services typically associated with local government (such as refuse collection, water and sanitation, urban development, asset management, transport and revenue collection).

2. Evaluation findings

The following section presents evaluation findings on PacificTA design and delivery, and progress towards achieving intended outputs and outcomes over 2012-2015.

2.1. Design and implementation of PacificTA

The findings in this section have been summarised under key areas of PacificTA relevance, resource use and governance/management.

The PacificTA design included a number of key features: short-term technical assistance (TA) of up to two weeks, with the potential to conduct multiple TA visits, delivered by technical advisors drawn from a pool of local government expertise that could be accessed relatively swiftly and easily (i.e. without lengthy procurement processes associated with going to market). TA visits could also include PIC stakeholder visits to New Zealand for training and upskilling. The Activity Design Document identifies the PacificTA objective: *"to support PICs to increase their capacity to improve service delivery at the local level in these areas of responsibility, that correspondingly improves the quality of life for citizens."* (MFAT n.d: 5).

- **The PacificTA is regarded as highly relevant and responding to a clear need in the Pacific**. The vast majority of stakeholders deemed the PacificTA to be an appropriate design to deliver technical assistance to local government institutions. Reasons include: limited alternative support opportunities available to local government institutions in contexts where the majority of aid is channelled through central government agencies; and because local government frequently has low levels of capability (relative to central government agencies). The wide eligibility criteria, offering a broad scope for potential applications, is also appreciated by those stakeholders who are aware of the criteria. PacificTA relevance is enhanced by the strong links New Zealand has with many PICs, and in some cases, points in common on the size and scale of local government in New Zealand compared to assistance provided by other larger countries such as Australia

---

"It brings a new way of seeing things, new ideas, sharing experience with us. Through that assistance, that is the key outcome." PIC government stakeholder

"The reason we get involved [is] because there might be staffing or resource that isn't available locally, our involvement has been to provide assistance to locals staff who may not have the technical experience or background…In that regard we've been able to provide quite a lot of input to the programme and helping them to see what the possibilities are and be able to upskill them to be able to take up the project locally." Technical Advisor New Zealand

---

- **Although the PacificTA is broadly agreed to be responding to a clear need, the Facility responds to requests on a case-by-case basis** and has not undertaken any systematic scoping of the scale (breadth and depth) of need in specific technical areas across eligible PICs. Such scoping would increase PacificTA relevance, as would mapping PacificTA's 'offer' against other bilateral and multilateral support to relevant programming areas (such as urban development). It is important to note here the evolving nature of the Activity over 2012-2015 and that PacificTA managers did not initially know the scope of demand.

"We have looked at opportunities that have presented themselves. We have been quite good at responding to that need. But, what is that total need? I don't know…I'm not sure we have worked out the scale of need. The fundamental question is, what is the scope of demand?" New Zealand local government stakeholder

- **Overall, PacificTA design is appropriate to meet pockets of technical assistance need.** When asked about PacificTA design, stakeholders thought the duration of TA visits, the delivery method (practitioners from local government in New Zealand), and the possibility of multiple/longer-term assignments were appropriate. Whilst some stakeholders who hadn't had direct experience with the Facility expressed reservations about the sustainability of such short-term TA, those who had been directly involved in the Facility felt that overall the TA – despite its short-term nature – was worthwhile, but with some provisos. These were: the possibility or actuality of follow up visits; the extent to which capability building was incorporated into the technical assistance; and the utility of outputs (primarily reports) for some contexts.
- **Most stakeholders view the application process as simple and fit for purpose.** Those stakeholders who had experienced the application process nearly all reported they felt the application process was simple, and assistance provided by LGNZ during the 'pre-application' phase was very valuable. Several stakeholders, however, reported they were unclear about the application process and more information would be helpful. Some stakeholders were also unclear about who was responsible for initiating, drafting and progressing the development of applications. This included not only in-country counterparts, but also MFAT staff at post. With one exception, applicants reported the application process to be prompt, and correspondence and arrangements once an application was approved, to be smooth and positive.

"We would draft the ToR and give it to [LGNZ]. And [they] give feedback…it's straightforward." PIC government stakeholder

- **Stakeholders regard LGNZ management as relevant, due to LGNZ's relationship with the New Zealand local government community** and ability to match advisors to assignment. As noted above, stakeholders find PacificTA to be an effective outsourcing of the procurement process for technical expertise. These stakeholders also noted, in addition to timesaving, PacificTA supported them to source an appropriate expert. Some stakeholders found administration of the PacificTA to be confusing, however, with many unaware the Facility is funded by MFAT. This may have contributed to confusion over roles and responsibilities, as well as meant lower visibility of the New Zealand Aid Programme.

"Our procurement system is very complicated…and sometimes that can have an implication on the timeframe of project delivery. We've had really great help from this…It's basically someone else doing it for you, it's a big tick for that, because we can't really get three TAs in three months. We could maybe get two TAs a year [if they were doing directly]." PIC government stakeholder

"I think the design works well for us, we have had the challenges of trying to procure someone [through VSA] and that process took over two years. Through this we've been able to rapidly access human resources." PIC government stakeholder

- **PacificTA design assumed in-country counterparts' ability to effectively identify technical assistance needs and access the Facility**. The PacificTA has operated under a broad assumption that (once aware of the Facility), prospective applicants would be able to effectively identify relevant areas of need and seek support. This assumption is likely to have acted as a contributing/magnifying factor in the low uptake (see section 2.1.1.1 for further details). The evaluation spoke with a number of PIC local government stakeholders who struggled to identify ways they could apply PacificTA support to their needs. Many stakeholders reported that access to information on the type of projects that can be supported, would assist greatly them to effectively scope an application. A second key barrier was low understanding of what local government in New Zealand encompasses. A clearer understanding of the responsibilities held by local government in New Zealand could also assist these stakeholders to identify potential TA support.

2.1.1. Allocation and use of resource

This section describes the allocation and use of resources by the PacificTA over 2012-2015, including time, money, and other resources such as relationships/ networks, governance, and project management.

2.1.1.1. Overall expenditure

The PacificTA activity was granted an indicative funding budget of up to $750,000 per annum. This estimated budget included: 0.5 FTE technical expertise and management at LGNZ; secretarial and administrative support; travel allocation for LGNZ to oversee provision of the technical support; and an allowance for other incidental costs such as travel for steering committee members, bank fees etc.

Table 2 below shows the initial estimated budgeted costs (pro-rated for the 3.5 years within scope of the evaluation), the actual budget allocation from MFAT over this period, and the actual spend. This table shows that there has been an underspend overall of $422,870 as at 31 December 2015. There has been a modest underspend in Pacific TA administration ($511,000 allocated compared with a spend of $457,472), primarily due to slightly lower travel expenditure by LGNZ, as the other costs are fixed/set fees. (See Appendix E for detailed breakdown of spend per year).The greatest underspend was technical assistance ($839,000 allocated compared to $469,658 spent), leaving 44 percent of the available allocation for technical assistance remaining unspent.[1] It is important to note that this TA expenditure does not include the TA provided by New Zealand local authorities through releasing staff to deliver pro-bono technical assistance (see section 2.1.1.3 for further detail on number of TA days provided). Thus, LGNZ's management and delivery of technical assistance includes both PacificTA allocated budget and significant in-kind support from the local government community.

[1] Underspend has occurred across all 3.5 years with the greatest underspend in Y1 (July 2012 – March 2013) when the activity was getting established.

Table 2. Estimated, allocated, and actual expenditure for the PacificTA from 1 July 2012 – 31 December 2015.

	Cost estimates (activity design document)	Allocated budget	Actual spend	Under/over spend
Pacific TA Facility* and Steering Committee management, administration and provision of technical assistance	$146,000 per annum = $511,000 for 3.5 years	$511,000[2]	$457,472	$53,528
Cost of Technical Assistance Delivery**	$604,000 per annum = $2,114,000 for 3.5 years	$839,000	$469,658	$369,342
Total	$2,625,000	$1,350,000	$927,130	$422,870[3]

* This includes the 0.5 FTE salary of the Local Government New Zealand technical advisor/programme manager.

** This includes the flights, per diems, and insurance costs of delivering technical assistance, but does not include the cost of technical expertise which was provided pro bono.

2.1.1.2. Expenditure by country

Over the 3.5 years within scope of the evaluation, technical assistance has been delivered to eight of the 11 eligible countries. Overall spend per country is shown in Figure 2 over page (See Appendix D for detailed expenditure per country per year).

Figure 2 (and Table 2, Appendix E) shows that by far the greatest spend has been in Samoa, receiving 66 percent ($309,778) of the total spend on technical assistance. Of this $309,778, $208,852 (or 44 percent of the total expenditure on technical assistance) has been spent on technical assistance to the dog control programme (see Appendices F and G). This is followed by Kiribati ($40,745 over 2012-2015), Fiji ($37,763 spent in 2015) and the rest varying between $6,118 (Niue) and $26,115 (Vanuatu).

It is worth noting that total spend itself does not provide a complete or accurate picture of the assistance received, as countries such as Kiribati incur higher travel costs.

[2] Note that the income from MFAT does not differentiate between administration costs and technical assistance. However, the administrative costs are fixed costs (set fees), so the initial cost estimates for this line item have been carried forward to the actual allocation.

[3] Note there is a consequential error due to rounding that accounts for a discrepancy of $2 between LGNZ expenditure report as at 31 December 2015 and the figure calculated here.

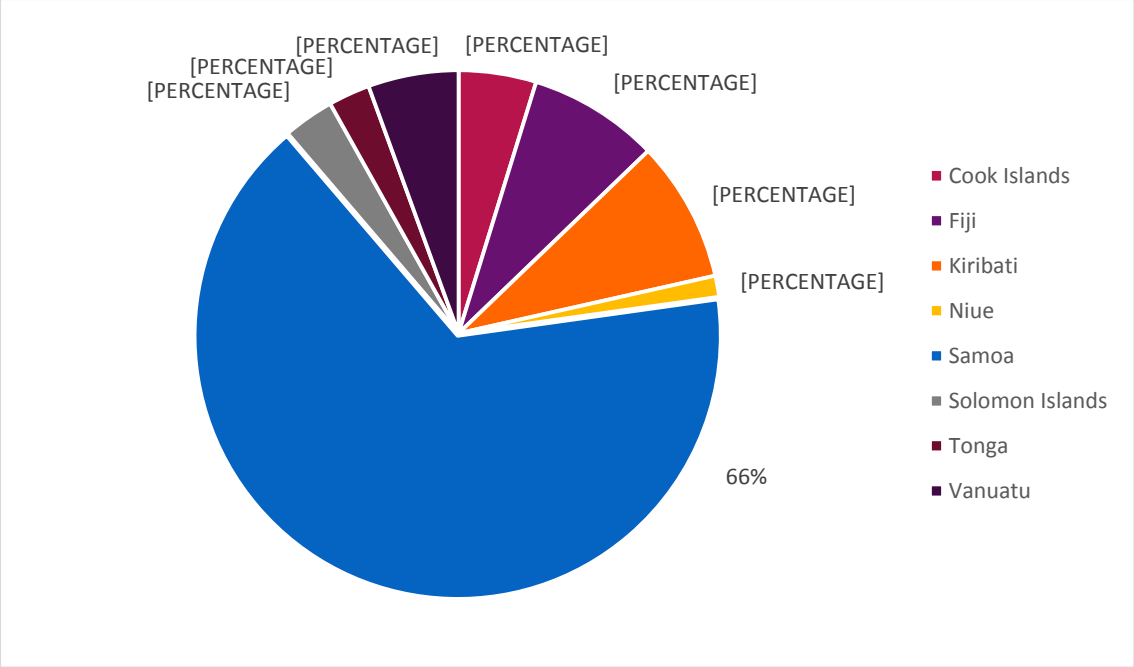


Figure 2. Expenditure by country July 2012 - December 2015.

2.1.1.3. Profile of the technical assistance delivered

From 1 July 2012 – 31 December 2015, 627[4] days of technical assistance have been delivered by 56 people, representing 24 organisations (See Appendix F for a detailed breakdown). Whilst most (18) of these organisations are local government organisations, assistance has also been provided by Envirowaste, LGNZ, New Zealand Transport Authority, Massey University, Eurofins, and Watercare Services Limited (a council controlled organisation). Over half of the total number of days was invested in Samoa (377 days), and the Samoa Dog control project (278 days), followed by Kiribati (86 days), Vanuatu (44 days), the Cook Islands (39 days), Solomon Islands (24), Tonga (20), and Niue (13).

In addition to TA delivered in PICs, PacificTA has also provided for a total of 231 days of PIC partner visits to New Zealand (148 days for the Samoa Dog Control programme, 47 days for the Apia Waterfront Development programme, and 36 days for the Fiji Water Authority programme).[5]

Auckland Council and Hutt City Council have provided by far the greatest amount of technical assistance, primarily due to their heavy involvement in the Samoa Dog Control project and for Auckland Council, the Apia Waterfront Development project (Table 2, Appendix F). The remaining 16 councils have all provided broadly comparable support involving between one – five trips. The average length of each technical assistance trip was 6.2 days, ranging from one (Samoa) to 15 (Kiribati) days in length.

2.1.1.4. Governance and management of the PacificTA

[4] Note that this calculation is based on the detailed expenditure information provided by LGNZ in each annual progress report. These reports do not make any distinction/separation of travel days from days delivering technical assistance. As such, these figures are *indicative* only.

[5] The Pacific TA has funded at least eight trips to New Zealand from Samoa. Five trips to New Zealand (involving 15 people) for the Samoa Dog Control project, at least two trips involving six people for the Apia Waterfront Development programme, and one trip to New Zealand involving six personnel from the Fiji Water Authority.

The PacificTA is governed by a steering committee with MFAT, LGNZ and New Zealand local authority representation. The committee meets twice a year and conducts business via email throughout the year.

- **Those most closely involved in the Facility felt the governance approach is appropriate**. This includes for example, decisions on unexpected issues (such as the ability to pay for small costs incurred by technical advisors whilst in-country) were able to be effectively resolved under the governance arrangements. However, for larger governance issues, there is little documentation of the steering committee's strategic oversight of the Facility and consideration of overall funding allocation in particular.
- **Stakeholders valued the role of the LGNZ PacificTA manager, but the scope of this role in delivering technical assistance is unclear**. PacificTA management is described by stakeholders as responsive and helpful to all inquiries (from applicants and technical advisors). The LGNZ PacificTA manager role provided assistance at all stages in the TA process: identification and development of potential applications, working closely with many of the applicants to ensure they were well drafted (including a few instances drafting the application on behalf of applicants who experienced difficulties in completing this process). In addition, the LGNZ PacificTA manager delivered TA (for example, delivering strategic planning TA in the Apia Waterfront Development). Whilst responsive, this approach likely contributed to stakeholder confusion about roles and responsibilities between the LGNZ PacificTA manager and MFAT in-country. An example is some MFAT at post stakeholders' comments that they would expect to be more closely involved in identifying and scoping TA applications. The LGNZ PacificTA manager's role promoting, identifying, scoping and delivering TA also suggests this role is spread quite thinly across a wide range of responsibilities.

"[LGNZ] did a really good job selecting the right people." PIC government stakeholder

"[LGNZ] is always on, chasing things, making sure we are doing [things]. And [the manager] has been working in that role for quite some time" PIC government stakeholder

---

- **The role of the LGNZ PacificTA manager was pivotal in identifying potential technical advisors in New Zealand local authorities** and in inducting them into the local context (in many instances accompanying technical advisors on their first trip to assist in this process). Technical advisors also report this role provided guidance and feedback on TA reports, to ensure reports were as clear and useful as possible for in-country stakeholders. Some technical advisors, however, felt communication could have been stronger from the Facility. Some did not feel sufficiently briefed before leaving, and others identified a lack of information/communication during the follow-up or prospective follow-up phase, including, receiving a formal debriefing.
- **Several TA advisors highlighted the value of developing a form of 'community of practice'** where advisors could be put into contact with previous advisors who have worked either in the same country, or in the same areas. Most advisors were unaware of other work being undertaken elsewhere but emphasised how valuable being able to create and maintain a conversation with professional colleagues on how to effectively deliver the kind of TA occurring under the Pacific TA.

"At times I've been a little bit unclear about email contact…knowing whether to get in touch with [country counterpart] or if its best to go top down." New Zealand local government stakeholder

"I was a little bit lost [in the reason for my involvement] for some of the meetings." New Zealand local government stakeholder

"It's a little bit open at the moment, [in] limbo, I'm not sure what's going on, if there is going to be more….it would be nice to know one way or the other. 'Thank you very much, we'll see you later'…or [there is more]." New Zealand local government stakeholder

"It talked about developing capabilities, but it didn't talk about who and where and when – that was the vague bit" New Zealand local government stakeholder

- **Project processes and management systems could be stronger**. The evaluation found the systems and processes that support smooth and effective project management were patchy. This was exemplified by the challenges faced by the evaluation team to access documents that established the documentation 'chain' from an expression of interest, to application submission, TA scoping and objectives, and final TA report. This was particularly challenging for the TA delivered under the Samoa Dog Control project. Some of the challenges technical advisors described (such as lack of clarity around roles, responsibilities, and communications) also reflect weaker areas of Facility management and administration processes.

2.1.2. Effectiveness of PacificTA 2012-2015

The following section considers PacificTA progress towards achieving intended outputs and outcomes over 2012-2015. Outputs and outcomes (shown in shaded italics below) were identified from the Activity Design Document (MFAT n.d: 17). The section also considers the extent to which sustainability and capability are developing. Case profiles of PacificTA delivered in the three countries visited by the evaluation are included in Appendix G.

2.1.2.1. Outputs

Details on a range of outputs, including the number of applications, numbers of assignments, and countries assisted have been provided in section 2.1.1. This section considers the quality of outputs and the ways this affected achievement of outcomes.

Pacific Island Country and New Zealand stakeholders are engaged

- **Over 2012-2015, PacificTA delivered 19 TA assignments** (see Table 3, Appendix F). Assignments have been delivered in three distinct ways over 2012-2015:
  - one-off TA visits involving single visits from a technical advisor working in-country (n=9)
  - short engagements with two-three technical advisor visits on the same project (n=7)
  - longer, more comprehensive, TA delivery, with multiple technical advisors over multiple years (n=3).

Three eligible countries (Papua New Guinea, Tuvalu and Tokelau) did not access the PacificTA. The lack of uptake from Papua New Guinea is particularly striking, given this country's extensive need for strengthening government systems and service delivery, as well as Government of Papua New Guinea's strategic priorities for Provincial and District government. In this context, however, it is important to note that Papua New Guinea has local government support from other donors (principally Australia).

- **Awareness of the PacificTA in Pacific Island Countries is low beyond those stakeholders directly involved in TA assignments.** In the three countries visited by the evaluation (Samoa, Kiribati and Cook Islands), PacificTA recognition was limited among indirect but relevant stakeholders. Such stakeholders include lead members of national local government associations and councils leadership roles, who would be expected to act as key channels for PacificTA in-country. MFAT at Post are also key channels for dissemination of PacificTA in-country, but PacificTA awareness varied amongst MFAT at post stakeholders consulted by the evaluation. Those directly involved in PacificTA assignments are more aware of the Facility; however, some of these stakeholders still stated they were still unclear on the process for applying to PacificTA support. MFAT bilateral desk staff (and sometimes MFAT at post if an application is specifically aligned to a bilateral sector interest) have the opportunity to review PacificTA applications put to the Steering Committee for approval. Approximately 20 percent (8 out of 43) survey respondents were not aware of the PacificTA.
- **The mechanisms to communicate and publicise the PacificTA have only been partially effective.** LGNZ PacificTA manager's scoping and technical assistance visits to eligible countries appears to have been the primary mechanism to communicate and promote the PacificTA. A number of stakeholders identified this as a bottleneck and risk for the Facility. Other promotion channels have included a presentation at the 2014 Commonwealth Local Government Forum conference. MFAT Wellington also issues a formal communication about the PacificTA Facility to Posts annually. Communications collateral are limited however (communications collateral include the LGNZ PacificTA webpage which has application criteria, application form, and a number of project reports available)[6]. There is an application process diagram, but this is not publically available. In general, stakeholders had very limited awareness of the webpage and many expressed interest in more detailed information about the application process, timelines and what needs to be provided by PIC hosts.

"My office [is] not informed when they come in-country and why they came. My office don't (sic) get briefed before they leave." PIC government agency stakeholder

"It [PacificTA] has been a very successful partnership [between LGNZ and MFAT], but it hasn't done as much in terms of spending and scope as I hoped." LGNZ stakeholder

Quality applications are identified and supported

[6] Ten reports from four countries http://www.lgnz.co.nz/home/our-work/pacificta/ Accessed 30 June 2016

Quality applications are understood to meet the following criteria: applications identify a technical need; originate from an appropriate agency with sufficient capacity to host TA and act upon TA results/recommendations; and are aligned with PIC strategic priorities.

- **Overall, *individual* PacificTA assignments have responded to a clearly identified area of technical need.** Most survey respondents thought PacificTA has identified eligible technical assistance gaps in PICs somewhat well (46%) or very well (32%). This process has been facilitated by the LGNZ PacificTA manager's hands-on role to identify and respond to areas of need through in-country visits and networking. PacificTA applications met eligibility criteria, but the process for identifying whether TA applications are needed and feasible is not clear in the documents reviewed by the evaluation. This makes it difficult to judge the extent to which PacificTA is effectively identifying and supporting quality applications overall. The evaluation was aware of at least one formally declined application, and two that did not progress but did not have further information on the process for assessing applications.
- **A number of scoping visits were also made to assess potential for PacificTA support, some of which did not proceed to further TA** (such as the scoping visit to Honiara City Council to strengthen market management).

Quality technical assistance provided

The following dimensions of technical assistance quality are considered[7]:

1. Technical advisors have expert knowledge and skills
2. The technical solution is appropriate and effective (meets identified need).

- **Overall, stakeholders agree PacificTA advisors had the necessary expert knowledge and skill to deliver technical assistance.** Of the 19 TA assignments delivered over 2012-2015, most assignments' immediate objectives were met. These include immediate deliverables such as the development of tools or processes (e.g. the Niue Corporate Plan Template, Human Resource tools in Shefa Provincial Council, Vanuatu); technical assessment/review (e.g. of Betio Town Council revenue raising and Eua Water TA in Tonga); or provision of expert technical advice (e.g. Cooks Islands Water Storage).
- **When asked about the effectiveness of technical assistance, most survey respondents thought it was very effective (46 percent) or somewhat effective (35 percent).** A few stakeholders commented on the reporting mechanism for TA assignments, noting accessibility and utility of reports could be increased through visual presentation of information. An example is traffic lighting TA recommendations to indicate prioritisation (Kiribati Solid Waste TA). A few stakeholders also identified verbal strategies such as presentations as part of a 'debriefing' at the end of the TA visit.

> *There seems to be a breakdown where there is [a] reporting mechanism to ensure the effectiveness of the assistance given." PIC government agency stakeholder*

[7] These include indicators identified in the Activity Results Measurement Table: "TA provided is appropriate and effective" (MFAT n.d: 18).

- **It is difficult to determine TA objectives in a number of TA assignments because application forms do not contain much detail and reports are unclear on assignment terms of reference**. Some TA reports indicate terms of reference were ambitious and beyond the scope of short-term technical assistance. An example is the Dog Control TA to Kiribati goals "implementation of a robust dog registration scheme" "make dog owners responsible for their dogs" and "education to schools and community groups" (Chadwick 2013: 4). The magnitude of even seemingly straightforward goals such as "Increase dog registration" is revealed when considered against South Tarawa's urban population of over 100,000 people, and only 36 dogs registered. The pragmatic TA assistance provided was therefore more of a situation analysis and it is difficult to determine any direct results.
- **PacificTA has assisted delivery in some PIC high priority programme areas**. Direct stakeholders in Samoa felt PacificTA assisted progression of the Dog Control Programme and the Apia Waterfront Development programme. Both are high priority areas for the Government of Samoa with close oversight and reporting to the highest level of government (Prime Minister). Stakeholders clearly identified that they did not have the technical capability to deliver on these projects, and having a Facility that could provide specific technical expertise in these areas was highly valued, enabling the programmes to make good progress.
- **The Samoa Dog Control and Apia Waterfront TA projects stand out as examples of a very different approach to delivering TA assignments.** These projects feature larger programmes of work, with multiple technical advisors and numerous visits in-country[8]. Visits by Samoan stakeholders to New Zealand are also a feature of both projects. Together, these projects account for 58 percent of all TA days delivered under PacificTA 2012-2015 (with the Samoa Dog Control TA accounting for 44 percent of all TA days). Multiple visits are a key feature of these more programmatic TAs and overall, stakeholders felt this multiple engagement facilitated high quality TA engagement. Stakeholders also identified, however, that sustained benefits depend on the continuity of technical advisors being available for repeat assignments. PIC stakeholders value highly the opportunity to undertake training and fact-finding missions to New Zealand and identified clear instances of where this added value to the PacificTA delivered in Samoa (e.g. learning from the experience of 360°immersion in Auckland Council technical systems). Overall, however, it is difficult to judge whether similar training and upskilling results could have been achieved without New Zealand visits due to a lack of clarity in available documentation on intended objectives and achieved results of PIC stakeholders' visits.

"I think it's been really important having that continuity - and that's why I have stayed with this. I think it's a fantastic project and I'd like to see an outcome from it (not only from the time I've put into it, but locally)….You build up a knowledge of the history of the project, that's been critical for this to work." New Zealand local government stakeholder

"What often happens here is experts and externals provide all these grandiose reports, but because it's all done externally, its flicked through and read very quickly, but I don't

[8] See Appendix F and G for further detail.

think there is necessary ownership of it…[but what happened here] it's all been written and developed by PUMA". PIC Government stakeholder

"When we went over there we toured around the different waterfront projects in Auckland and Wellington…to analyse what's there, and compare with what is here. And we came back with a lot of data, and what was really helpful was we got to meet the people who run the projects over there…we sat down and brainstormed, and actually drew up a map, we went as far as that, and be selective [to reflect our context]…so we tailormake the idea, make our own flavour, instead of cut and paste. We ended up with a very satisfactory result." PIC government stakeholder

---

2.1.2.2. Outcomes

Improved planning and management in local government institutions and improved local service delivery

This section considers the extent to which PacificTA is contributing to stronger local government institutions and improved service delivery, including new/upgraded facilities; access to clean water; and sanitation (Activity Design Document).

- **Although most TA assignments met their immediate objectives, some assignments have been more effective than others in leading to change.** The evaluation found a number of factors affected TA effectiveness. These included existing capacity in-country (individual and organisational), as well as the existence of committed resource and leadership for TA outcomes and recommendations. Some TA assignments identified further assistance would benefit PICs and this led to repeat TA visits which appear, in most cases, to have strengthened results. Examples are the Solid Waste Management TA in Kiribati (Teinainano Urban Council); Human Resource Development TA in Shefa Provincial Council, Vanuatu; and corporate strengthening in Infrastructure Cook Islands (ICI), as well as the longer-term engagements of Samoa Dog Control and Apia Waterfront Development). It is likely one-off TA is more appropriate and effective for targeted assignments (e.g., where TA is delivered in a high capacity context).
- **There is evidence of improved planning and management in some local government institutions in the most effective TA assignments delivered under PacificTA**. This includes signs of improved service delivery in some areas (see Appendix E for a table of results for all TA assignments). Teinainano Urban Council capacity to plan and manage solid waste services is stronger following PacificTA engagement. This strengthened capacity, however, is mostly concentrated in one highly competent staff member. The success of this TA highlights the key importance of individuals' existing capability and skill-sets. This includes PIC counterparts (e.g. high competence in English) and New Zealand technical advisors' ability to teach, mentor and collaborate, as well as work effectively in developing country contexts.
- **Longer-term sustainability of PacificTA assignment results is difficult to judge due to the narrow timeframes since delivery, as well as the external factors affecting sustainability**. Overall, TA assignments sought to deliver both a technical solution/deliverable (e.g. a corporate planning tool), and to build capacity of PIC local government institutions. Where capacity has been strengthened, there are positive signs for sustainability such as in the TA to Infrastructure Cook Islands, which informed a recently approved submission to the Public Services Commission. ICI staff still actively apply TA advice. It is important to note a number of key factors beyond PacificTA control affect longer-term sustainability (such as staff turnover and dedicated budget for equipment replacement in waste management and dog control).
- **Although capacity building was a stated PacificTA objective, there is little information on how this was to be included in TA design**. Technical advisors identified a need for greater clarity on the scope and plan for capability building with PIC counterparts when planning TA delivery. Fifty-eight percent of survey respondents thought PacificTA capability building of PIC partners was somewhat or very effective. Where capability building had happened, however, survey respondents positively rated its sustainability (70 percent rating this as somewhat or very effective). Survey respondents were slightly more conservative in their rating of technical solution sustainability (61 percent rating this as somewhat or very effective). PacificTA reports indicate Facility managers are aware some TA

assignments require more intensive support. This includes, for example, the waste management TA in Honiara (Activity Progress Report, June 2015).

- **The development of on-going supportive and mentoring relationships between New Zealand technical advisors and councils has enhanced PacificTA sustainability**. Examples include the relationship between Teinainano Urban Council and PacificTA advisors (and with Betio Town Council to a lesser extent due to staff turnover). TA support to review the Samoa Building Code has resulted in a relationship with Wellington City Council that provides on-going advice and support.

Pacific Island Countries value LGNZ support

- **Direct stakeholders in PICs value the PacificTA highly**. TA offered by local government counterparts is valued for its practical, 'hands-on' nature, as well as the practitioner-to-practitioner aspect of advice. PIC counterparts also spoke highly of the opportunity to learn. PacificTA value is enhanced by the smaller scale of donor support targeted at local government institutions in many Pacific countries (as opposed to national level support). New Zealand technical advisors also value the opportunity to share their skills and knowledge with PIC counterparts. Delivering technical assistance in new, and sometimes challenging, local government environments meant valuable professional learning and development for many technical advisors. There are also significant levels of goodwill towards PacificTA goals among the local government stakeholders consulted by the evaluation. In particular, New Zealand local government stakeholders support strengthening Pacific local government, viewing these institutions as close neighbours.

"I think the goodwill and the relationships that we've built up through the work has been critical, absolutely critical to the success of the project so far. And you do need to spend time with people to develop those relationships. I've put a bit of time into this project, and I've done that quite willingly…There is huge good will we can engender through these projects." New Zealand local government stakeholder

---

- **Overall, PIC indirect stakeholders such as national government Ministries, aid coordination agencies and MFAT at Post, value the PacificTA but think this could be enhanced** by more coordinated and strategic delivery. Greater coordination with PIC processes for aid coordination was noted in particular. An example is the Cook Islands Development Coordination Division, which would like to vet all applications for development assistance to ensure harmonisation. Several MFAT at post stakeholders stated they expected to be involved in generating and assessing applications in order to ensure alignment with aid goals. These stakeholders also stated their knowledge of, and coordination with, the TA delivery in-country could be strengthened. This includes formal points of contact such as briefings and debriefings with PacificTA advisors.

"[PacificTA] allows networking of local government across the Pacific…We have a New Zealand Local Government Association but in the Pacific there is no way of sharing good practice [regionally]." New Zealand local government stakeholder

---

2.1.2.3. Enabling and constraining factors

A number of factors that enabled and constrained PacificTA achievement of outputs and outcomes emerged in the evaluation.

- **Enablers include** joined-up support between the PacificTA and other sources of support. An example is the Samoa Dog Control project, which received considerable direct support from Auckland Council, including provision of advice and information, job descriptions, equipment, and training from dog control officers (Activity Progress Report 2014: 4). This complemented the assistance offered on dog control under the PacificTA.

- **Close connections between PacificTA and MFAT at post positively affects PacificTA effectiveness**. A number of factors emerge within this: if MFAT at Post staff are aware of the Facility, this encourages appropriate and relevant applications; alignment with New Zealand Aid Programme and PIC Governments' strategic priorities, as well as existing support from other sources/donors; and effective targeting of PacificTA assistance within PIC organisations. An example of such alignment between PacificTA and MFAT at post is the solid waste management TA in Kiribati, which aligned well with the bilateral programme investment in urban development and solid waste initiatives (e.g. supporting refuse collection).

- **Stakeholders in the three countries visited by the evaluation identified the 'peer to peer' approach to delivering technical assistance as one of the most successful aspects of PacificTA**. The delivery of TA by advisors responsible for the same job, and who dealt with similar issues, meant assistance was readily translated into the local context. The value of the technical assistance was magnified by the fact that the advisors brought a depth and breadth of experience their in-country counterparts were able to learn from. Technical advisors were able to convey a wide array of suggestions, ideas, and other assistance beyond (but still related to) the specific scope of the assistance. Several stakeholders reported that PacificTA reports carry authority and in at least two occasions, decisions were progressed that had been challenged or stalled prior to the TA's visit.

- **Constraints include** the inadequate resources and powers of many Pacific local government institutions to deliver their mandate (effective local services, asset management and robust financial management). In addition, existing capacity within many Pacific local government institutions is low, inhibiting sustainability of technical assistance results. This is linked to another constraint on effectiveness, already mentioned above, where TA has been delivered in an area that does not have committed resource and/or leadership support for any follow up action. An example is the Cook Island Waste Education Centre (judged a feasible and appropriate development by the PacificTA report), did not progress, as there had never been dedicated budget for such a Centre. Another example of limited resource acting as a constraint on TA effectiveness includes lack of physical equipment such as a compactor vehicle in Betio Town Council landfill operations, or even minor equipment such as dog tags to issue with registration licenses (Kiribati).

- **Pacific local government institutions also face many of the demographic and development challenges faced by PIC national governments**. These include rapid population growth, and high unemployed/underemployed youth populations in particular; increasing urbanisation, creating pressure on urban infrastructure and land use; and the impact of natural disasters/climate change.

2.1.3. Cross-cutting issues

- **The evaluation did not find any evidence that cross-cutting issues have been addressed within PacificTA design and delivery to date.** The PacificTA results framework (see Figure 2) does not

identify gender, human rights or environment outcomes. PacificTA design notes provision of local services is directly relevant to individuals' basic human rights (quality of life and access to essential services): "Effective and responsive local governance is crucial to improving social, economic and, environmental well-being for all members of the community." (MFAT n.d: 15). However, PacificTA applications and guidance do not reference cross-cutting issues (for example, asking applicants how cross-cutting issues may be relevant or addressed in potential TA assignments). When asked about cross-cutting issues within PacificTA design, delivery and results, stakeholders found it difficult to comment. Activity Progress Reports (2013/14 and 2014/15) do not mention cross-cutting issues.

3. Future design and support and recommendations

This section considers the lessons learned from the PacificTA to date, under the following questions (evaluation objective two):

1. What can partners learn from the design and implementation of PacificTA?
2. What should be built on or amended in order to further develop the Activity?
3. How can efficiency be improved?

Lessons are presented under three key areas: PacificTA access and uptake; design and delivery; and resourcing and efficiency. The current PacificTA is scheduled to end June 2017. Recommendations have been made with this in mind, but because there is scope for the continuation of this Facility, recommendations have also been framed to guide any continuation and/or scale up in investment.

3.1. PacificTA access and uptake

While PacificTA has been delivered to well-defined pockets of need, this has been primarily reactive rather than proactive. A reactive model of identifying need assumes PacificTA is demand driven i.e. PIC local government stakeholders know about PacificTA support and are able to identify where and how it can assist. The evaluation found low awareness of PacificTA and confusion among some PIC stakeholders about PacificTA access. Both these factors inhibited uptake and access of the Facility in many PICs and likely contributed to the heavily weighted delivery in Samoa where PacificTA knowledge and access were well established.

Recommendation

Strategic

1. **Develop a communication strategy setting out the means of accessing the PacificTA and the scope of TA the Facility supports.** The communication strategy should be multi-method (personal networking; online presence; print), and identify key communication channels, purposes, audiences and processes. The strategy should also identify PacificTA roles and responsibilities. Specific examples of operational elements the communication strategy should include are:

    - Application packs with criteria information, application form and process details (e.g. timelines, steps in the process, and who is responsible for different steps). Publication of the current process diagram with additional details on timeline would be an easy first step.
    - A regular (quarterly/six monthly) 'newsletter' style communication to key stakeholders (MFAT at post, key PIC stakeholders, technical advisors who have previously delivered/are delivering TA) that provides an overview of the activities undertaken across the Pacific and upcoming assignments.
    - Details on expectations of host agencies to support advisor in-country (e.g. designated counterpart, workspace, access to computers).

3.2. PacificTA design and delivery

The PacificTA has been delivered in three distinct ways over 2012-2015: one-off TA visits; targeted engagements with multiple visits by the same advisor on the same project; and more comprehensive longer-term TA. Delivery has also been spread across eight (of 11) eligible PICs and all areas of local government's broad mandate. The flexibility of PacificTA design and evolving nature of the Facility has enabled this

adaptable approach. Such flexibility has meant PacificTA has been able to respond to need on a case-by-case basis. However, the PacificTA has lacked an overall strategy to apply funding to identified need or priority (e.g. local government areas with: greatest need; least opportunity for alternative donor support; and/or strongest alignment with other investment to enable leveraging of impact). The effective delivery of PacificTA technical assistance within larger programmes (as in the Samoa Dog Control and Apia Waterfront Development projects), arose from a joined-up approach between PacificTA, other programme partners (e.g. Government of Samoa and Auckland Council), and MFAT at post. The continuity of technical advisors available for repeat assignments is a key element of longer-term TA effectiveness, but this cannot be assumed.

PacificTA's key design features (targeted TA sourced from an eligible pool of expertise) are valuable and should be retained. This design allows well-scoped longer-term programmes (e.g. bilateral programmes), to access TA expertise at the right time and place, and allows LGNZ to forward plan technical advisor availability. However, such integration of PacificTA into longer-term programmes requires strong management and oversight, as there is a risk PacificTA input can evolve into a larger programme of work than was perhaps originally intended (e.g. the Samoa Dog Control. See section 3.3). A pool of local government technical expertise also allows the New Zealand Aid Programme to deploy rapid TA to respond to unexpected requests or events (e.g. natural disasters). A deliberately mixed approach therefore offers advantages.

Although capacity strengthening is an important component of PacificTA intent, the ways this was to be achieved were not clearly articulated. Such articulation would include, for example, identifying capacity building objectives on application forms, as a part of technical TA scoping, as well as sustainability of technical advice or solution provided under TA (although sometimes a need for further TA is identified). Capacity building in practice most usually meant PacificTA technical advisors worked with local counterparts to build knowledge, skills and capability. Where this capacity building has happened, it has been due to the individuals involved (e.g. advisors willing to continue to provide advice via email), rather than specific and explicit capability building objectives and guidance. The core feature of PacificTA allows PIC stakeholders to learn from New Zealand local government expertise and this should be facilitated.

The utility of reports and active sharing of PacificTA lessons could be improved. Most TA assignments had a report as their key deliverable. The LGNZ PacificTA manager (and in at least one case, MFAT at post) have done considerable revision to reports to increase utility for PIC audiences. For some PIC stakeholders, a report is not the most appropriate key TA outcome, due to job scope or limited English. Capturing intangible outcomes and lessons of TA assignments is challenging, but active facilitation of sharing lessons learned (e.g. via a community of practice for TA advisors) will enhance effective PacificTA delivery of results.

Recommendations

Retain the flexibility of PacificTA design, which allows for a mix of different TA types, and improve effectiveness of TA through the following actions:

Strategic

2. **Continue to align all PacificTA assignments with New Zealand Aid Programme investment priorities and prioritise applications that are clearly aligned with PIC strategic/ sectoral development plans.** Continue to deliver PacificTA alongside bilateral programmes where appropriate, and consider where leverage opportunities can be identified to deliver PacificTA alongside other mechanisms such as Volunteer Service Abroad. Where PacificTA is delivered under a longer-term approach, alignment with New Zealand and PIC priorities is particularly critical to ensure PacificTA effectiveness.

3. **Revise the PacificTA Results Framework to show intended contribution to New Zealand Aid Programme and PIC development plans**. Revision should consider evaluation recommendations 2, 4, 6 & 9. The Framework should be used as a tool to guide Facility delivery and results reporting, enabling the annual report to demonstrate PacificTA achievements and constraints across intended outcomes. This will assist Steering Committee appraisal decisions and provide evidence to inform any change in PacificTA strategic direction (see recommendations 7 & 8).

Operational

4. **Identify explicit and feasible capacity (organisational) and capability (individuals) building opportunities in collaboration with PIC stakeholders and TA advisors**. This includes at scoping stage: outlining integration of capacity building in TA assignments; identifying objectives, risks and limitations; and providing guidance to TA advisors (e.g. a 'quick guide' tool of one-two pages suggesting successful approaches tried by other TA advisors (see Recommendation 5).

5. **Invest in a simple mechanism to share results and lessons learned with PIC partners, MFAT country programmes, New Zealand local authorities and TA advisors**, in order to build knowledge of how PacificTA support can work most effectively. TA results and lessons must be presented appropriately for PIC partners in order to increase utility. This could include developing best practice exemplars of actionable reports and results communication strategies (e.g. presentations). Systematically seeking feedback from PIC partners on what works well in TA reports will also help to develop a 'best practice template'. Because of the geographic spread of stakeholders, a simple web-based forum to share practice and experience would maximise accessibility. Such a platform could be accessible via a log-in and relevant stakeholders invited to join.

6. **Provide guidance to LGNZ from MFAT on Aid Programme expectations for integrating cross-cutting issues within PacificTA delivery**. This could include: reviewing the Activity Results Framework to consider gender, human rights and environment/climate change; identifying opportunities and risks for cross-cutting issues in TA scoping; and reflecting on cross-cutting issues in reporting.

3.3.PacificTA resourcing and efficiency

Over 2012-2015, annual PacificTA expenditure has had a consistent underspend in the allocated TA budget. There is also a well-established ongoing need to strengthen PIC local government delivery of essential services. This indicates there is unmet need the PacificTA could respond to, within its existing allocation. PacificTA's innovative approach used New Zealand local authority expertise to respond flexibly to TA applications on a case-by-case basis. This meant PacificTA met pockets of TA need across eight PICs, but did not assess need more broadly. Due to low uptake, the potential scale of PacificTA response was not fully tested over 2012-2015.

The balance of PacificTA resource use over 2012-2015 was heavily weighted in one country and one project in particular (Samoa Dog Control). Rationale for this weighting is not visible in PacificTA documentation. Strategic oversight of PacificTA resource allocation could be expected to consider questions about the most effective funding model for large-scale TA areas such as the Samoa Dog Control project (e.g. full-time technical advisor contract or a stand-alone programme). The added value and intended objectives of specified stakeholders visiting New Zealand to augment PacificTA delivery in PICs should also be clearly documented.

Increased alignment of PacificTA investment with both New Zealand and PIC government strategic priorities will increase effectiveness and efficiency. Small-scale and more comprehensive TA should be expected to

leverage off other activity investment. Under such alignment, the efficiency of an expert advisor pool, available without lengthy procurement processes, can be most effectively realised.

The LGNZ PacificTA manager's role communicating the Facility and facilitating access in PICs is pivotal, but this is constrained by capacity (0.5 FTE), when the role has been the primary means to promote, identify and scope TA on the ground in PICs (as well as manage the Facility and sometimes deliver TA). In addition, the manager role is expected to be across eleven eligible PICs, representing a very broad range of issues and needs. Whilst this role has been effective in facilitating effective TA assignments, more strategic connections need to be made with MFAT at post and indirect PIC stakeholders (e.g. heads of local government associations; aid coordination agencies; and local government leaders), in order to increase efficiency of LGNZ PacificTA manager's time. Promoting the PacificTA and generating eligible applications through in-country networks, and through MFAT at post staff in particular, will maximise PacificTA uptake and provide a clearer picture of the scope of TA need in PIC local government.

The evaluation found Facility management needs strengthening to document project processes, especially TA assignment objectives and results over time, as well as accessibility of project and financial information.

Recommendations

Prioritise efforts to expand PacificTA to spend the full-allocated budget between now and 31 May 2017, and improve efficiency and accountability by the following actions:

Strategic

7. **Review results of expanded delivery between now and 31 May 2017 to test PacificTA capacity to respond to increased applications and TA.** This review should guide decisions around resourcing requirement for any next phase. This includes scoping New Zealand local authority capacity to provide pro bono resource on a larger scale.

8. **Increase PacificTA Steering Committee strategic oversight of resource allocation and criteria for the optimal mix between delivering short and long-term TA**. Where PacificTA is delivered under a longer-term approach, this must be carefully scoped and reviewed to ensure PacificTA is the most appropriate support model.

Operational

9. **Increase promotion of PacificTA with eligible PIC partners to encourage uptake**. This involves coordination with key partners, including, MFAT development managers at post, Aid Coordination departments within PIC governments, MFAT country desks (Wellington) and Local Government Association bodies (regional and national).

10. **Reduce LGNZ PacificTA manager travel time delivering PacificTA on the ground in PICs by more strategic use of in-country networks and partners to identify and scope TA.** This will build on relationships and networks established to date and increase TA applications to be further scoped with the LGNZ PacificTA manager's specialist expertise.

11. **Implement stronger (more transparent and accountable) project management.** This includes well-defined roles and responsibilities in PacificTA governance, management and administration. Project processes (TA application, scoping, appraisal, terms of reference and report) and financial reporting must be well documented and accessible. Implementing a results monitoring system to record and aggregate TA assignment results will enable PacificTA to report against the Results Framework (recommendation 3) and clearly demonstrate contribution to stronger delivery of essential services in PIC local government.

4. Overall conclusions

Overall, the evaluation found the PacificTA to be a highly relevant programme, which is responding to a clear need. In many PICs, local government institutions continue to face capacity gaps to strengthen delivery of local level services and responsibilities. Uptake of the Facility has been lower than expected, leading to a consistent underspend on technical assistance. Low awareness and understanding of the Facility appears to be key reasons for this.

PacificTA has contributed to strengthening capacity in pockets of local government in the Pacific, but this could be expanded. Results of technical assistance delivered under PacificTA need to be reported and shared with stakeholders. Those who have received assistance are very positive about the technical advice and solutions provided. Technical advisors also reported involvement in PacificTA to be enriching and valuable.

PacificTA efficiency could be enhanced by more strategic connections with MFAT at post and PIC partners. Continued alignment with New Zealand Aid Programme Investment Priorities will enhance the effectiveness and impact of technical assistance by creating opportunities for leverage across activities.

5. References

Reports

Lister. A (Gisborne District Council). (2013). *Cook Islands, Waste Education Centre, July 2013.*

Maguire. B (New Zealand Transport Agency) and Sullivan. F (Local Government New Zealand). (2013). *Cook Islands, Ministry of Infrastructure and Planning, November 2013.*

Maguire. B (New Zealand Transport Agency). (2014). *Cook Islands, Infrastructure Cook Islands (ICI), Business Planning, May 2014.*

Saywell. J (Porirua City Council). (2013). *Cook Islands, Atiu Water Storage, September 2013.*

Chadwick. C (Hastings District Council). (2013). *Kiribati, Dog Control on South Tarawa, November 2013.*

Staite. M (Selwyn District Council). (2014). *Kiribati, Financial Adviser to Betio Town Council: Focus on Revenue Raising, December 2014.*

Way. B (Central Hawkes Bay District Council). (2013). *Kiribati, Solid Waste Management, April 2013.*

Way. B (Central Hawkes Bay District Council). (2014). *Kiribati, Solid Waste Management, July 2014.*

Aitken. B (Taupo District Council). (2014). *South Tarawa, Kiribati, Waste Management Review, July 2014.*

Staite. M (Selwyn District Council) and Thompson. J. (2015). *Kiribati, Financial Advisory to Betio Town Council, November 2015.*

Drew. C. (Greater Wellington Regional Council). (2014). *Niue, Corporate Plan Template Project, August 2014.*

Drew. C (Greater Wellington Regional Council). (2015). *Niue, Government Corporate Planning Exercise, May 2015.*

Sullivan. F (Local Government New Zealand), Bodman. G, Exler. L, and Deane. R (Auckland Council). (2013). *Samoa, Implementation of the Canine Control Act (2013), October 2013.*

Deane. R (Auckland Council) and Sullivan. F (Local Government New Zealand). (2014). *Samoa, Implementation of the Canine Control Act – Establishment Phase Review, September 2014.*

Wilson. P, Marler. R, Duguid. J (Auckland Council) and Dawe. I (Greater Wellington Regional Council). (2014). *Samoa, Apia Waterfront Development, May 2014.*

Jennings. G (Auckland Council) and Sullivan. F (Local Government New Zealand). (2015). *Samoa, Apia Waterfront Development, Project Brief for Play Space Development Sogi Precinct, March 2015.*

Marler. R, Jennings. G (Auckland Council), Dawe. I (Greater Wellington Regional Council), and Sullivan. S (Local Government New Zealand). (2015). *Samoa, Apia Waterfront Development, March 2015.*

Greater Wellington Regional Council. (2015). *Apia, Waterfront Monitoring Programme, May 2015*

Whyte. K. (2014). Samoa. *DMU Placement 12 to 20 August 2014.*

Te Kawa. K (Hutt City Council). (2015). *Samoa, Implementation on dog control activities, June 2015.*

Dalton. L (Hutt City Council). (2015). Samoa. *Report on first quarterly assignment to support the Dog Management Unit in Apia.*

Dalton. L (Hutt City Council). (2014). *Dog Management Unit, Samoa.*

Kuipers von Lande. R (Massey University). (2015). *Report on Samoa Spay / Neuter programme – APS and Massey University.*

Marler. M (Auckland Council), Dawe. I (Greater Wellington Regional Council), and Sullivan. F (Local Government New Zealand). (2015). *Samoa, Apia Waterfront Development, August 2015.*

Scott. M, Taane. S (Wellington City Council), and Scantlebury. P (New Plymouth District Council). (2015). *Samoa, Implementations of the Building Regulations, September 2015.*

Te Kawa. K and Carlson. V (Hutt City Council). (2015). *Samoa, Canine Control, June 2015.*

Deane. R (Auckland Council) and Sullivan. F (Local Government New Zealand). (2014). *Samoa, Implementation of the Canine Control Act, May 2014.*

Jennings. G (Auckland Council) and Sullivan. F (Local Government New Zealand). (2015). *Samoa, Apia Waterfront Development, Sogi Precinct Reserve, Play Space Development Project Brief, March 2015.*

Greenfield. S (Greater Wellington Regional Council) and Raju. S (Eurofins-ELS). (2015). *Samoa, Apia Waterfront Water Quality Monitoring Project – Pacific TA visit, December 2015.*

Deane. R (Auckland Council) and Sullivan. F (Local Government New Zealand). (2014). *Samoa, Implementation of the Canine Control Act – Establishment Phase Review, Supplementary report, November 2014.*

Goodman. S. (2014). *Samoa 20th – 27th August 2014.*

Savage. M (Enviroway). Solomon Islands. (2015). *Honiara City Council. Waste Management, February 2015.*

Rolfe. D (Porirua City Council) and Sullivan. F (Local Government New Zealand). (2014). *Solomon Islands, Waste and Market Management, July 2014.*

Peterson. D (Invercargill City Council) and Sullivan. F (Local Government New Zealand). (2014). *Solomon Islands, Honiara City Council Waste Management, October 2014.*

Taylor. N (Napier Council) and Maxwell. I (Auckland Council). Tonga. (2013). *EUA, Water Supply Review, October 2013.*

Taylor. N (Napier Council) and Maxwell. I (Auckland Council). (2013). *Tonga, Local Government in Tonga, October 2013.*

Taylor. N (Napier Council) and Maxwell. I (Auckland Council). (2013). *Tonga, Pacific Games 2019, October 2013.*

Rocard. A (Central Hawkes Bay District Council). (2013). *Vanuatu, Human Resource Development Plans, December 2013.*

Wimsett. P (Tararua District Council). (2014). *Vanuatu, Valuations and Property Tax Review, February 2014.*

Applications

Climate Change Cook Islands. (2013). *Application for short term technical assistance, 14 June 2013.*

Ministry of Infrastructure and Planning. Cook Islands. (2013). *Application for short term technical assistance, 9 May 2013.*

Ministry of Infrastructure and Planning. Cook Islands. (2014). *Application for short term technical assistance, 28 March 2014.*

Ministry of Infrastructure and Planning. Cook Islands. (2015). *Application for short term technical assistance, 1 April 2015.*

Ministry of Infrastructure and Planning. Cook Islands. (2013). *Application for short term technical assistance, 28 June 2013.*

Water Authority of Fiji (WAF). (2015). *Application for short term technical assistance, 24 February 2015.*

Water Authority of Fiji (WAF). (2015). *Application for short term technical assistance, 19 May 2015.*

Water Authority of Fiji (WAF). (2015). *Application for short term technical assistance, 2 June 2015.*

Betio Town Council. Kiribati. (2015). *Application for short term technical assistance, 7 September 2015.*

Kiritimati Urban Council (KUC). Kiribati. (n.d). *Application for short term technical assistance.*

Betio Town Council. Kiribati. (2013). *Application for short term technical assistance 11 June 2013.*

Niue Government, Economic Planning and Statistics Unit. (2014). *Application for short term technical assistance*

Niue Government, Economic Planning and Statistics Unit. (2015). *Application for short term technical assistance 24 February 2015.*

Niue Government, Economics Planning and Finance. Samoa. (2016). *Application for short term technical assistance 2 March 2016.*

Ministry of Natural Resources and Environment (MNRE). Samoa. (2013). *Application for short term technical assistance 7 October 2013.*

Ministry of Works Transport and Infrastructure. Samoa. (2015). *Application for short term technical assistance 22 April 2015.*

Ministry of Natural Resources and Environment (MNRE). Samoa. (2015). *Application for short term technical assistance 30 July 2015.*

Ministry of Police and Prisons. (2013). Samoa. *Application for short term technical assistance 22 August 2013.*

Ministry of Police and Prisons. (2015). Samoa. *Application for short term technical assistance 20 April 2015.*

Ministry of Natural Resources and Environment (MNRE). Samoa. (2015). *Application for short term technical assistance 29 October 2015.*

Ministry of Natural Resources and Environment (MNRE). Samoa. (2015). *Application for short term technical assistance 22 April 2015.*

Ministry of Police and Prisons. Samoa. (2014). *Application for short term technical assistance 16 January 2014.*

Honiara City Council (HCC). Solomon Islands. (2014). *Application for short term technical assistance 13 October 2014.*

Honiara City Council (HCC). Solomon Islands. (2014). *Application for short term technical assistance 28 February 2014.*

Honiara City Council (HCC). Solomon Islands. (2014). *Application for short term technical assistance 24 August 2014.*

Tonga Post Limited. (2015). *Application for short term technical assistance 16 October 2015.*

Ministry of Finance and Planning. Tonga. (2013). *Application for short term technical assistance 23 August 2013.*

Luganville Municipal Council. Vanuatu. (2013). *Application for short term technical assistance 4 July 2013.*

Port Vila Municipal Council. Vanuatu. (2013). *Application for short term technical assistance 4 July 2013.*

Shefa Provincial Council. Vanuatu. (2013). *Application for short term technical assistance 4 July 2013.*

Local Government New Zealand. Vanuatu. (2015). *Application for short term technical assistance 22 April 2015.*

Ministry of Foreign Affairs and Trade New Zealand. Kiribati. (2014). *Application for short term technical assistance 20 February 2014.*

Ministry of Internal Affairs (MIA). Kiribati. (2015). *Application for short term technical assistance 2 November 2015.*

Ministry of Foreign Affairs and Trade New Zealand. Tonga. (2013) *Application for short term technical assistance 30 May 2013.*

Emails/Letters

Deane. R (Auckland Council), Neary. R, and Blundell. A. (2015). *FW: Samoa, 01/07/2015.*

Rose. M (New Zealand High Commission), Dalton. L (Hutt City Council), and Deane. R (Auckland Council). (2015). *Re: DMU Training 04/02/2015.*

Woolley. R. (2014). *Letter dated 17 Dec 2014.*

Day. C (Ministry of Foreign Affairs and Trade New Zealand) and Alexander. M (Local Government New Zealand). (2014). *PacificTA : Fiji in scope, Friday 13 June 2014.*

Mokoroa. M (Infrastructure Cook Islands). (2015). *RE: Inbound visit to Wellington 16/06/2015.*

King. B (Tararua District Council) and Sakita. P (Luganville Municipal Council). (2014). *RE: Vanuatu Actions and summary report 04/02/2014.*

Sullivan. F, Mexted. H and Alexander. M (Local Government New Zealand). (2015). *RE: PacificTA approvals – Vanuatu, Cook Island and Samoa (dogs and building systems) and waterfront water quality testing 11/05/2015.*

Other

Commonwealth Local Government Forum (CLGF). (n.d). Samoa. *Apia Statement on Small Island Developing States and the Role of Local Government in the Pacific.*

Ministry of Natural Resources and Environment Samoa and Local Government New Zealand. (2015). *Apia Wayfinding Signage Strategy.*

PacificTA, Local Government New Zealand Technical Assistance Facility. (n.d). *Fiji – Water Authority and Water care, PacificTA programme 2016.*

PacificTA, Local Government New Zealand Technical Assistance Facility. (n.d). *Samoa – Apia Water Front Development, PacificTA programme 2016.*

PacificTA, Local Government New Zealand Technical Assistance Facility. (n.d). *Samoa Dog Management Unit – Implementation of the Canine Control Act – Phase 3.*

PacificTA project documents

Ministry of Foreign Affairs and Trade New Zealand. (n.d). *Activity Design Document (ADD): Local Government Technical Assistance Facility for Pacific Island Countries : 1 June 2012-31 May 2017.*

Ministry of Foreign Affairs and Trade New Zealand and Local Government New Zealand. (2012). *Grant Funding Arrangement 12 June 2012.*

Sullivan. F, Brockelbank. L, Mexted. H, and Alexander. M (Local Government New Zealand). (2015). *Activity Progress Report, June 2015.*

Day. C (Ministry of Foreign Affairs and Trade New Zealand). (n.d). *Variation No 2, Local Government Technical Assistance Facility.*

Sullivan. F, Knight. H, Brockelbank. L, Henderson. D, Mexted. H, and Alexander. M (Local Government New Zealand). (2013[9]).*Activity Progress Report: Local Government Technical Assistance Facility.*

Ministry of Foreign Affairs and Trade. (2015). *New Zealand Aid Programme Strategic Plan 2015-19.*

PacificTA Steering Committee. (2013). *Steering Committee Pacific Technical Assistance Facility papers of meeting 18 June 2013. Ministry of Foreign Affairs and Trade New Zealand and Local Government New Zealand.*

PacificTA Steering Committee. (2014). *PacificTA Steering Committee papers of meeting 29 January 2014.* Local Government New Zealand.

PacificTA Steering Committee. (2014). *PacificTA Steering Committee papers of meeting 22 October 2014.* Local Government New Zealand.

PacificTA Steering Committee. (2016). *PacificTA Steering Committee papers of meeting 10 February 2016.* Local Government New Zealand.

PacificTA Steering Committee. (2016). *Minutes of PacificTA Steering Committee meeting 10 February 2016.* Local Government New Zealand.

[9] Reporting period is actually 7 June 2013 – 7 June 2014 however the document states June 2013 as the report date.

Appendix A. Evaluation methodology

5.1. Evaluation approach

The overall evaluation approach will be results-focused, collaborative and participatory. The design utilises existing frameworks and data to answer the evaluation questions and provide recommendations for decision-making by key stakeholders.

A culturally appropriate approach will be taken to data collection and information-sharing in the Pacific, using face-to-face meetings where possible, and emphasising the use of talanoa (story telling) as a mode of interviewing appropriate to the Pacific. This supports the ethical principles of the evaluation and ensures the evaluation will result in quality information, ownership, and utilisation of the results by stakeholders.

The evaluation includes a specific focus on gender equality, women's empowerment, disability and human rights as critical cross-cutting areas of sustainable and equitable development. These cross cutting issues will be incorporated as mainstream evaluation questions. A gender and human rights lens will also be used in data collection and analysis to assess cross-cutting issues in the PacificTA.

5.2. Evaluation principles

New Zealand Aid Programme evaluation principles underpinning this evaluation and how they will be addressed are as follows:

- **Impartiality and independence**: The evaluation team has no prior involvement with the PacificTA or any related activity, and have no vested interest in evaluation outcomes. All evaluation findings and recommendations will be evidence based.
- **Credibility**: The evaluation team consists of professional evaluators with in-depth experience conducting high quality evaluations in international development. Each team member is affiliated with professional bodies (Australasian Evaluation Society and Aotearoa New Zealand Evaluation Association) and adheres to professional codes of conduct (including inclusive participation; confidentiality; and appropriate dissemination of findings). The evaluation will adhere to OECD DAC Quality Evaluation Standards.
- **Usefulness**: The evaluation design has been developed to provide timely, relevant and actionable learnings and recommendations.
- **Partnership and participation; Forward planning; and Donor cooperation**: The evaluation team will liaise closely with MFAT to ensure the evaluation communicates and engages appropriately with in-country partners to build local ownership of evaluation results.

5.3. Information collection

Methodology

This evaluation will incorporate mixed method design and will utilise the following **data sources** which are further detailed in section 3:

1. ***Existing monitoring data and programme documents***. Key programme documents will provide detailed information on the context and delivery of PacificTA. Relevant documents include:
    - The New Zealand Aid Programme Evaluation Policy
    - Evaluation plan and report templates
    - The Grant Funding Arrangement for Local Government Technical Assistance Facility (PacificTA).

- The Activity Design Document and Activity Results Framework.
- Applications submitted to PacificTA for the period under evaluation.
- Appraisals of applications submitted to PacificTA.
- Reports from PacificTA Technical Advisers (Assignment reports)
- PacificTA Annual reports
- PacificTA Activity Monitoring Assessment report
- Minutes of the PacificTA Steering Committee

2. ***Qualitative interviews and/or group discussions*** **with key informants in New Zealand and three Pacific Island Countries** will provide rich and detailed information on the design and delivery of PacificTA to date. Interviews will seek stakeholders' assessments of the relevance, efficiency, effectiveness and sustainability of PacificTA. All interviews/ group discussions will follow ethical and cultural best practice: informed consent, voluntary participation and in Pacific Island Countries, informed by *talanoa,* a story-based approach based on oral, face-to-face conversation, with a focus on open-ended discussion and researcher-participant relationship.[10]

3. ***A brief online stakeholder survey*** **with a range of local and national government stakeholders in all eligible Pacific Island Countries and New Zealand**, as well as relevant regional stakeholders (e.g. Commonwealth Local Government Forum Pacific Programme). The survey will provide a breadth of quantitative and qualitative data across all PacificTA applications, PacificTA uptake, as well as the opportunity to capture information on possible lack of uptake and reasons why. A survey will enable all stakeholders to participate in the evaluation, including those in countries not visited by evaluators. An online survey is appropriate to the audience of government officials. The survey will be hosted on Evaluation Consult's secure digital platform, the Hub.

The table over page outlines data sources that will inform evaluation objectives and questions (Table 1).

5.4. Limitations and assumptions of the evaluation

We have identified two potential evaluation limitations.

1. Three of the ten eligible countries will have field visits. This sampling reflects a pragmatic decision based on visiting countries with the highest PacificTA uptake. This limitation will be mitigated by conducting telephone/ Skype interviews and an online survey of all eligible Pacific Island countries, as well as use of existing documentation.
2. There is a potential limitation of low response rates from the online survey, particularly from countries that have either not applied, or have made unsuccessful applications. This will be mitigated by offering a paper response (email attachment); email response to survey questions; or a telephone conversation to administer the survey.

[10] Timote M. Vaioleti (2006). 'Talanoa Research Methodology: a developing position on Pacific research' in *Waikato Journal of Education* 12:2006

Table 3. Information collection (this table has been adapted from the MFAT Evaluation Plan template (p.4)

Evaluation Objectives	Evaluation Questions	Data sources					
		Document review	Key informant discussions to inform evaluation plan	Programme monitoring data	StakehoOlder interviews	Stakeholder survey	Observations
Objective 1: Evaluation of the design and implementation of PacificTA	1. How well has PacificTA been designed and implemented? • To what extent does the PacificTA fit with local context, allocation and use of resources, governance, management and appraisal structures and processes? • To what extent do communication and application processes identify quality PacificTA applications? • To what extent are PacificTA managing organisations effectively partnering to deliver results?	✓ ✓ ✓	✓ ✓	 ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓
	2. How well has PacificTA progressed in achieving the activity's intended outputs and outcomes (effectiveness)? • Are there any unintended results (positive or negative)	✓	✓	✓	✓	✓	✓
	3. To what extent are local ownership and capability developing (sustainability)?	✓		✓	✓	✓	✓
	4. What factors are enabling or constraining PacificTA's progress (relevance, efficiency, effectiveness)?	✓		✓	✓	✓	✓
	5. How has PacificTA appropriately addressed gender equality and women's empowerment, disability and human rights?	✓	✓	✓	✓	✓	✓
Objective 2: Future design and support.	6. What can partners learn from the design and implementation of PacificTA?	✓	✓	✓	✓	✓	✓
	7. What should be built on or amended in order to further develop the Activity?	✓		✓	✓	✓	
	8. How can efficiency be improved?	✓		✓	✓	✓	

5.5. Evaluation schedule

The evaluation will be undertaken in three stages, outlined below in Table 2.

Table 4. Evaluation schedule

Key tasks	Deliverables/ outputs	Timing
Stage One – Development and design of evaluation plan		
Briefing and discussions with MFAT	Evaluation plan	24 March 2016
Key Informant Interviews LGNZ and PacificTA Steering Committee (n=2)	Evaluation plan	24 March 2016
Stage Two – Data collection		
Stakeholder interviews (NZ and PICs)	Data	27 May 2016
Fieldwork (Samoa, Kiribati and Cook Islands)	Aide memoire	27 May 2016
Survey (online; email and phone administration)	Data	27 May 2016
Stage Three - Data analysis and reporting		
Data reflection meeting with MFAT	Meeting	w/c 30 May 2016
Delivery of draft report to MFAT.	Draft report	10 June 2016
Delivery of final report to MFAT and presentation of key findings to MFAT/LGNZ	Final report	30 June 2016

Stage One - Development and Design of Evaluation Plan

I. **Background reading** of key project design, monitoring and reporting documents to inform the evaluation plan.

II. **Briefing with MFAT and Steering Group** – The EC evaluation team (Susanna Kelly and Kara Scally-Irvine) will meet with the MFAT evaluation manager to finalise evaluation scope and requirements, discuss the schedule of work and confirm communication preferences. The EC evaluators have an advisory group advising the evaluation.

III. **Design of the Evaluation and development of the Evaluation Plan** - The evaluation plan addresses evaluation objectives (including cross-cutting issues) and will be submitted to the evaluation Steering Group for agreement before undertaking data collection. The evaluation plan includes draft tools (semi-structured interview guides, short stakeholder survey).

IV. **Finalisation of Evaluation Plan** – deliverable for Phase One

Stage Two – Data collection

Data collection will be undertaken in concurrent stages:

I. ***NZ based fieldwork***

The evaluation team (Susanna Kelly and Kara Scally-Irvine) will conduct stakeholder interviews to gather evaluation data, as well as prepare for country based fieldwork. Interviews will be conducted face to face and by telephone/ Skype, with representatives from Local Government New Zealand and local councils involved in delivering PacificTA. Stakeholder interviews/ group discussions are proposed with:

- New Zealand Local Councils managers involved in delivering PacificTA (n=4)
- New Zealand Local Councils technical advisors who provided assistance (n=4)
- LGNZ representatives (n=2)
- MFAT managers and Evaluation Steering Committee representatives (n=2-3)
- Regional stakeholders such as Commonwealth Local Government Forum (n=2)

II. ***Pacific Island Countries based fieldwork***

Fieldwork will be conducted in three Pacific Island countries that have accessed PacificTA (Samoa, Kiribati and Cook Islands). Highest level of PacificTA uptake was the primary selection criterion.

The country visits will be divided between the evaluation team (Susanna Kelly, Kara Scally-Irvine and Dilhani Bandaranayake) to reduce the costs. Both evaluators will visit Samoa and Kiribati, reflecting the scale of PacificTA engagement in these countries. One evaluator will visit the Cook Islands. The following activities will be conducted in the selected countries:

- Interviews/ group discussions with stakeholder representatives from local government institutions that have accessed PacificTA (up to 3 per country)
- Interviews/ group discussions with representatives from local government member associations (e.g. Local Authorities Association of Vanuatu) (n=10)
- Interviews with MFAT Country Programme staff at post (n=3)
- Discussions with downstream service users.

Where applicable and possible, evaluators will visit Technical Assistance project/assignment sites in each country and speak with downstream service users (citizens/ community members) about the results of PacificTA assignments. Applicable project sites will be selected using purposeful sampling of the Technical Assistance assignments to date. Sampling will be based on assignments related to end-user service delivery (e.g. waste management; water; sanitation; dog control). These discussions and observations will be recorded using an observation log (see Appendix B). Evaluators will be mindful of utilising a cross-cutting issues lens in these visits and discussions.

III. ***Stakeholder survey***

A brief stakeholder survey will be conducted to capture stakeholders' feedback on awareness of PacificTA, as well as perceptions of relevance, effectiveness and efficiency. The survey will enable all direct and indirect stakeholders to participate in the evaluation, including those in countries not visited by evaluators and relevant regional bodies. Stakeholders invited to participate will include (but not be limited to):

- New Zealand Local Council staff who have managed and/or provided Technical Assistance ('TA providers')
- In-country stakeholders who have participated in or managed PacificTA assignments

- Representatives of national bodies (e.g. PIC Local Government Associations)
- Representatives of regional stakeholder groups/fora (e.g. Pacific Island Local Government Association Network, and Commonwealth Local Government Forum Pacific Programme) and/or other representative bodies identified by stakeholders during data collection.

As detailed in section 2.3, the survey will consist of mainly closed questions, with one or two open-ended questions (free text fields). The survey will be open for three weeks. The survey process will be as follows:

- An email invitation will be sent to all stakeholders offering different options to respond: online via the EC Hub; paper response (email attachment); email response to survey questions; or a telephone conversation to administer the survey (see Appendix B for email invitation content).
- One week after the invitation, a reminder will be sent to those who have not yet responded to the survey.
- Two weeks after the invitation, follow up phone calls will be made to selected stakeholders based on an information gap analysis to ensure the information needs of the evaluation can be met. The format for these telephone calls will follow the survey questions, but will provide an additional opportunity to probe the rationale to the response provided.

Brief aides-memoire will be sent MFAT on completion of country visits outlining activity undertaken during fieldwork.

Table 5. Stakeholder sample frame

Stakeholder group	Data collection method		
	Interview/ discussion group	Survey	Observation
Programme managers			
LGNZ	2	-	-
MFAT/ Evaluation Steering Committee representatives	2	-	-
MFAT at post	3	10	-
Programme implementers			
New Zealand Local Council managers	4	78	-
New Zealand Local Council technical advisors	4	42+	-
Programme beneficiaries			
Stakeholders from local government institutions that have accessed PacificTA	TBC	TBC	Samoa Kiribati Cook Islands
Downstream service users (citizens/ community members)	3 groups	-	Samoa Kiribati Cook Islands
National/ regional stakeholders			
PIC Local Government Associations	10	11	
Commonwealth Local Government Forum/ Pacific Island Local Government Association Network	2	TBC	-
Total	**27+**	**TBC**	**3**

Stage Three - Data analysis and reporting

Data processing and coding will be undertaken concurrently during the fieldwork to support the iterative data collection process and enable effective sense-making. This stage includes the following activities:

- Data reflection meeting with MFAT
- Coding of interview and other qualitative data
- Processing/Analysis of multiple data streams - quantitative and qualitative survey data; interview data; and PacificTA monitoring and reporting data.
- Draft report
- Finalise evaluation report (incorporating stakeholder feedback)
- Presentation of key findings workshop – MFAT/LGNZ.

Following completion of data collection, the evaluators will meet with MFAT and other relevant stakeholders to reflect on data and emerging themes. This meeting will offer an opportunity for evaluators to discuss unexpected findings, conduct sense-making with PacificTA knowledge holders, and explain unusual/ unfamiliar data.

The analysis stage will focus on ensuring all evaluation questions are answered and evaluation objectives met. All data streams (primary and secondary, qualitative and quantitative) will be analysed by the evaluation team to identify substantiated learnings on PacificTA design and delivery to date and future strategic directions. Triangulation of data will provide robust evidence of what is working well, what isn't (and for whom), and what can be improved.

A draft report will be delivered to MFAT and the evaluation steering committee for feedback. MFAT will provide a single collated set of feedback for evaluators to finalise the report. Following agreement of finalisation, a final report will be delivered.

Deliverables (draft/final reports and presentations) will prioritise engaging and accessible presentation of information to maximise the uptake of the evaluation findings and recommendations. Considerations during the stage include how communication strategies that reflect concepts such as talanoa and the use of pictures, graphics, can be employed to maximise the utilisation of the evaluation.

Appendix B. Evaluation tools

Key Informant Discussion

The purpose of the key informant discussion is to inform the evaluation plan.

Key Informant
Name
Role and organisation
Interview Date
Discussion areas
Background
1. What has been your involvement with the PacificTA?
PacificTA design and delivery 2013-15
2. In your view, what is the relevance and need for the PacificTA?
3. What has PacificTA looked like to date? Probe: a. Communication b. Applications and Appraisals c. Reach
4. How has the programme been resourced? (annual allocation; LGNZ management; NZ Local Council in-kind support)
5. What have been the successes and challenges of the PacificTA 2013-15?
6. Is there anyone else the evaluation should speak to?

EVALUATIONCONSULT

Stakeholder Interview Guide

Each interview participant will be asked for informed consent. Stakeholders will be asked questions relevant to their background and involvement with PacificTA.

Introduce evaluators and the purpose of the evaluation.

Stakeholder
Name
Role and organisation
Interview Date
Interview questions
Background
1. What has been your involvement with the PacificTA? 2. What does PacificTA look like in your context?
Objective 1: Evaluation of the design and implementation of PacificTA
3. In your view, how relevant is the PacificTA for local government institutions in your country/ the Pacific? Probe: a. To what extent is the PacificTA meeting need?
4. In your view, how appropriate is the PacificTA design to PIC local government? Probe: a. Local government capacity and operating environment b. Resource allocation and use c. Governance and management
5. In your opinion, how well is the PacificTA communicated to eligible partners?
6. In your opinion, how well do the application and appraisal processes identify appropriate Technical Assistance assignments?
7. In your experience, what has gone well in PacificTA delivery? What could have gone better? Probe: a. Partnership working between NZ and PIC institutions b. Local ownership and capability development c. Integration of cross-cutting issues of gender and human rights
8. What has happened as a result of your country's involvement with PacificTA? Probe: a. Examples of change at delivery level and systems level b. How sustainable are any changes?
Objective 2: Future design and support.
9. Is there anything you would change about the design and delivery of the PacificTA? Probe: a. Expansion/ narrowing of programme reach b. To improve outcomes and impact for investment spend c. Unmet need

Information Sheet – Evaluation of the Pacific TA

This consent form provides information to you about how your information will be gathered and used in accordance with standard research ethical principles and practices for the evaluation of the PacificTA.

What is the purpose of the Evaluation?

The Local Government Technical Assistance Facility for Pacific Island Countries (PacificTA) was established in June 2012 to provide a flexible and streamlined process for providing technical assistance to Pacific local authorities. The programme is funded by the New Zealand Aid Programme, and is implemented by Local Government New Zealand (LGNZ) and technical assistance is delivered by New Zealand local authorities (Councils).

The New Zealand Ministry of Foreign Affairs and Trade (MFAT) has commissioned a mid-phase evaluation of the Pacific TA to assess the activity's efficiency, effectiveness, as well as to provide strategic learnings and recommendations that may inform the future design and implementation of the activity.

There are two main objectives of the evaluation:

3. To review the design and implementation of the Pacific TA
4. To understand what future and design and support might look like.

Each of these objectives will be examined by seeking answers to a number of evaluation questions, detailed below.

Evaluation Objective	Evaluation questions
To review the design and implementation of the Pacific TA	5. How well has PacificTA been designed and implemented? - To consider fit with local context, allocation and use of resources, governance, management and appraisal structures and processes. - To what extent do communication and application processes identify quality PacificTA applications? - To what extent are PacificTA managing organisations effectively partnering to deliver results? 6. How well has PacificTA progressed in achieving the activity's intended outputs and outcomes (effectiveness)? 7. To what extent are local ownership and capability developing (sustainability)? 8. What factors are enabling or constraining PacficTA's progress (relevance, efficiency, effectiveness)? 9. How has PacificTA appropriately addressed gender equality and women's empowerment, and human rights?
To understand what future and design and support might look like.	10. What can partners learn from the design and implementation of PacificTA? 11. What should be built on or amended in order to further develop the Activity? 12. How can efficiency be improved?

Your involvement

You have been identified as someone who is either actively involved in this activity, or is a key stakeholder.

The evaluation team would like to arrange an interview with you, either over the phone or face-to-face where possible.

The interview will seek to cover in broad terms the areas outlined in the evaluative questions above. Depending on your depth of knowledge and experience, the interview may spend more or less time in particular areas. **Please treat these questions as a guide** to support your thinking, and as a general frame for the interview. We also invite you to review the results diagram that was developed as part of the design of the activity, which may also help to prompt your thinking.

The interview will last approximately 45 minutes – 1 hour.

What will happen to the information I provide?

Information you provide in interviews will be kept confidential and no respondents will be individually identified in reporting. Where the information may be identifiable, this will be checked with the participants before the information is used in reports.

Interviews may be digitally recorded and notes taken to aid recall. This information will be kept and used only by the evaluation team. We will not be providing verbatim transcriptions of the interviews themselves.

The information collected for this evaluation will be held in a secure data management system in New Zealand that is only accessed by the evaluation team.

The raw information obtained through interviews will only be used for this evaluation.

Will I know the outcome of the evaluation?

MFAT will disseminate the evaluation findings following the completion of the management response.

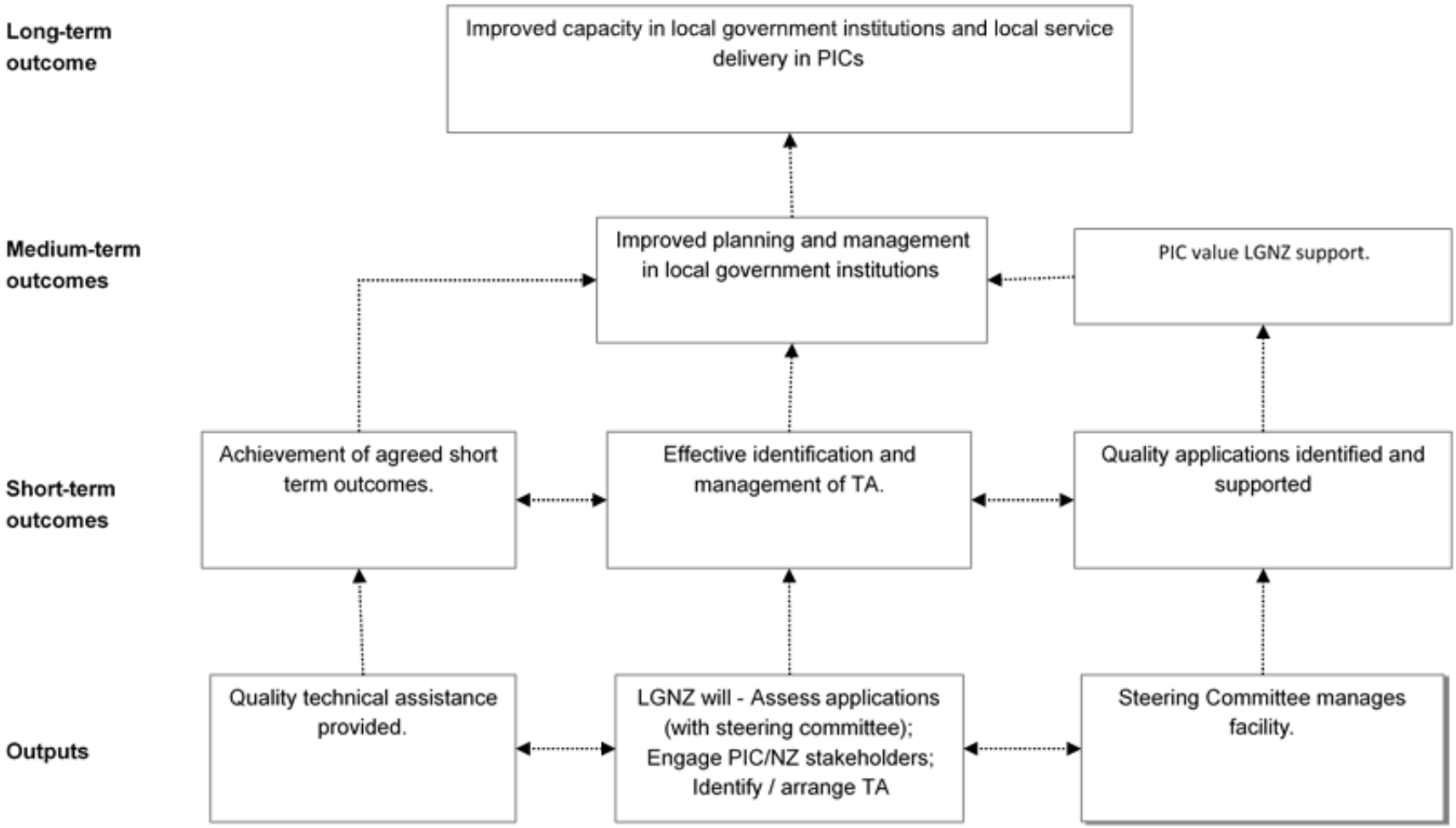
Who can I contact?

If you have any questions, concerns, further contributions regarding the interview or evaluation please feel free to contact:
Dr Susanna Kelly, Evaluation Lead Evaluation Team (Evaluation Consult), or Chris Day, the Evaluation Sponsor (MFAT).

Dr Susanna Kelly
Evaluation Lead
Evaluation Consult
susanna@evaluationconsult.com
+ 64 4 476 7391
+ 64 (21) 878 550

Chris Day
Development Manager
Ministry of Foreign Affairs and Trade
chris.day@mfat.govt.nz
+64 4 439 8178

Pacific TA Results Diagram



PACIFIC TA Activity Evaluation 2016

Interview Consent Form

Please read the statements below and circle '**YES'** or '**NO'**. If submitting electronically please delete, underline, or ~~strikethrough~~ accordingly.

1. I have read and understood the Information Sheet, and have had the details of the mid-point report explained to me if/where required. My questions have been answered to my satisfaction, and I understand that I may ask further questions at any time. **YES / NO**

2. I understand that my participation is voluntary, that I may decline to answer any or all of the questions and that I may withdraw from participating at any stage. **YES / NO**

3. I agree to the interview being digitally voice recorded. **YES / NO**

Signature: _____ Date: _____

Name: _____

Email: _____

Survey

Intro content

Evaluation Consult, an independent consultancy based in Wellington, New Zealand, has been commissioned by the New Zealand Ministry of Foreign Affairs and Trade (MFAT) to complete a mid-phase evaluation of the Local Government Technical Assistance Facility for Pacific Island Countries (PacificTA). The aim of the evaluation is to conduct a mid-phase review of the current PacificTA (2012 -17), to identify results to date and to inform future decision making. As part of the evaluation a stakeholder survey is being conducted.

You may have already provided feedback to the evaluation in an interview and this is acknowledged with thanks. We would now like to ask you for your additional feedback via a brief survey. The survey asks about stakeholders' knowledge and perceptions of the Pacific TA.

The PacificTA provides technical support to Pacific Island government authorities across a variety of service provision such as solid waste and water management, urban planning, asset management and strategic planning. The PacificTA is funded by the New Zealand Aid Programme, and is implemented by Local Government New Zealand (LGNZ). Technical expertise is provided by New Zealand local councils.

To answer this survey, please follow this link [link will be inserted]. Please answer as honestly as you can, including if you don't know.

We thank you very much in advance for taking the time to respond to the survey. Your feedback is valuable and will inform the evaluation, its findings, and recommendations.

Survey

Question	Response option(s)
1. Prior to being contacted for this survey, were you aware of the *Local Government Technical Assistance Facility (Pacific TA)*?	Drop down Yes/No If no, skip to Q.8
2. In your view, how relevant is the *Local Government Technical Assistance Facility* (Pacific TA) for Pacific Island Countries?	Dropdown • It is meeting an urgent need • It is meeting a clear but not urgent need • It is not meeting a clear or urgent need • Don't know
3. In your view, how well has the *Local Government Technical Assistance Facility (Pacific TA)* identified eligible technical assistance gaps in Pacific Island Countries?	Drop down • Very well • Somewhat well • Not well • Don't know
4. In your view, how effective was: i. The Technical Assistance provided ii. The partnership between the Technical Advisor and the Pacific Island Country partners iii. The capability building of Pacific Island Country partners iv. The sustainability of the technical solution v. The sustainability of the capability building	Drop down • Very effective • Somewhat effective • Not effective • Don't know
5. In your view, how efficient has *Local Government Pacific Technical Assistance Facility* (Pacific TA)	Drop down for each: Time; Money; Systems

Question	Response option(s)
delivery been? (Use of time and money, as well as how well systems have worked)	• Very efficient • Somewhat efficient, • Not efficient • Don't know
6. In your opinion, what is the most valuable aspect of the *Local Government Pacific Technical Assistance Facility (Pacific TA)*?	Free text
7. In your opinion, what needs to be improved for support to Pacific local governments or the *Local Government Pacific Technical Assistance Facility* (Pacific TA) in the future?	Free text
8. Please tell us a little about yourself. All information is confidential and will not be used to identify you. What has been your involvement in the *Local Government Pacific Technical Assistance Facility* (Pacific TA) (please select the one that best describes you) What is the nature of your organisation (please select the one that best describes you) Country Male/Female Are you interested in receiving more information about the Pacific TA? If yes please provide an email address	Drop down for all • I/my organisation has provided Technical Assistance under the *Local Government Pacific Technical Assistance Facility* • I/my organisation has received Technical Assistance under the *Local Government Pacific Technical Assistance Facility* • I/my organisation has been a stakeholder in a project delivered under the Local Government Pacific Technical Assistance Facility • Pacific Island Country government agency • Pacific Island National or Regional Local Government Association • New Zealand Territorial Local Authority • New Zealand Central Government (except MFAT) or Other New Zealand agency/organisation • Local Government New Zealand (LGNZ) • MFAT (at post and NZ based?) • MFAT NZ Dropdown list eligible PICs Dropdown list M/F Yes/No Free text
Thank you very much for taking the time to respond to this survey. Your feedback is valuable and will improve provision of Technical Assistance.	Click to end

EVALUATIONCONSULT

Observation log

Date:		
Location:		
Observer:		
Observation	**Relevance to PacificTA programme outputs/outcomes**	**Comments (e.g. relevance, efficiency, effectiveness)**
List photos collected as data source		
Any additional comments/input required		

Cook Islands

Appendix C. PacificTA stakeholder interviewees

Name	Organisation
Anne Lister	Gisborne District Council
Charlie Inngs	Infrastructure Cook Islands
Diane Charlie-Puna	Infrastructure Cook Islands
Hilary Gorman	Ministry of Foreign Affairs and Trade New Zealand – Post
Howard Markland	Ministry of Foreign Affairs and Trade New Zealand
Jamie Short	Ministry of Infrastructure and Planning
Jim Armistead	Ministry of Foreign Affairs and Immigration
Joseph Brider	National Environment Service
Joseph Mayhew	Ministry of Foreign Affairs and Trade New Zealand – Post
Lavinia Tama	Development Cooperation Division of the Ministry of Economic and Financial Management
Mac Makoroa	Ministry of Infrastructure and Planning
Matthew Rima	National Environment Service
Michelle Aisake	Ministry of Finance and Economic Management
Ngametua Pokino	Infrastructure Cook Islands
Otheniel Tangianau	Out Islands Division in the Office of the Prime Minister
Russell Thomas	Public Service Commission
Steve Barrett	Ministry of Foreign Affairs and Trade New Zealand – Post
Tai Nooapii	Infrastructure Cook Islands
Tekao Herman	Ministry of Infrastructure and Planning
William Tuivaga	Office of Prime Minister, Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC-CC) Programme
Total: 17 in-country, 3 from New Zealand	

Kiribati	
Name	**Organisation**
Brent Aitken	Taupo District Council

Kiribati	
Brett Way	Central Hawkes Bay District Council
Eliza Tokataake	Ministry of Internal Affairs
Harry Langley	Teinainano Urban Council
Katangiman Bio	Teinainano Urban Council
Lawrence Yule	Hastings District Council (Mayor) and President of Local Government New Zealand
Intinii Kanoa	Betio Town Council (Treasurer)
Murray Staite	Selwyn District Council
Rikiaua Takeke	Kiribati Local Government Association
Romano Reo	Betio Town Council (Mayor)
Ross Craven	Ministry of Foreign Affairs and Trade New Zealand – Post
Semilota Finauga	Ministry of Foreign Affairs and Trade New Zealand – Post
Ruoikabuti Tioon	Teinainano Urban Council (Mayor)
Tauaasa Taafaki	Ministry of Foreign Affairs and Trade New Zealand – Post
Teakamatang Biribo	Teinainano Urban Council (Senior Enforcement Officer)
Tenea Atera	Betio Town Council
Teikarawa Amatia	Teinainano Urban Council (Clerk)
Bwaaere Taoraba	Betio Town Council (Previously Waster Supervisor)
Mary Kimaere	Teinainano Urban Council (Acting Island Project Officer)
Mikari Ooka	Betio Town Council (Clerk)
Total: 16 in-country, 4 from New Zealand	

Samoa	
Name	**Organisation**
Andy Postles	Animal Protection Society
Anne Godinet Milbank	Ministry of Works Transport and Infrastructure
Asofa Fereti	Samoan Ports Authority
Avio Viiga	Dog Management Unit
Dulcie Wong Sin	Samoan Tourism Authority
Egon Keil	Ministry of Police
Fetoloai (Lai) Yandall-Alama	Ministry of Natural Resources and Environment
Ferila Brown	PUMA
Grant Jennings	Auckland Council
Iain Dawe	Greater Wellington Regional Council
Iraine Galuvao	PUMA
Jian Vun	PUMA (AWD)
Jo Postles	Animal Protection Society
Kalolo Felise	Dog Management Unit
Leiatoua Henry Ah Ching	Ministry of Finance
Leofao Fa'afia	Ministry of Works Transport and Infrastructure
Les Dalton	Wellington City Council and Hutt City Council
Loia Jr Kolia	Ministry of Works Transport and Infrastructure
Meseiga Lauina	Dog Management Unit
Matavai Aloiai	PUMA
Measina Meredith	Ministry of Foreign Affairs and Trade New Zealand
Michael Rose	New Zealand High Commission (Contractor)
Michael Scott	Wellington City Council
Michael Soonalole	Ministry of Police

Samoa	
Michael Upton	New Zealand High Commission
Rochelle Deane	Auckland Council
Shane Taane	Wellington City Council
Sinapti Ulberg	Land Transport Authority
Situfu Salesa	New Zealand High Commission
Su'a Onesemo	Ministry of Natural Resources and Environment
Summer Greenfield	Greater Wellington Regional Council
Tenesio Petelo	Dog Management Unit
Theresaa Togafau Kamisi	Dog Management Unit
Tufuga Fagaloa	Ex Samoa Ports Authority
Total: 26 in-country, 8 from New Zealand	

Other countries		
Country	**Name**	**Organisation**
Papua New Guinea	Jonathan Fletcher	Ministry of Foreign Affairs and Trade New Zealand
Fiji	Karibaiti Taoba	Commonwealth Local Government Forum Pacific

New Zealand (Key Informant)	
Name	**Organisation**
Frances Sullivan	Local Government New Zealand
Phil Wilson	Auckland Council
Chris Day	Ministry of Foreign Affairs and Trade

Appendix D. Survey results

1. Prior to being contacted for this survey were you aware of the Local Government Technical Assistance Facility (Pacific TA)?	
Yes	**No**
35	8
81.40%	18.60%

2. In your view, how relevant is the Local Government Technical Assistance Facility (Pacific TA) for Pacific Island Countries?			
Don't Know	**It is meeting a clear but not urgent need**	**It is meeting an urgent need**	**It is not meeting a clear or urgent need**
3	7	25	1
8.33%	19.45%	69.45%	2.77%

3. In your view, how well has the Local Government Technical Assistance Facility (Pacific TA) identified eligible technical assistance gaps in Pacific Island Countries?			
Don't Know	**Not well**	**Somewhat well**	**Very well**
5	3	17	12
13.51%	8.11%	45.95%	32.43%

4. In your view, how effective was: i. The Technical Assistance provided			
Don't Know	**Not effective**	**Somewhat effective**	**Very effective**
5	2	13	17
13.51%	5.41%	35.14%	45.94%

ii. The partnership between the Technical Advisor and the Pacific Island Country partners			
Don't Know	**Not effective**	**Somewhat effective**	**Very effective**
6	3	12	16
16.22%	8.11%	32.43%	43.24%

iii. The capability building of Pacific Island Country partners			
Don't Know	Not effective	Somewhat effective	Very effective
9	5	14	9
24.32%	13.51%	37.84%	24.32%

iv. The sustainability of the technical solution			
Don't Know	Not effective	Somewhat effective	Very effective
9	6	12	9
25.00%	16.67%	33.33%	25.00%

v. the sustainability of the capability building			
Don't Know	Not effective	Somewhat effective	Very effective
8	6	16	6
22.22%	16.67%	44.44%	16.67%

5. In your view, how efficient has Local Government Pacific Technical Facility (Pacific TA) delivery been? (Use of time and money, as well as how well systems have worked)			
Don't know	Not efficient	Somewhat efficient	Very efficient
8	3	10	16
21.62%	8.11%	27.03%	43.24%

8.i What has been your involvement in the Local Government Pacific Technical Assistance Facility (Pacific TA) (please select the one that best describes you)			
I am an interested party in the Local Government Assistance Facility (E.g. Aid Coordination Agency)	I/My organisation has been a stakeholder in a project delivered under the Local Government Pacific Technical Assistance Facility	I/My organisation has provided Technical Assistance under the Local Government Pacific Technical Assistance Facility	I/My organisation has RECIEVED Technical Assistance under the Local Government Pacific Technical Assistance Facility
9	7	16	9
21.95%	17.07%	39.02%	21.95%

ii. What is the nature of your organisation? (please select the one that best describes you)

Local Government New Zealand (LGNZ) or New Zealand Territorial Local Authority	MFAT (at post and NZ based)	MFAT NZ	New Zealand Central Government (except MFAT) or other New Zealand agency/organisation	Pacific Island Country government agency	Pacific Island National or Regional Local Government Association
15	7	5	2	6	6
36.59%	17.07%	12.20%	4.88%	14.63%	14.63%

iii. Country*

Fiji	Kiribati	Niue	NZ	Papua New Guinea	Samoa	Solomon Islands	The Cook Islands	Tonga	Vanuatu
5	7	2	9	1	5	3	7	2	2
11.63%	16.28%	4.65%	20.93%	2.33%	11.63%	6.98%	16.28%	4.65%	4.65%

*Note that some respondents who are New Zealand based selected the country they have undertaken assistance in or are posted to.

Appendix E. Detailed financial expenditure

Table 1. Income and expenditure per financial year for the PacificTA.

Category	July 2012 - March 2013 (Y1)	April 2013 - March 2014 (Y2)	April 2014 - March 2015 (Y3)	April 2015 - December 2015 (Y4)	Total
Income (MFAT)	$750,000	-	$300,000	$300,000	$1,350,000
Administration	$87,977	$142,205	$140,754	$86,536	$457,472
Secretarial Fee	*$7500*	*$10,000*	*$10,000*	*$7500*	*$35,000*
Technical Fee	*$41,250*	*$55,000*	*$55,000*	*$41,250*	*$192,500*
Administration Fee	*$37,500*	*$50,000*	*$50,000*	*$37,500*	*$175,000*
LGNZ travel	*$1,619*	*$25,498*	*$23,582*	-	*$50,699*[11]
Other (phone expenses, meetings, bank fees)	*$108*	*$1,708*	*$2,172*	*$286*	*$4,274*
Technical Assistance	$1,303	$81,625	$205,358	$181,372	$469,342
Grand total (expenditure)	**$89,280**	**$223,830**	**$346,112**	**$267,908**	**$927,130**
Closing balance	$666,720	$436,889	$390,777	$422,868	$422,868

Table 2. Expenditure per country per financial year.

Country	July 2012 - March 2013 (Y1)	April 2013 - March 2014 (Y2)	April 2014 - March 2015 (Y3)	April 2015 - December 2015 (Y4)	Total
Cook Islands		$18946	$3,436		$22,382
Fiji				$37,763	$37,763
Kiribati	$1,303	$13,566	$16,649	$9,227	$40,745
Niue			$3,224	$2,894	$6,118
Samoa		$22,424	$167,289	$120,065	$309,778
Solomon Islands			$14,760		$14,760
Tonga		$11,997			$11,997
Vanuatu		$14,692		$11,423	$26,115

[11] Note that this excludes LGNZ travel for the period 1 April 2015 – 31 December 2015. PacificTA manager travel during this period is therefore likely included in the travel costs for the respective country's technical assistance.

Country	July 2012 - March 2013 (Y1)	April 2013 - March 2014 (Y2)	April 2014 - March 2015 (Y3)	April 2015 - December 2015 (Y4)	Total
Grand total	$1,303	$81,625	$205,358	$181,372	$469,658

Table 3. Expenditure per programme per financial year for Samoa.

Category	April 2013 - March 2014 (Y2)	April 2014 - March 2015 (Y3)	April 2015 - December 2015 (Y4)	Total
Apia Waterfront Development		$30,291	$37,822	$68,113
Dog Control Programme		$136,998	$71,354	$208,352
Samoa general	$22,424			$22,424
Building Control (regulations)			$10,889	$10,889
Grand total	$22,424	$167,289	$120,065	$309,778

Appendix F. Detailed profile of technical assistance delivery

Table 1. Number of days of technical assistance delivered per country per financial year (note that although a few days of assistance was delivered in Kiribati in Y1 no information was available on the number of days so this has not been included).

Year	Cook Islands	Kiribati	Nuie	Samoa	Solomon Islands	Tonga	Vanuatu	Fiji	Total
Y2 (2013 – 2014)	35	40		44		20	39		178
Y3 (2014 – 2015)	4	28	7	195	24				258
Y4 (2015)		18	6	138			15	14	191
Grand total	**39**	**86**	**13**	**377**	**24**	**20**	**54**	**14**	**627**

Table2. Number of trips per organisation providing assistance per country (note a trip could be multiple trips from a single individual or several individual trips).

Organisation	Cook Islands	Kiribati	Nuie	Samoa	Solomon Islands	Tonga	Vanuatu	Fiji	Total
Auckland Council				28		1			29
Central Hawkes Bay District Council		3					2		5
Christchurch City Council				3					3
Dunedin City Council				1					1
Gisborne District Council	1								1
Greater Wellington Regional Council			2	5					7
Hastings District Council		1							1
Hutt City Council				10					10
Invercargill City Council					1				1
Napier City Council						2			2
Porirua City Council	2				1				3
Selwyn District Council		3							3
Tararua District Council							2		2
Taupo District Council		1							1
Tauranga City Council				3					3
Wellington City Council	1			3					4
Ruapehu District Council							1		1
Tararua District Council							1		1
Subtotal	**4**	**8**	**2**	**52**	**2**	**2**	**6**	**0**	**76**
Other									

Organisation	Cook Islands	Kiribati	Nuie	Samoa	Solomon Islands	Tonga	Vanuatu	Fiji	Total
EnviroWaste					*1*				*1*
LGNZ	*3*	*1*		*10*	*2*		*2*	*1*	*19*
NZTA	*3*								*3*
Massey University				*4*					*4*
Eurofins ELS				*1*					*1*
Watercare Services Limited								*3*	*3*
Subtotal	***6***	***1***	***0***	***15***	***3***	***0***	***2***	***4***	***31***
Grand total	**10**	**9**	**2**	**68**	**5**	**3**	**8**	**4**	**109**

Table 3. Detailed profile of technical assistance delivered per country per project.

Country and Project details	Date	Number of Technical Advisors	Number of visits	Number of days	Objective	Results
Cook Islands		**7**	**10**	**39**		
Atiu water storage*	September 2013	1	1	5	Assessment of options for construction of community water tanks.	The technical report reported to be highly useful, guiding decisions on watertank construction in other outer islands.
Infrastructure Cook Islands (ICI)	November 2013 and May 2014	5	8	28	Building capacity in corporate planning.	During ICI's restructure, TA guidance on the agencies potential structure informed a submission to the Public Services Commission (recently approved). Advice provided under the TA continues to be actively applied.
Waste Education Centre*	July 2013	1	1	6	Assessment for development of a Waste Education Centre.	TA assessed development of a Waste Education Centre was feasible but the Centre did not progress due to lack of dedicated resource.
Kiribati		**6**	**9**	**86**		
Revenue Raising	December 2014	2	3	28	To advise Betio Town Council on revenue raising.	Two visits by the technical advisor assessed Betio Town Council revenue generation and management and provided recommendations. A second visit provided financial administration training. Council Officers and Councillors now have financial reform formally tabled in the Council workplan. Bylaw revision is required which has slowed implementation of TA recommendations.
Solid Waste Management	April 2013 and July	3	5	51	To assist South Tarawa Urban Councils to manage refuse	Technical advisors worked with solid waste managers in Betio Town

Country and Project details	Date	Number of Technical Advisors	Number of visits	Number of days	Objective	Results
	2014 (x 2)				collections and landfill operations more effectively.	Council and Teinainano Urban Council. Refuse collection services have improved somewhat (but there have also been other refuse initiatives (Green Bags). Landfill operations are better managed in Teinainano Urban Council but not Betio Town Council. Staff capability and turnover is a factor in low effectiveness in Betio Council.
Dog Control on South Tarawa*	November 2013	1	1	7	Identify options for improving dog control in Betio Town Council and Teinainano Urban Council.	The technical advisor worked with council officers to identify dog control options and produced a report. The evaluation did not identify any significant change in dog control operations. Lack of physical resource (dog catching vehicle and equipment appear to be a limitation.
Nuie		**1**	**2**	**13**		
Corporate Plan template project Government Corporate Planning Exercise	August 2014 May 2015	1	2	13	Development of a corporate plan template for government departments and agencies. To review progress on the Corporate Planning and develop a Monitoring and Evaluation Framework.	Corporate Plan template and a set of standard planning questions. Monitoring and Evaluation Framework.
Samoa		**33**	**68**	**377**		
Apia Waterfront	2014-15	9	22	84	Project management and	Strategic and operational technical

Country and Project details	Date	Number of Technical Advisors	Number of visits	Number of days	Objective	Results
Development (AWD)					technical advice for development of the Apia Waterfront.	support provided on waterfront development plans; water quality monitoring protocol and practice; concept design and plan for a playground.
Dog Control	2013-15	22	43	278	To strengthen local management and operations to control stray dogs in Apia.	Technical advisors visited Samoa in multiple visits to conduct training. Samoan stakeholders visited New Zealand. A Dog Management Unit (DMU) was established as a result of PacificTA engagement. Stakeholders noted significant improvement in the number of stray dogs. The 2015 Activity Progress Report notes the DMU have established robust procedures and are undertaking outreach activities.
Building Regulations	September 2015	3	3	15	Scoping visit to assess opportunities to improve the regulatory operating system for commercial and residential buildings.	Technical advisors reviewed the existing Samoan Building Code and provided recommendations to improve the code and its implementation.
Solomon Islands		**4**	**5**	**24**		
Honiara City Council Waste and Market Management Review	July 2014 February 2015	4	5	24	Support waste services provided by Honiara City Council (including scoping visit) and scope potential support for market management.	1. Report provided recommendations and identified areas for further TA 2. Waste collector training conducted 3. Report provided key components of waste management programme.
Tonga		**2**	**3**	**20**		

Country and Project details	Date	Number of Technical Advisors	Number of visits	Number of days	Objective	Results
Local Government In Tonga Review *	October 2013	1	1	10	Review of local government structure and legislation, specifically the role of Village Council's and District/Town Officers.	Report provided short and long-term recommendations and funding options. The 2014 Activity Progress Report notes there has not been any progress in Tonga.
EUA Water supply review*	October 2013	1	1	10	Independent Review of the Eua Water Supply Upgrade Project.	The TA provided an independent review for a project that, at completion, had unresolved disputes between key stakeholders. The 2014 Activity Progress Report notes there has not been any progress in Tonga.
Prep for Pacific games*	October 2013	1	1	0* (completed as part of the LG review)	Promote discussion and awareness by sharing lessons from the Auckland/New Zealand experience in hosting significant events.	Report provided advice on governance, planning and facilities. The 2014 Activity Progress Report notes there has not been any progress in Tonga.
Vanuatu		**5**	**8**	**54**		
Luganville Municipal Council Public/Private Partnerships*	n.d.	1	1	7	Scoping exercise to assess the possibilities for increasing Public/ Private Partnerships.	TA identified challenges and provided specific recommendations for actions to address.
Port Vila Municipal Valuations and Property Tax Review*	February 2014	1	1	7	A review was undertaken of relevant legislation and policy; valuation procedures; staff capacity and resourcing.	A report outlining options for improving the property valuation processes and procedures. The 2014 Activity Progress Report notes the report formed the basis of a case study to the CLGF Pacific Capital Cities Forum for further work on revenue raising and financial stability.
Shefa Provincial Council Human Resource development plans	December 2013	2	3	25	Scoping exercise on developing Human Resource Plan template for use across all Vanuatu	Report identified actions points and recommendations. TA. Agreement was reached on organisational structure reporting lines; Job

Country and Project details	Date	Number of Technical Advisors	Number of visits	Number of days	Objective	Results
					Provincial Councils.	descriptions and Performance Appraisals created for all SPC positions (excluding national appointments); and a filing system developed.
Post cyclone scoping*	June 2015	3	3	15	Scope to assess potential support from PacificTA	No report
Fiji		**3**	**4**	**14**		
Water Authority Fiji	May 2015	3	4	14	To strengthen the Fiji Water Authority with technical and organisational support	No report

* Projects that only received one trip (no follow up undertaken). Note that the Post-cyclone scoping support was only completed in mid-2015 so may include additional follow-up. All others did not appear to have any further follow up planned (based on programme documentation).

Appendix G. Country profiles

Country: Cook Islands

Assistance delivered: Atiu Water Storage, Solid Waste Education Centre, capability building at Infrastructure Cook Islands

Funding received:$22,382 **Number days of technical assistance**: 39

Area	Summary of findings
Summary of assistance provided	The Cook Islands has received assistance in three broad areas. Two were discrete 'one-off' assignments (advice on the construction of community water tanks, and in the development of a waste education centre), and one 'mini-programme' of work that was focused on building planning and corporate type capability within Infrastructure Cook Islands (ICI – previously known as Ministry of Infrastructure and Planning – MOIP). These were all initiated as a result of contact with Frances Sullivan via CLGF. The applications also enjoyed strong support from the Minister at the time (Minister Heather).
Key successes	Stakeholders involved in the Atui Watertank technical assistance reported that the advisor and the report had been highly valuable. Whilst the community watertanks had not yet been constructed (due to prioritisation to household watertanks first), the stakeholders in-country viewed the technical report - particularly information regarding tank construction - as highly valuable. This information was used to guide decisions in the construction of watertanks for households, and was also going to be used to guide the construction of community watertanks in other outer islands. *Joanna Saywell (TA from Porirua City Council) doing calculations for Atiu community water storage (Image courtesy of LGNZ)* *"So in her report you would have seen in her report there were several options, and those options were spread across all the islands [their suitability]".* Other unexpected benefits arose from conversations she has with the Atiu community members to think more systematically about their water needs *" She also encouraged them to think along the lines of suitability, not just copy and paste…At one time it was just ok, let's go there and build a 50,000L tank….she helped the thinking on the island in [thinking through what their actual needs were]."* She was also very focused on building capability, and was careful to ensure this was incorporated into the advice she was providing. *Even right down to how to best implement with local capacity…[she had a focus on] if we are going to go inside there to do work, make sure we leave some capacity on the island. So having them engaged in the design brings on board ownership but more importantly having them engaged in the implementation leaves them with a skill to maintain and if we need to add more later."* A mini 'programme' of assistance was also provided to Infrastructure Cook Islands to enhance the

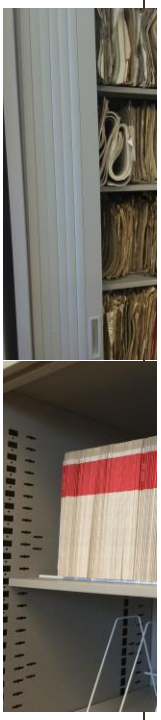
	organisation's planning capability. A key driver for this assistance was a KPMG audit of the Ministry of Infrastructure and Planning undertaken the year earlier that identified a number of significant problem areas. This assistance provided under the PacificTA was regarded as very useful. The guidance provided in the initial visit by Frances Sullivan (LGNZ) and Brent Maguire (NZTA) was clear and provided useful recommendations, and formed the basis around which follow up visits were framed. Key outputs included a draft organisational structure (which informed a submission to the Public Services Commission during ICI's restructure, and was recently approved), assistance in developing clear job descriptions, and improving their financial systems and processes. There has also been recent approval of a number of proposals to centralise policy, quality assurance, procurement and asset management. *"Since the recommendations came out we've had approval of policy and quality assurance, and procurement and assess management [as centralised processes]".* The Solid Waste Education Centre technical assistance was less successful. Reasons for this are detailed below.
Challenges encountered	The solid waste education centre technical assistance was notable in its lack of *any* form of lasting impact. This was attributed entirely to the fact that there was no prioritisation or budget for this work at the time (or since) to implement any recommendations. The application had been motived by a visit undertaken by Minister Heather to New Zealand seeing a waste education centre, however the lack of resourcing meant the report was unable to be implemented, despite stakeholders' in-country reporting positive feedback on the advisor and the report. The evaluation also found that the awareness levels of the programme were low to non-existent with stakeholders who would normally be regarded as key contact points in the delivery of any aid. These were the Aid Coordination Division, and the Development Manager at the New Zealand High Commission. The Cook Islands does suffer from challenges with considerable staff turnover, so some lack of awareness could be expected as a result of this. However others who either had a knowledge of the PacificTA assignments and/or had been in their positions dating back to when the assistance was delivered, only demonstrated an extremely limited understanding of what the PacificTA is, and in many instances were under the impression the assistance was eligible only to Infrastructure Cook Islands. Progress on the capability building in business planning and other related areas at ICI has stalled more recently, due to national elections (in 2014), a change in senior personnel, and the need to have the company structure approved. Progress has also been hampered by a departure of the key Technical Advisor (who left his position at NZTA). We were also informed of one application that has been submitted that has not progressed for reasons that could not be clearly determined. *"The business improvement side of things yes. The capital programming no…because there was supposed to be a follow-up trip that did not go ahead…we are still waiting"*

Country: Samoa

Assistance delivered: Apia Waterfront Development Project, Samoa Dog Control Project, Building Regulations

Funding received: $309,778 **Number of days of technical assistance**: 377

Area	Summary of findings
Summary of assistance provided	Samoa has received assistance in three areas. Two (the Apia Waterfront Development project and the Dog Control project) were identified as priority areas for assistance in the bilateral aid programme, within the Tourism Sector Development programme. Both of these projects have received multiple visits by technical advisors since 2014, via an ongoing programme of work. The incorporation of technical assistance from the Pacific TA into these two programmes was instigated by personnel at the New Zealand High Commission, who had experience seeing technical assistance being delivered via the PacificTA in Kiribati, and could see it adding value to these projects via the provision of relevant technical expertise. The Building Regulations technical assistance was initiated by the Assistant Chief Executive Officer, Asset Management Building Division at the Ministry of Works, Transport and Infrastructure. She was informed of the PacificTA facility by a colleague at PUMA and was then connected to LGNZ via them. Technical assistance was provided via three senior level advisors in a one week trip. The main aims were to review current processes and provide advice on the overhaul of the building processes because of the new building code being developed.
Key successes	All stakeholders spoken to involved in the Apia Waterfront Development and Dog Control projects reported that the technical assistance via the PacificTA has been instrumental in progressing these two projects, because of the ability to source individuals with the necessary and specific expertise in these technical areas. The Samoa Dog Control project has received assistance from 22 people, eight of whom have undertaken multiple visits. In the preliminary stages having a variety of individuals delivering technical assistance was seen as beneficial overall, providing a diversity of information and experience to the dog control officers, although at times created some confusion with conflicting advice being given. Greater continuity in personnel now is seen as beneficial to ensure the programme, which is now established, can be embedded. Dog Control Officers have also received training in New Zealand which was regarded as highly beneficial to demonstrate what a 'professional' dog control programme 'looks like'. Although the evaluation team was not able to conduct focus groups with members of the community, all locals canvased informally during the four days in-country unanimously reported that there had been a dramatic improvement in the dog control problem around Apia. *"Noticed a big change in the town area yes… enforcement and implementation needs to be continued, there are some with collars. But we see big changes of course"* *"tourists feel safe at night to walk around and not have dogs barking at their heels.you can go out any time of night and no worries."* The Apia Waterfront Development project has received technical assistance in a slightly different format, with a smaller number of individuals providing assistance in the overall development and delivery of the Apia Waterfront Development plan, and additional 'supplementary' technical assistance in more specific areas such as water quality testing, and technical assistance and oversight to build a playground. The higher level advise that has provided the scaffolding for the Apia Waterfront Development plan was reported as very valuable, with the right combination of 'hands off' and 'hands on' to build the capability and leadership to be led by the Samoan counterparts. Advice regarding effective community consultation was also specifically highlighted as valuable, as were the visits to New Zealand, which really enabled key stakeholders to understand what *could* be done, as well as a chance to receive information from a wider pool of technical experts (usually in a workshop setting).

	The playground itself is highly regarded by locals (canvased informally by the evaluation team). *"It is a really good development, not only for the people in the urban area, but also the people who live in the rural areas. Whenever they come into town there is a place for their kids to play and it's all for free, they don't need pay."* The water quality testing technical assistance has built the capability of in-country counterparts, and is providing useful information to support wider decision-making about the Apia Waterfront Development Plan. *Playground completed with technical assistance provided under the PacificTA.* The provision of strategic high level support via the technical assistance to the Assistance Chief Executive Officer, helped to solidify and confirm her views regarding where the major issues (in building regulations) lay as well as identifying other challenges. There were also some other small indirect benefits from the technical assistance via the provision of practical assistance. This included recommendations on record storage and management, which has led to efforts to improve this (see the photos illustrating the old and new file management systems). The report has also been leveraged to support a UNDP funding report. They have also established a relationship with Wellington City Council that has led to the provision of additional training to staff in New Zealand (*not* funded under the PacificTA, but instead under the New Zealand High Commission Short Training programme).  *Old versus new filing system at the Asset Management Building Division at the Ministry of Works, Transport and Infrastructure*
Challenges encountered	For the Apia Waterfront Development, project stakeholders identified a few challenges or areas for improvement (in the PacificTA). Firstly, in a longer term programme of work delivering technical assistance such as this, a more planned out approach would be beneficial to both those in Samoa (at post and in the counterpart agencies), and for those delivering the technical assistance from

	New Zealand. Due to very tight timeframes (imposed as a result of political priorities to have the playground opened in time for the All Blacks rubgy game in Samoa, July 2015) the assistance provided for the playground construction was limited in its ability to incorporate capability building, instead delivery was more akin to project management support. There are also some concerns from stakeholders involved in the water quality testing (which lasts only 12 months), reported they're not clear about 'what next' for a more permanent regime (given issues with water quality have been identified). Stakeholders also reported that there was a lack of understanding or awareness of other related technical assistance. This made it challenging for some advisors to integrate their advise and assistance into what has been provided before, which impacts on efficiency and effectiveness. Some technical advisors experienced challenges in identifying how to provide effectively advice and assistance within a difficult political framework.

Country: Kiribati

Assistance delivered: Solid Waste Management, Dog Control, Revenue Raising

Funding received:$40,745 **Number of days of technical assistance**: 86

Area	Summary of findings
Summary of assistance provided	Kiribati has received assistance in three areas: solid waste management, dog control (with both Betio Town Council and Teinainano Urban Council) and revenue raising (with Betio Town Council). The largest of these TA areas has been the solid waste management with five advisors over three visits (51 TA days in total). Of the three TAs, the solid waste management TA was the most integrated with the New Zealand Bilateral Programme, which has an existing solid waste management programme, particularly via the 'green bag' rubbish collection. The Dog Control TA was a one-off visit and the Revenue Raising involved two advisors over two visits.
Key successes	The solid waste management TA succeeded in building capacity to manage refuse collections and landfill operations more effectively in Teinainano Urban Council. Technical advisors worked with solid waste managers in both Betio Town Council and Teinainano Urban Council. Refuse collection services have improved somewhat (but there have also been other refuse initiatives (Green Bags), however landfill operations have only strengthened in Teinainano Urban Council compared to Betio Town Council. Other changes arising from this technical assistance have been an improvement in awareness on: health and safety matters; effective management of landfills; and appropriate management of hazardous and medical waste. Progress was being made in all these areas (at TUC), albeit at a slow pace. *Brett Way (TA from Central Hawkes Bay District Council) and Harry Langley, the Solid Waste Manager at Teinainano Urban Council (image courtesy of LGNZ).* The advice provided by Brett Way (pictured) was also instrumental in initiating a review of the councils' fee regulations. This work was undertaken by an Australian International Volunteer for Development, and recently resulted in changes to the fee structure being approved by the council (and Minister for Internal Affairs) allowing for new fees and charges to be levied for rubbish collection and disposal, which were contained within the solid waste management report recommendations. *An interpretation board that highlights the challenges Kiribati faces in solid waste management (left) and Betio Town Council Landfill at Red Beach. The piles of rubbish illustrates the poor management of this landfill (right).*

	Packs of dogs roaming the street in Tarawa (image courtesy of LGNZ) (left). Focus group with local women from Betio asking about solid waste and dog management. Once piece of technical assistance was also provided on dog control on Tarawa. The purpose of this assistance was to identify options for improving dog control in Betio Town Council and Teinainano Urban Council. The technical advisor worked with council officers to identify dog control options and produced a report. Practical advice was provided on health and safety matters (for example how to safely and humanely catch dogs), as well as higher level advice (contained within the report) on what a complete 'system' of dog management would look like (including a system of dog registrations). The practical 'hands on' advice was identified as particularly useful for this piece of technical assistance, although hampered by resources constraints (see below). Finally, two visits by a technical advisor assessed Betio Town Council revenue generation and management and provided recommendations. The second visit (involving two people) provided financial administration training. Council Officers and Councillors now have financial reform formally tabled in the Council workplan, which if approved, will enable the council to action many of the recommendations detailed in the report. The clear layout of this report was identified as particularly valuable in enabling the council to 'action' the advice. The same feedback was also given on the solid waste management reports, which were formatted in such a way that made the recommendations highly accessible.
Challenges encountered	The challenges faced in Kiribati largely reflected the more impoverished context of Kiribati (relative to other Pacific Island countries). The urban councils face considerable resource constraints; human, financial, and other material resources when delivering their 'services' to the public. Turnover of staff also hampered progress, particularly in Betio Town Council. Progress in both solid waste management and dog control has been affected by a lack of physical resource - dog catching vehicle and equipment appear to be a limitation for dog control, and compactors and collection vehicles for solid waste management. Even basic resourcing to replace safety gloves was identified as a challenge. In both cases the New Zealand High Commission is funding some of these resources and stakeholders indicated they were expecting delivery of some of these items later this year. Broader contextual constraints around behaviour and ability to pay fees and charges also influence the viability of successfully implementing some of the wider system changes recommended. In all three cases, bylaw revision has also been required which has slowed implementation of TA recommendations.